

MGMT2718

Human Resource Management

Course Outline

Semester 1, 2017

Part A: Course-Specific Information
Part B: Key Policies, Student Responsibilities
and Support

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PART A: COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS

Position	Name	Email	Room	Phone
Lecturer-in-charge	A/Prof Amirali Minbashian	amiralim@unsw.edu.au	545	9385 4617
Tutor	Dr Douglas Long	douglas.long@unsw.edu.au	554	9385 9779
Tutor	Ms Mahreen Khan	mahreen.khan@unsw.edu.au	534N	
Tutor	Mr Christian Criado-Perez Chanin	c.criadoperez@unsw.edu.au	534G	

Consultation by appointment by email. The rooms are located in the UNSW Business School Building.

2 COURSE DETAILS

2.1 Teaching Times and Locations

Lectures start in Week 1 (to Week 12): The Time and Location are:
Monday 4pm-6pm, ChemicalSc M17

Tutorials start in Week 2 (to Week 12). No tutorial in Week 8. The Groups and Times are:

Tuesday 9am-10am, Tyree Energy Technology G17

Tuesday 10am-11am, Tyree Energy Technology G17

Tuesday 1pm-2pm, Law Building 202

Tuesday 2pm-3pm, Blockhouse G6

Wednesday 9am-10am, Goldstein G01

Wednesday 12pm-1pm, Tyree Energy Technology G16

Wednesday 1pm-2pm, Blockhouse G6

Wednesday 4pm-5pm, Law Building 203

Wednesday 5pm-6pm, Law Building 302

2.2 Units of Credit

The course is worth 6 units of credit.

2.3 Summary of Course

MGMT2718 provides students with an introduction to the major functions and processes that make up human resource management. After completing this course you should have an understanding of what human resource managers do and how they do it. Key HR functions covered include workforce planning, job analysis and design, recruitment and selection, learning and development, and performance and reward management. The course will also introduce students to an evidence-based approach to managing people.

2.4 Course Aims and Relationship to Other Courses

The broad objective of MGMT2718 is to provide students with an introduction to the major functions and processes of human resource management. The course aims to: 1) facilitate an understanding of what it is that HR Managers do and how they do it, and, 2) promote an evidence-based approach to examining the effectiveness of the various options for managing an organisation's workforce.

A prerequisite for this course is the completion of any first year MGMT course (e.g., MGMT1001, MGMT1002, MGMT1101). MGMT2718 builds on these courses by focusing on human resource management, especially its functional aspects. This complements the content covered in the course MGMT3724 (which focuses more on the strategic aspects of human resource management). Furthermore, MGMT2718 provides an introduction to specific HR topics that are covered more extensively in other specialist courses, such as health and safety at work (MGMT2724), managing pay and performance (MGMT3728), and managing workplace training (MGMT3729).

2.5 Student Learning Outcomes

By the end of this course, you should be able to:

1. Describe and explain the functions performed by HR Managers, including workplace planning, job analysis and design, recruitment, selection, development, remuneration, occupational health and safety, and diversity management.
2. Engage in group discussions and conduct group work based on human resource management activities.
3. Access relevant evidence-based articles on human resource management topics.
4. Evaluate and apply findings from the evidence-based literature to address problems arising in human resource management.

The Course Learning Outcomes are what you should be able to DO by the end of this course if you participate fully in learning activities and successfully complete the assessment items.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all undergraduate students in the Business School. Program Learning Goals are what we want you to BE or HAVE by the time you successfully complete your degree (e.g. 'be an effective team player'). You demonstrate this by achieving specific Program Learning Outcomes - what you are able to DO by the end of your degree (e.g. 'participate collaboratively and responsibly in teams').

For more information on the Undergraduate Program Learning Goals and Outcomes, see Part B of the course outline.

The following table shows how your Course Learning Outcomes relate to the overall Program Learning Goals and Outcomes, and indicates where these are assessed (they may also be developed in tutorials and other activities):

Program Learning Goals and Outcomes	Course Learning Outcomes	Course Assessment Item
<i>This course helps you to achieve the following learning goals for all Business undergraduate students:</i>	<i>On successful completion of the course, you should be able to:</i>	<i>This learning outcome will be assessed in the following items:</i>

1	Knowledge	Describe and explain the functions performed by HR Managers, including workplace planning, job analysis, recruitment, selection, development, remuneration, occupational health and safety, and diversity management. Access relevant evidence-based articles on human resource management topics.	<ul style="list-style-type: none"> • Exams • Article Reviews • Class Participation
2	Critical thinking and problem solving	Evaluate and apply findings from the evidence-based literature to address problems arising in human resource management.	<ul style="list-style-type: none"> • Article Reviews • Exams • Class Participation
3a	Written communication	Construct written work which clearly communicates knowledge of HR topics.	<ul style="list-style-type: none"> • Article Reviews • Exams
3b	Oral communication	Communicate ideas clearly in the context of group discussions.	<ul style="list-style-type: none"> • Class Participation
4	Teamwork	Conduct group work based on human resource management activities.	<ul style="list-style-type: none"> • Class Participation
5a.	Ethical, social and environmental responsibility	Identify ethical issues in discussions of specific HRM topics (e.g., OH&S)	<ul style="list-style-type: none"> • Not explicitly assessed
5b.	Social and cultural awareness	Consider social and cultural issues in discussions of specific HRM topics (e.g., diversity management).	<ul style="list-style-type: none"> • Not explicitly assessed

3 LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course

This course emphasises both the acquisition and application of knowledge. I believe that learning occurs most effectively when theory is taught in conjunction with application. This is reflected in my teaching approach to this course, which combines conceptual knowledge about the functions of human resource management along with activities that illustrate how such functions are performed in practice and best implemented in organisations.

I believe that teaching should take into account individual differences in the needs and attributes of learners and should be responsive to feedback. I seek on-going feedback from students in relation to the positive and negative aspects of my teaching approach and I attempt to adapt my approach to better meet student needs. I also encourage students to actively take responsibility for their own learning.

3.2 Learning Activities and Teaching Strategies

Each week is comprised of a 2 hour lecture and a 1 hour tutorial. The lecture is designed to convey theoretical and practical knowledge about the functions performed by HR Managers. The tutorial involves hands-on activities to enable transfer of learning to the world of work. For example, students will complete activities that involve selecting personnel in work contexts, designing a performance appraisal system, and redesigning jobs to increase their motivating potential. Tutorials will also be used to review the evidence base for various human resource activities (through discussions of readings) in order to promote an evidence-based approach to human resource management.

4 ASSESSMENT

4.1 Formal Requirements

In order to pass this course, you must:

- achieve a composite mark of at least 50; and
- make a satisfactory attempt at all assessment tasks (see below).

4.2 Assessment Details

Assessment Task	Weighting	Length	Due Date
Midsession Exam	20%	1 hour	In Week 7 lecture
Article Reviews (two in total)	30% (15% per review)	3 pages per review	The Thursdays of Weeks 4 and 10.
Class Participation (peer-and tutor-rated)	20% (15% peers, 5% tutor)	Not Applicable	Peer ratings due at end of session (in Week 13)
Final Exam	30%	2 hours	University exam period

Midsession Exam

The midsession exam (20% of total course mark) will take place **in the Week 7 lecture (at 4pm, Monday 10th April)**. It will assess your knowledge of the topics presented in Weeks 1 to 5, and can include any material presented in lectures or in the associated textbook chapters. The exam will comprise of multi-choice questions.

Article Reviews

During the course of the semester, students will review two journal articles that provide an evidence-based approach to human resource management topics. Each review is worth 15% (i.e., the two reviews together are worth 30% of the total course mark). The reviews are due by 6pm on the Thursdays of Weeks 4 and 10 respectively (**i.e., Review 1 is due 6pm Thursday 23rd March and Review 2 is due 6pm Thursday 11th May**).

The article to be reviewed, the specific questions that each review should address, any breakdown of allocated marks, and instructions for how to submit the reviews will be provided will be provided at least two weeks prior to the due date for the review. Students are required to access and read the article and to write a short review. The purpose of this task is to assess students on their ability to describe, evaluate and apply findings from the evidence-based literature to human resource management topics. Each review should be a maximum of three double-spaced A4 pages long (Times New Roman, 12-point font with 2.5cm margins). Failure to submit a review on time, where approval of an extension has not been granted and where grounds for an extension do not exist, will result in a penalty of 1 mark (out of the 10 possible marks) per day. Extensions will only be granted on medical or compassionate grounds under extreme circumstances, and will not be granted for work and other commitments. Appropriate documentation (e.g., medical certificates) will be required. Requests for extensions must be lodged online via myUNSW prior to the due date (see Special Consideration section in Part B of this document).

Class Participation

Classroom participation in tutorials (20% of total course mark) will be assessed by peer and tutor ratings. As part of the weekly tutorials, students will participate in group discussions and group activities with other students in the class. The composition of groups will be changed around from week to week so that students have the opportunity to interact with all other students. Furthermore, the class as a whole will interact as part of classroom discussions. At the end of the session, each student will complete a questionnaire in which they rate every other student with respect to (1) how actively each contributed to the positive learning environment of the class and (2) how receptive each was to the contributions of other students. The tutor will also rate all students. The obtained ratings for each student will be combined to determine the student's overall mark for classroom participation, where peer ratings will contribute 15% and tutor ratings will contribute 5% (i.e., total of 20%). The specific nature of the questions and questionnaire format will be discussed as part of the Week 7 tutorial on performance appraisal systems.

Final Exam

The final exam (30% of total course mark) will take place during the university examination period. It will assess your knowledge of the topics presented in Weeks 6 to 12, and can include any material presented in lectures or in the associated textbook chapters. The exam will comprise of multi-choice questions.

Quality Assurance

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

5 COURSE RESOURCES

The website for this course is on Moodle at: <http://moodle.telt.unsw.edu.au>

The prescribed textbook for the course is:

Stone, R. J. (2013). *Managing Human Resources (4th edition)*. Wile.

The textbook will form the basis for the information covered in the lectures and the content covered in the midsession and final exams. Consequently, it is strongly advised that you purchase it. Copies are available at the UNSW Bookshop.

Additional readings will be suggested in class as required. These will be accessible via the library catalogue (<http://www.library.unsw.edu.au/>).

6 COURSE EVALUATION AND DEVELOPMENT

Each year feedback is sought from students about the courses offered in the School and continual improvements are made based on this feedback. UNSW's myExperience survey is one of the ways in which student evaluative feedback is gathered. In this course, we will seek your feedback through end of semester myExperience responses. We also encourage informal feedback during the course and, if appropriate, will adjust the course as it progresses in line with this feedback.

7 COURSE SCHEDULE

COURSE SCHEDULE				
Week	Lecture Topic	Tutorial Topic	References (Textbook)	Other Activities/ Assessment
Week 1 27 February	Introduction to HRM	<i>NO TUTORIALS</i>	Chapter 1	
Week 2 6 March	HR Planning	Evidence-Based Management Article	Chapter 2	
Week 3 13 March	Job Analysis and Design	Downsizing Article	Chapter 5	
Week 4 20 March	Recruitment	Job Design Activity	Chapter 6	Article Review 1 due Thurs 23 March
Week 5 27 March	Selection	Police Selection Activity	Chapter 7	
Week 6 03 April	Performance Appraisal and Management	Article Review 1 Discussion	Chapter 8	
Week 7 10 April	MIDSESSION EXAM DURING LECTURE	Class Performance Appraisal Activity		Midsession Exam (during lecture)
Mid-semester break: Friday 14 – Saturday 22 April inclusive				
Week 8 24 April	Training and Development	<i>NO TUTORIALS</i>	Chapters 9-10	
Week 9 1 May	Remuneration	Job Hopping Article	Chapter 11	
Week 10 8 May	Diversity Management	Job Evaluation Activity	Chapter 13	Article Review 2 due Thurs 11 May
Week 11 15 May	Workplace Health and Safety	Flu Pandemic Case Study	Chapter 14	
Week 12 22 May	Evaluating HRM	Article Review 2 Discussion	Chapter 16	
Week 13 29 May	<i>NO LECTURE</i>	<i>NO TUTORIALS</i>		Class Participation peer-ratings due

Note: References refer to the textbook chapter corresponding to that week's lecture.
Readings for tutorials will be provided separately.

PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT

9 PROGRAM LEARNING GOALS AND OUTCOMES

The Business School Program Learning Goals reflect what we want all students to BE or HAVE by the time they successfully complete their degree, regardless of their individual majors or specialisations. For example, we want all our graduates to HAVE a high level of business knowledge, and a sound awareness of ethical, social, cultural and environmental implications of business. As well, we want all our graduates to BE effective problem-solvers, communicators and team participants. These are our overall learning goals for you and are sought after by employers.

You can demonstrate your achievement of these goals by the specific outcomes you achieve by the end of your degree (e.g. be able to analyse and research business problems and propose well-justified solutions). Each course contributes to your development of two or more program learning goals/outcomes by providing opportunities for you to practise these skills and to be assessed and receive feedback.

Program Learning Goals for undergraduate and postgraduate students cover the same key areas (application of business knowledge, critical thinking, communication and teamwork, ethical, social and environmental responsibility), which are key goals for all Business students and essential for success in a globalised world. However, the specific outcomes reflect different expectations for these levels of study.

We strongly advise you to choose a range of courses which assist your development of these skills, e.g., courses assessing written and oral communication skills, and to keep a record of your achievements against the Program Learning Goals as part of your portfolio.

Business Undergraduate Program Learning Goals and Outcomes

1. Knowledge: Our graduates will have in-depth disciplinary knowledge applicable in local and global contexts.

You should be able to select and apply disciplinary knowledge to business situations in a local and global environment.

2. Critical thinking and problem solving: Our graduates will be critical thinkers and effective problem solvers.

You should be able to identify and research issues in business situations, analyse the issues, and propose appropriate and well-justified solutions.

3. Communication: Our graduates will be effective professional communicators.

You should be able to:

- a. Prepare written documents that are clear and concise, using appropriate style and presentation for the intended audience, purpose and context, and
- b. Prepare and deliver oral presentations that are clear, focused, well-structured, and delivered in a professional manner.

4. Teamwork: Our graduates will be effective team participants.

You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team's processes and ability to achieve outcomes.

5. Ethical, social and environmental responsibility: Our graduates will have a sound awareness of the ethical, social, cultural and environmental implications of business practice.

You will be able to:

- a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
- b. Identify social and cultural implications of business situations.

Business Postgraduate Coursework Program Learning Goals and Outcomes

1. Knowledge: Our graduates will have current disciplinary or interdisciplinary knowledge applicable in local and global contexts.

You should be able to identify and apply current knowledge of disciplinary or interdisciplinary theory and professional practice to business in local and global environments.

2. Critical thinking and problem solving: Our graduates will have critical thinking and problem solving skills applicable to business and management practice or issues.

You should be able to identify, research and analyse complex issues and problems in business and/or management, and propose appropriate and well-justified solutions.

3. Communication: Our graduates will be effective communicators in professional contexts.

You should be able to:

- a. Produce written documents that communicate complex disciplinary ideas and information effectively for the intended audience and purpose, and
- b. Produce oral presentations that communicate complex disciplinary ideas and information effectively for the intended audience and purpose.

4. Teamwork: Our graduates will be effective team participants.

You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team's processes and ability to achieve outcomes.

5. Ethical, social and environmental responsibility: Our graduates will have a sound awareness of ethical, social, cultural and environmental implications of business issues and practice.

You should be able to:

- a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
- b. Consider social and cultural implications of business and /or management practice.

10 ACADEMIC HONESTY AND PLAGIARISM

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW policies, penalties, and information to help you avoid plagiarism see: <https://student.unsw.edu.au/plagiarism> as well as the guidelines in the online ELISE tutorials for all new UNSW students: <http://subjectguides.library.unsw.edu.au/elise>

To see if you understand plagiarism, do this short quiz:

<https://student.unsw.edu.au/plagiarism-quiz>

For information on how to acknowledge your sources and reference correctly, see:

<https://student.unsw.edu.au/harvard-referencing>

For the *Business School Harvard Referencing Guide*, see the [Business Referencing and Plagiarism](#) webpage (Business >Students>Learning support> Resources>Referencing and plagiarism).

11 STUDENT RESPONSIBILITIES AND CONDUCT

Students are expected to be familiar with and adhere to university policies in relation to class attendance and general conduct and behaviour, including maintaining a safe, respectful environment; and to understand their obligations in relation to workload, assessment and keeping informed.

Information and policies on these topics can be found in UNSW Current Students 'Managing your Program' webpages: <https://student.unsw.edu.au/program>.

11.1 Workload

It is expected that you will spend at least **nine to ten hours** per week studying this course. This time should be made up of reading, research, working on exercises and problems, online activities and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater. Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

We strongly encourage you to connect with your **Moodle course websites** in the **first week of semester**. Local and international research indicates that students who engage early and often with their course website are more likely to pass their course.

Information on expected workload: <https://student.unsw.edu.au/uoc>

11.2 Attendance

Your regular and punctual attendance at lectures and seminars or in online learning activities is expected in this course. University regulations indicate that if students attend less than 80% of scheduled classes they may be refused final assessment. For more information, see: <https://student.unsw.edu.au/attendance>

11.3 General Conduct and Behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: <https://student.unsw.edu.au/conduct>

11.4 Health and Safety

UNSW Policy requires each person to work safely and responsibly, in order to avoid personal injury and to protect the safety of others. For more information, see <http://safety.unsw.edu.au/>.

11.5 Keeping Informed

You should take note of all announcements made in lectures, tutorials or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information. It is also your responsibility to keep the University informed of all changes to your contact details.

12 SPECIAL CONSIDERATION

You must submit all assignments and attend all examinations scheduled for your course. You should seek assistance early if you suffer illness or misadventure which affects your course progress.

General Information on Special Consideration for undergraduate and postgraduate courses:

1. All applications for special consideration must be **lodged online through myUNSW within 3 working days of the assessment** (Log into myUNSW and go to My Student Profile tab > My Student Services > Online Services > Special Consideration). You will then need to submit the originals or certified copies of your completed Professional Authority form (pdf - download here) and other supporting documentation to Student Central. For more information, please study carefully in advance the instructions and conditions at: <https://student.unsw.edu.au/special-consideration>
2. Please note that documentation may be checked for authenticity and the submission of false documentation will be treated as academic misconduct. The School may ask to see the original or certified copy.
3. Applications will **not** be accepted by teaching staff. The lecturer-in-charge will be automatically notified when you lodge an online application for special consideration.
4. Decisions and recommendations are only made by lecturers-in-charge (or by the Faculty Panel in the case of final exam special considerations), **not** by tutors.
5. Applying for special consideration **does not** automatically mean that you will be granted a supplementary exam or other concession.
6. Special consideration requests **do not allow** lecturers-in-charge to award students additional marks.

Business School Protocol on requests for Special Consideration for Final Exams:

The lecturer-in-charge will need to be satisfied on each of the following before supporting a request for special consideration:

1. Does the medical certificate contain all relevant information? For a medical certificate to be accepted, the degree of illness, and impact on the student, must be stated by the medical practitioner (severe, moderate, mild). A certificate without this will not be valid.
2. Has the student performed satisfactorily in the other assessment items? Satisfactory performance would require at least a composite mark of 50% and meeting the obligation to have attended 80% of tutorials.
3. Does the student have a history of previous applications for special consideration? A history of previous applications may preclude a student from being granted special consideration.

Special Consideration and the Final Exam in undergraduate and postgraduate courses:

Applications for special consideration in relation to the final exam are considered by a Business School Faculty panel to which lecturers-in-charge provide their recommendations for each request. If the Faculty panel grants a special consideration request, this will entitle the student to sit a supplementary examination. No other form of consideration will be granted. The following procedures will apply:

1. Supplementary exams will be scheduled centrally and will be held approximately two weeks after the formal examination period. The dates for Business School supplementary exams for Semester 1, 2017 are:

Tuesday 11 July 2017 Exams for the School of Accounting, Marketing

Wednesday 12 July 2017 Exams for the School of Banking and Finance, Management, Risk and Actuarial Studies

Thursday 13 July 2017 Exams for the School of Economics, Taxation and Business Law, Information Systems

If a student lodges a special consideration for the final exam, they are stating they will be available on the above dates. **Supplementary exams will not be held at any other time.**

2. Where a student is granted a supplementary examination as a result of a request for special consideration, the student's original exam (if completed) will be ignored and only the mark achieved in the supplementary examination will count towards the final grade. Absence from a supplementary exam without prior notification does not entitle the student to have the original exam paper marked, and may result in a zero mark for the final exam.

The Supplementary Exam Protocol for Business School students is available at:
<http://www.business.unsw.edu.au/suppexamprotocol>

13 STUDENT RESOURCES AND SUPPORT

The University and the Business School provide a wide range of support services for students, including:

- **Business School Education Development Unit (EDU)**
<https://www.business.unsw.edu.au/students/resources/learning-support>
The EDU offers academic writing, study skills and maths support specifically for Business students. Services include workshops, online resources, and individual consultations. EDU Office: Level 1, Room 1033, Quadrangle Building. Phone: 9385 7577 or 9385 4508; Email: edu@unsw.edu.au.
- **Business Student Centre**
<https://www.business.unsw.edu.au/students/resources/student-centre>
Provides advice and direction on all aspects of admission, enrolment and graduation. Office: Level 1, Room 1028 in the Quadrangle Building; Phone: 9385 3189.
- **Moodle eLearning Support**
For online help using Moodle, go to: <https://student.unsw.edu.au/moodle-support>. For technical support, email: itservicecentre@unsw.edu.au; Phone: 9385 1333.
- **UNSW Learning Centre**
www.lc.unsw.edu.au
Provides academic skills support services, including workshops and resources, for all UNSW students. See website for details.
- **Library services and facilities for students**
<https://www.library.unsw.edu.au/study/services-for-students>
- **IT Service Centre:**
<https://www.it.unsw.edu.au/students/index.html>

Provides technical support to troubleshoot problems with logging into websites, downloading documents, etc. Office: UNSW Library Annexe (Ground floor). Phone: 9385 1333.

- **UNSW Counselling and Psychological Services**

<https://student.unsw.edu.au/wellbeing>

Provides support and services if you need help with your personal life, getting your academic life back on track or just want to know how to stay safe, including free, confidential counselling. Office: Level 2, East Wing, Quadrangle Building; Phone: 9385 5418; Email: counselling@unsw.edu.au

- **Disability Support Services**

<https://student.unsw.edu.au/disability>

Provides assistance to students who are trying to manage the demands of university as well as a health condition, learning disability or have personal circumstances that are having an impact on their studies. Office: Ground Floor, John Goodsell Building; Phone: 9385 4734; Email: disabilities@unsw.edu.au