Business and Economics

Unit Guide

MGB2430
People, culture and strategy

Semester 1, 2018

Handbook link:
http://monash.edu.au/pubs/2018handbooks/units/MGB2430.html

The information contained in this unit guide is correct at time of publication. The University has the right to change any of the elements contained in this document at any time.

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Table of contents

Unit handbook information

Synopsis

Increased competition within the business environment has enhanced the focus on human resource strategies for business success. This unit will introduce students to the world of human resource management (HRM) and will explore the role of people, culture and strategy across contexts, sectors and occupations. This unit is designed to provide students with an opportunity to develop a critical approach to HRM concepts, models and theories. In addressing the challenges for 21st century students, the unit will also enhance student's employability by introducing personal development as a concept, and will enhance job readiness through providing opportunities for personal development.

Mode of delivery

Peninsula (On-campus)

This is an on-campus unit. It is expected that you attend lectures and tutorials regularly.

Workload requirements

Minimum total expected workload to achieve the learning outcomes for this unit is 144 hours per semester typically comprising a mixture of scheduled learning activities and independent study. Independent study may include associated readings, assessment and preparation for scheduled activities. The unit requires on average three/four hours of scheduled activities per week. Scheduled activities may include a combination of teacher directed learning, peer directed learning and online engagement.

Unit relationships

Prerequisites

MGB1010 or MGC1010 or MGF1010 or MGG1010 or MGP1010 or MGW1010

Prohibitions

MGC2430, MGF2661, MGG2430, MGW2430

Co-requisites

None

Chief Examiner

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Academic overview

Learning outcomes

The learning goals associated with this unit are to:

1. define the scope and purpose of HRM through the principles and practices of contrary people, culture and strategy initiatives
2. critically evaluate and analyse conceptual frameworks for assessing HRM systems in a global business environment and across different cultural/national setting
3. develop creative solutions to a range of contemporary HRM challenges involving people, culture and strategy initiatives
4. enhance student employability and job readiness skills, through personal development opportunities.

Teaching approach

The teaching and learning approach is designed to provide a mix between theoretical and practical application using contemporary organisational examples to frame the unit in the current working world. This subject is designed to encourage high levels of open discussion, cooperative activity

and learning. The Lecture is delivered weekly in a traditional lecture theatre (see timetable for details) for which students are required to attend.

Workshops commence in **Week 1** and will provide you with the opportunity to further develop and practice your skills and knowledge. Using tools such as self-reflection, experiential activities, discussion/debate, case analysis, simulation/games, role plays and group projects, the workshops utilise an active, interactive teaching style requiring student preparation, participation and involvement.

Recording of lectures

This unit will have lectures (or seminars in the absence of lectures) recorded. These recordings will be available to current students. If there is more than one seminar or lecture stream, the Chief Examiner may decide not to record each stream. In the event that there is an equipment failure and the lecture is not recorded in part or in full, no alternative recording will be provided. The Chief Examiner may determine a part or parts of lectures (or seminars) unsuitable for recording.

Unit schedule

For units with on-campus classes, teaching activities are normally scheduled to start on the hour (teaching will commence on the hour and conclude 10 minutes prior to the scheduled end time).

Students should note that the program outlined below is a guide to the material to be covered in this unit and not a definitive statement of when that material will be covered. Specific details relating to the timing will be discussed in class.

Week	Lecture	Assessment
0	No lectures in 0 week	No formal assessment or activities are undertaken in week 0
1	Introduction to HRM	
2	Strategic Issues in HRM	
3	Workforce Planning	
4	Job Design and Job Analysis	
5	Recruitment and Selection	
6	Managing Performance	**Assessment 1: Individual Essay**
7	Career Development	
8	CSR and Ethical HRM	
9	Diversity Management	
10	Reward Management	**Assessment 2: Presentations**
11	Global HRM	**Assessment 2: Presentations**
12	Unit revision	
	SWOT VAC	No formal assessment is undertaken SWOT VAC
	Examination period	**Assessment 3: Exam** LINK to Assessment Policy:http://policy.monash.edu.au/policy-bank/academic/education/assessment/assessment-in-coursework-policy.html

Assessment summary

Within semester assessment: 60% + Examination: 40%

Assessment task	Value	Due date
Individual Essay	30%	Week 6 Friday before 5pm
Training Activity and Report	30% (15% Report; 15% Training activity)	Report: Week 10, Monday before 9am; Presentations will take place in tutorials in weeks 10 & 11
Examination 1	40%	To be advised

A student's final mark is normally the sum of the marks obtained in all of the individual assessment items in the unit.

Second marking

Where an assessment task is given a fail grade by an examiner, that piece of work will be marked again by a second examiner who will independently evaluate the work, and consult with the first marker.   No student will be awarded a fail grade for an assessment task or unit without a second examiner confirming the result.

Note: Exceptions to this are individual pieces of assessment contributing 10% or less of the final mark, unless the total of such pieces exceeds 30% of the final mark.

Return of final marks

Faculty policy states that 'the final mark that a student receives for a unit will be determined by the Board of Examiners taking into account all aspects of assessment'.

The final mark for this unit will be released by the Board of Examiners on the date nominated in the Faculty Calendar. Student results will be accessible through the my.monash portal.

Exam viewing

Feedback on student performance in examinations and other end-of-semester assessment is required. The feedback should be in accordance with the University's procedures on Unit Assessment. Details of the examination script viewing arrangements set down by the Faculty of Business and Economics are available at https://www.monash.edu/business/current-students/admin-information/policies-and-procedures/examination-feedback-procedure

Assessment criteria

Full details relating to the assessment requirements for this unit are available on Moodle and will be discussed in class on Day One.

Assessment Criteria Grading Descriptors available at:
https://www.monash.edu/__data/assets/pdf_file/0006/801690/Assessment-in-Coursework-Units-Grading-and-Marking-Procedures.pdf

Assessment requirements

Participation

Where there is group work in a unit, it is expected that students manage their groups and group tasks effectively.

To do this, group members can take steps such as exchange contact details; develop a learning contract; agree on how to share work; and agree on a time and place to meet regularly. Group must also adhere to performance requirements and provide an evaluation of their group members at the end of the semester.

Groups should be proactive and take action if the group is experiencing difficulties. They can do this by arranging to meet the CE/Lecturer/Tutor as soon as possible so that difficulties can be resolved in a timely and productive manner.

Assessment tasks

Assessment task title: Individual Essay
Due Date: Week 6 Friday before 5pm
Weighting/Value: 30%
Details of Task: Your task is to write an argumentative essay answering **one** of the following questions, drawing from concepts and theories discussed so far this semester.

Strategic HR
Using literature, critically assess the 3 main approaches to HRM (best practice/best fit /configurational) Use examples where companies might use each and why.

Workforce Planning
Critically discuss the crucial components of strategic workforce planning in an industry of your choice. What are the challenges and how may these be addressed? Use literature and industry examples.

Guidelines for the essay:

- A minimum of 10 Academic references are to be used.
- You should use the academic third person writing style as outlined in the Q Manual.
- It is important that you use peer reviewed academic journal articles for the basis of your academic discussion. You should be aiming to draw on at least 10 refereed journal articles.
- No more than 2 textbooks to be used.

Release date: N/A
Word limit: 1500 words (+/- 10%) excluding references
Presentation requirements: Essay format is required. Please refer to the Q manual for formatting and presentation requirements. More details can be found on the Moodle site.

Your essay should define the topic, and provide critical analysis on the topic. A good essay should endeavour to achieve the following:

• Introduce the essay;

• Where possible, compare and contrast different authors' views on the topic;

• Engage with theories and practices in analysing the topic;

• Provide empirical examples to illustrate arguments, drawing on evidence from academic empirical research as well as media and consultancy reports;

• Outline management implications where relevant;

• Provide a conclusion

Estimated return date: Marked assignment will be returned 2 weeks from due date via Moodle
Hurdle requirements: N/A
Criteria for marking: Marking rubric is available from the Moodle site
Learning objectives assessed: This assessment is designed to test learning objectives 1-4
Submission details: You are required to submit an electronic copy (via Moodle with turnitin check report) on the due date.
Penalties for late lodgement: A maximum penalty of 10% of the total mark allocated to this assessment will be deducted for each day it is late.
Assessment coversheet: No cover sheet required as it is build into your Moodle submission
Additional information: N/A

Assessment task title: Training Activity and Report
Due Date: Report: Week 10, Monday before 9am; Presentations will take place in tutorials in weeks 10 & 11
Weighting/Value: 30% (15% Report; 15% Training activity)
Details of Task: This is a group assignment. Students are to work in groups of 5 student per group.

The purpose of this assessment is to provide students with an opportunity to; (i) develop knowledge of contemporary HRM strategies, systems and processes; (ii) develop their communication abilities. Working in the HR industry (and any job for that matter) requires an ability to communicate with others and this assessment gives you an opportunity to practice skills needed for employment.

Your group represents a HR consultancy business. You have been asked by IT.COM to train their supervisors on **one** *of the following topics:*
–Recruitment & Selection
–Performance Management
–Career Management
–Ethical HRM

For the Presentation:

  • Present a 15 minute activity to the class (who are the supervisors)
  • The activity should be interactive (the class needs to be involved)
  • All group members need to be in attendance and involved in the presentation

- Look at the document '101 More Games for Trainers' on Moodle for examples of activities.
- The activity needs to relate to the topic you choose – the audience should learn something about the topic.

For the Report:

- 1500 words including references.
- Minimum 10 academic references
- Include:
  - Outline of the activity and why you chose the activity
  - What impact the topic can have on the company
  - What impact the topic can have on the employees
  - Any slides used in the presentation

Release date: Not Applicable
Word limit: Report: 1500 +/- 10% words (excluding references); Training Activity: 15 minutes
Presentation requirements: Refer to the Q-manual for presentation requirements for a report.
Estimated return date: Two weeks after submission
Hurdle requirements: N/A
Criteria for marking: Please refer to the marking rubric on the Moodle site.
Learning objectives assessed: This assessment is designed to test learning objectives 1-4
Submission details: Report: You are required to submit an electronic copy (on Moodle with Turn-It-In check report) on the due date.
Penalties for late lodgement: You will need to finalise groups by Week 4. It is the students responsibility to find a group.

All group members are required to present. Failure to attend the presentation with your group will result in an individual fail.

Assessment coversheet: No coversheet is required as it is built in to your Moodle submission.
Additional information:

• All members of the group must make substantial contributions to the research and writing of the report. It is up to the group members to organise themselves, distribute tasks and make arrangements to meet.

• Be creative and interesting in your presentation and report.

• All group reports must be submitted via moodle on the submission date.

Groups will be allocated weeks to present by the tutor. Groups cannot request to present in Week 11.

Examination(s)

Title: Examination 1
Weighting: 40%
Length: 2 hours
Type (open/closed book): Closed book

Hurdle requirements (where applicable): There are no hurdle requirements for this unit.
Electronic devices allowed in the exam: None.
Exam details: Students will be required to answer FOUR essay style questions. It is a closed book examination.

Your exam timetable will be released in WES. It is your responsibility to check the schedule and make sure you attend the exam venue at the appropriate date and time.

Extension and penalties

Applications for an extension of time allocated to an assessment task must be made by completing the application form found at: http://www.monash.edu/exams/changes/special-consideration

Please note that tutors cannot grant any extensions. All applications for extensions must be submitted to the Chief Examiner for approval with accompanying documentary evidence (see the link above). Approval, if granted, will be in writing and will be recorded on the Faculty Assignment Cover Sheet accompanying the assessment task.

Referencing requirements

To build your skills in citing and referencing, and using different referencing styles, see the online tutorial Academic Integrity: Demystifying Citing and Referencing at http://www.lib.monash.edu/tutorials/citing/

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This unit utilises APA style referencing. More details can be located in the Q-Manual: http://www.buseco.monash.edu.au/qmanual/qmanual.pdf

Assignment submission

Online Submission:

If Electronic Submission has been approved for your unit, please submit your work via the Moodle site or other; as directed by your tutor for this unit.

Please keep a copy of tasks completed for your records.

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Submit an electronic copy via Moodle with a Turn-It-In check report.

Feedback

Our feedback to you

Types of feedback you can expect to receive in this unit are:

- Formal individual feedback on assignments expressed as a letter grade
- Answers to ask questions relating to the discipline or the unit's work
- Advice about seeking additional help to develop your writing or research skills
- Informal feedback relating to class activities

Your feedback to us

One of the formal ways students have to provide feedback on teaching and their learning experience is through the Student Evaluation of Teaching and Units (SETU) survey. The feedback is anonymous and provides the Faculty with evidence of aspects that students are satisfied with and areas for improvement.

Previous student evaluations of this unit

In response to previous SETU results of this unit, the following changes have been made:

- Greater structure concerning assessments;
- Development of online lesson's to provide material additional to the lecture

This unit has been modified for 2018 to respond to previous evaluations.

If you wish to view how previous students rated this unit, please go to
https://unitevaluations.connect.monash.edu.au/unitevaluations/index.jsp

Learning resources

Monash Library Unit Reading List (if applicable to the unit): http://monash.rl.talis.com/index.html
Research and Learning Online: www.monash.edu/rlo

Required resources

Students generally must be able to complete the requirements of their course without the imposition of fees that are additional to the student contribution amount or tuition fees. However, students may be charged certain incidental fees or be expected to make certain purchases to support their study. For more information about this, refer to the Higher Education Administrative Information for Providers, Chapter 18, Incidental Fees at http://education.gov.au/help-resources-providers

There are essential and recommended reading each week in addition to the set text. To obtain these readings please refer to the library readings list or your Moodle site.

The **prescribed textbook for this unit is**:

- Nankervis, A., Compton, R., Baird, M. & Coffey, J. (2017). *Human resource management strategies and processes* (9th ed.), South Melbourne, Victoria: Cengage Learning

This textbook is available as both a hard copy and an E-book. Information about the bookshop can be found on the Monash University website at: http://www.retail.monash.edu.au/bookshop

Technological requirements

Virtual learning environment (VLE): Moodle

Material used in class together with other information of importance to you will be published online via the unit's Moodle site. In order to access information about this unit in Moodle you must be enrolled in the unit and have a valid student account with authcate username and password. Moodle can be accessed through my.monash portal by clicking on the Moodle link under "Online systems". If you need some help with Moodle then check out the Moodle Support for Students page.

Q Manual

Work submitted for assessment must be consistent with the guidelines set down in the Q Manual, which is the faculty's student guide for producing quality work on time. Copies of this manual can be purchased at the bookshop or accessed online at http://business.monash.edu/students/study-resources/related/components/qmanual.pdf

Other information

Policies

Monash has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University's academic standards, and to provide advice on how they might uphold them. You can find Monash's Education Policies at: http://www.policy.monash.edu/policy-bank/academic/education/index.html

Student Academic Integrity Policy

www.monash.edu/__data/assets/pdf_file/0004/801841/Student-Academic-Integrity-Policy.pdf

Special Consideration

For information on applying for special consideration, please visit: http://www.monash.edu/exams/changes/special-consideration

Graduate Attributes Policy

http://www.monash.edu/policy-bank/academic/education/course-governance-and-design/course-design-policy

Student Charter

www.monash.edu/students/policies/student-charter.html

Student Services

The University provides many different kinds of services to help you gain the most from your studies. Contact your tutor if you need advice and see the range of services available at www.monash.edu/students

You can also access important information from the Faculty of Business and Economics current students page http://www.buseco.monash.edu.au/student/

English Connect provide services to improve and develop your language skills with workshops and programs, including online English Connect Grammar Resources, Let's Chat conversational and oral skills group sessions, workshops on oral presentation and public speaking skills (Speaking with Confidence) and grammar for academic English (Polish Up Your Grammar). Peer Support (one on one service) runs out of the Library and is to assist you with written assignments. You can register or gain more information at http://www.monash.edu/english-connect

Monash University Library

The Monash University Library provides a range of services, resources and programs that enable you to save time and be more effective in your learning and research.
Go to http://www.monash.edu/library or the library tab in my.monash portal for more information.

Disability Support Services

Students who have a disability, ongoing medical or mental health condition are welcome to contact Disability Support Services.

Disability Support Services also support students who are carers of a person who is aged and frail or has a disability, medical condition or mental health condition.

Disability Advisers visit all Victorian campuses on a regular basis.

- Website: monash.edu/disability
- Email: disabilitysupportservices@monash.edu

MGB2430 People, culture and strategy - Semester 1 (S1-01) - 2018