

School of Management

## **HRIR201 MANAGING HUMAN RESOURCES AND INDUSTRIAL RELATIONS**

Trimester 3, 2015

### **COURSE OUTLINE**

---

#### **Names and Contact Details**

##### **COURSE COORDINATOR & LECTURER**

**Carol Jess**  
RH1032 Rutherford House  
Email: [carol.jess@vuw.ac.nz](mailto:carol.jess@vuw.ac.nz)

##### **LECTURER**

**Jane Bryson**  
RH1205 Rutherford House  
[jane.bryson@vuw.ac.nz](mailto:jane.bryson@vuw.ac.nz)  
Phone: 463 5707

##### **LECTURER**

**Geoff Plimmer**  
RH1007 Rutherford House  
Email: [Geoff.plimmer@vuw.ac.nz](mailto:Geoff.plimmer@vuw.ac.nz)  
Phone: 463 5700

##### **TUTOR**

**Hamish Crimp**  
Email: [hamishcrimp@gmail.com](mailto:hamishcrimp@gmail.com)

##### **ADMINISTRATOR**

**Celine Ronze**  
Room: RH1022, Rutherford House  
Phone: 463 5358  
Email: [celine.ronze@vuw.ac.nz](mailto:celine.ronze@vuw.ac.nz)

##### **UNDERGRAD PROGRAMME MANAGER**

**Garry Tansley**  
Room: RH 915, Rutherford House  
Phone: 463 6968  
Email: [garry.tansley@vuw.ac.nz](mailto:garry.tansley@vuw.ac.nz)

#### **Trimester Dates**

Teaching Period Monday 16 November to Friday 11 December 2015  
Examination Period Thursday 17 December to Friday 18 December 2015  
(inclusive)

#### **Withdrawal from Course**

- 1) Your fees will be refunded if you withdraw from this course on or before 20 November 2015.
- 2) The standard last date for withdrawal from this course is Friday 4<sup>th</sup> December 2015.

After the last date stated in #2, students forced to withdraw by circumstances beyond their control must apply for permission on an 'Application for Associate Dean's Permission to Withdraw Late' including supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks.

## **Class Times and Room Numbers**

Lectures: Mondays, Wednesdays, Thursdays 12.40-2.30pm  
Location: Mondays & Wednesdays GBLT2, Thursdays GBLT3  
Lectures on: 16, 18, 19, 23, 25, 26, 30 November & 2, 3, 7, 9, 10 December 2015

Tutorials will occur in every lecture week (a 1-hour tutorial in week 1, and 2- hour tutorials in weeks 2, 3, 4). Please sign-up to a tutorial group through S-cube. If you have been unable to sign up for a tutorial contact the Tutorial Coordinator (Garry Tansley).

## **Teaching Format**

There are three two-hour lectures per week - these will be a mix of lecture, some brief DVD clips and some discussion. Tutorials occur every week and these are an important component of your learning in which you have the opportunity to discuss chapters of the text book and further your understanding of key concepts. Active participation in tutorials is expected, and graded on evidence of preparation for discussion (see Assessment information).

## **Expected Workload**

Students can expect the workload over the trimester to be up to a total of 150 hours spread approximately as follows: Reading for lectures and assignment preparation 80 hours; tutorial preparation 14 hours; examination revision 25 hours; lecture attendance 24 hours; tutorial attendance 7 hours.

## **Group Work**

While the course has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. **Please do not work together to formulate a response and do not loan out your completed assignments.** You will be expected and encouraged to work in groups on in-term cases and assignments; however reports must be individual submissions.

## **Prescription**

An introduction to the field of human resource management and industrial relations. The course develops multiple perspectives on work and employment and shows how theoretical frameworks can be used to critically analyse and understand them.

## **Course Learning Objectives**

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

- 1) Show an understanding of the dynamic nature and various perspectives of the employment relationship (*assessed by essay and exam*);
- 2) Analyse, synthesise and apply conceptual frameworks to workplace issues (*assessed by essay, tutorial and exam*);
- 3) Demonstrate knowledge of the interaction between global employment issues and the local employment relations environment (*assessed by the essays*);
- 4) Articulate knowledge and critical thinking about HRM and IR issues in a clear professional manner, orally in a group environment and in formal written form (*assessed by essay, tutorial and exam*).

## Readings

The *required textbook* is:

Bryson, J. & Ryan, R. (2012) *Human Resource Management in the Workplace*. Pearson: Auckland.

This can be obtained from VicBooks. There are also copies for reference purposes in the library. Tutorials will use the textbook and/or other material notified on Blackboard.

## Assessment

The policies in the Victoria Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

Course learning objective	Assessment	Weight	Date
1, 3	1. Individual Assignment One - Analysis essay	20%	Friday 27 November 2015 1pm hard copy / 5pm electronic copy
2, 3, 4	2. Individual Assignment Two - Issue Analysis essay	20%	Monday 14 December 2015 1pm hard copy / 5pm electronic copy
2, 4	3. Tutorial Preparation & Participation	10%	16 November – 11 December 2015
1, 2, 4	4. Final Examination - 2 hours	50%	17-18 December 2015
	<b>TOTAL</b>	<b>100%</b>	

### 1. Analysis Essay

*Due Date:* Friday 27 November 2015, 1pm hard copy / 5pm electronic copy

Marks: 20%

*Length:* 1500 words

*Topic:* Provide a brief explanation of: *What is Human Resource Management?* AND *What is Industrial Relations?* Then choose **one** of the following on-going changes faced by organisations - research and discuss what challenges it raises for managing people, what are the HRM and IR implications?

1. *Changing technology* OR
2. *Increasing average age of the workforce* OR
3. *Increasing ethnic diversity of the workforce.*

You are expected to use the course text book, plus other HRM or employment relations text books (see the Commerce Library) or online library resources, and reputable internet resources (i.e., those backed by solid research evidence).

**Note:** The marking guide for this essay is posted on the HRIR 201 Blackboard site (under the assignment tab).

### 2. Issue Analysis Essay

*Due:* Monday 14 December 2015, 1pm hard copy / 5pm electronic copy

Marks: 20%

*Length:* 1500 words

*Issue:* Choose **one** of these two issues to analyse, either: 1) *Abolition of Zero Hours Contracts at Sky City Auckland* OR 2) *New Zealand midwives' equal pay case* (further background information provided below).

Provide a very brief outline of the organisation (specific industry, type of work; number of employees, types of occupations/jobs – skill levels; unionised or not; any other important or distinguishing features of the organisation or its workforce).

Then, analyse the issue: From an HRM and IR perspective why has the employer/workers taken this stance? How do they hope to benefit from it? Are there any risks? How could they be addressed? What are benefits or risks to employees/workers? How could they be addressed? Are there any other stakeholders who should be considered?

### Background information

#### 1. *Abolition of Zero Hours Contracts at Sky City Auckland*

On 1 January 2016, all part-time and on-call employees on a collective agreement with Sky City Auckland will be guaranteed a minimum number of agreed hours per week.

Some background resources to get you started:

<http://www.skycityentertainmentgroup.com/media-centre/media-releases/2015/august/31/skycity-auckland-agrees-to-new-guaranteed-minimum-hours-for-staff/>

<http://www.hrmonline.co.nz/news/aucklands-largest-employer-cuts-zerohours-contracts-205007.aspx>

[http://www.unite.org.nz/skycity\\_abandons\\_zero\\_hours\\_contracts](http://www.unite.org.nz/skycity_abandons_zero_hours_contracts)

<http://www.radionz.co.nz/news/national/273081/skycity-pressured-over-zero-hour-contracts>

#### 2. *New Zealand Midwives Equal Pay Case*

New Zealand has had the Equal Pay Act since 1972; however, the pay gap between men and women has not been closed. The Human Rights Commission reported on 5 October 2015 that the gap had risen to 11.8%, a six year high.

On 31 August 2015 The College of Midwives lodged an equal pay claim at the High Court in Wellington. The case will claim that midwives, as a female-dominated profession, are paid less than male-dominated professions with similar skills, qualifications, expertise and responsibility.

Some background resources to get you started:

<http://womenatwork.org.nz/work-programme/develop-your-workplace-negotiation-skills/why-is-negotiation-an-issue-for-women/there-is-a-gender-pay-gap/>

<https://www.midwife.org.nz/latest-news/midwives-take-legal-action/>

<http://www.stuff.co.nz/business/better-business/71536143/Midwives-drop-bombshell-with-court-action-over-pay-discrimination>

You are expected to use the resources provided, your HRM & IR knowledge from the course, and additional resources (e.g., further online company or news media information; library HRM and employment relations books and articles) as required.

**Note:** The marking guide for the assignment is posted on the HRIR 201 Blackboard site (under the assignment tab).

### Handing in assignments

Completed assignments are to be submitted **on the due date and time** in **BOTH** of the following forms:

1. Hardcopy submitted to the **HRIR 201 assignment box number 13** (Level 1 of Railway West Wing – Pipitea Campus), AND
2. Electronic copy to the **HRIR 201 Blackboard Digital drop box.**

Both versions must have a cover sheet. A hardcopy cover sheet is at the end of this course outline and an electronic copy has been placed on blackboard in the ‘Assignments’ folder. Both copies must be submitted by the due time and date to avoid penalties.

### Marks and Grades

<i>Pass/Fail</i>	<i>Grade</i>	<i>Normal Range</i>	<i>Indicative Characterisation</i>
Pass	A+	90%-100%	Outstanding performance
	A	85%-89%	Excellent performance
	A-	80%-84%	Excellent performance in most respects
	B+	75%-79%	Very good performance
	B	70%-74%	Good performance
	B-	65%-69%	Good performance overall, but some weaknesses
	C+	60%-64%	Satisfactory to good performance
	C	55%-59%	Satisfactory performance
Fail	C-	50%-54%	Adequate evidence of learning
	D	40%-49%	Poor performance overall, some evidence of learning
	E	0-39%	Well below the standard required

### Late assignments

Late assignments are to be handed to the Administrator for the course, Celine Ronze, at Rutherford House, Level 10 Reception. Late assignments that do not have **the time and date noted and signed by** the Administrator, will incur late penalties from the time the Administrator receives it. Assignments left on the Reception Counter will incur penalties from the time and date they are recovered. Assignments slid under the door of the Administrator’s office will also incur penalties from the time and date they are recovered. Note that there is no provision to accept assignments on weekends or public holidays. Late assignments must be handed in to Celine while the Level 10 Reception area is open. The desk opens at 9am and closes at 5pm Monday to Friday during term time.

### 3. Tutorial Preparation and Participation mark

Active participation in tutorials is expected, and graded on evidence of preparation for discussion of the chapters/tutorial questions and the quality of your participation.

You are expected to have read the assigned chapters of the textbook and prepared brief written answers to the questions (provided on Blackboard) before attending the tutorial.

At the beginning of the tutorial your tutor will view your written answers. Written evidence of preparation & understanding of the task will earn 1 mark in tutorials 2, 3, 4. Participation will also earn 1 mark and be assessed on a) whether you contributed to discussion and b) also allowed others to contribute. The 1<sup>st</sup> tutorial does not attract marks, the subsequent 3 tutorials do attract marks - full marks (6/6) will earn 10% and lesser marks a proportion of the 10%.

#### 4. Examinations

The examination is worth 50% of the total marks available for this course. It is a closed book 2-hour examination. All lectures and chapters covered during the course are examinable. The examination will consist of short answer questions on key concepts, and one case/issue to analyse.

#### Penalties – for Lateness

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 10% of the marks available (marks available means what the assignment is worth i.e. 20% or 20 marks)** for an assignment submitted after the due time on the due date **for each part day or day late.** (for example if an assignment is out of 20 and the assignment receives 50% then one day late means the mark will be out of 18 and the student will receive 50% of 18). **Closed University days, Saturdays, Sundays and public holidays** will be included when counting the number of days late. An assignment late day begins from the time the assignment is due. Assignments received **more than 7 days after the due date** will not be accepted.
- (ii) Course Outlines provide a signal to students of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties. **Extensions** to submission deadlines for any assigned work will only be granted in **exceptional circumstances.**
- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to the **Undergraduate Programme Manager** providing documentary evidence of the reasons of their circumstances.
- (iv) All such applications must be made **before** the deadline and be accompanied by documentary evidence, e.g. a medical certificate, or counsellor's report clearly stating the degree of impairment, and the dates the illness or event prevented you from undertaking your academic studies. This can be applied retrospectively.
- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), that precludes an application in advance, students should make contact with the **Undergraduate Programme Manager** as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (v) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic and the intended assignment work load. You are strongly advised to adhere to the word limit so as to keep your workload at a manageable level. Any material that is above the word limit may not be taken into account by the marker. Your marker will simply stop at the maximum words for the assignment and you will receive the appropriate grade.

#### Remarking

Every attempt is made to ensure that the marking is consistent across tutors and fair to students.

Students may ask for their written work to be remarked. A different tutor will do the remarking and provide comments.

For marks: If the mark differs by 10% or less the two marks are averaged. If it exceeds 10% then it is independently marked by a third marker and the average of the two closest marks is taken.

For grades: If the grade differs by one grade then the highest grade is taken. If the grade differs by more than one grade then the assignment is marked by a third marker and the average grade is taken. Experience from previous years is that almost all remarks are within 10% or one grade. Occasionally there is a significant shift in the mark or grade. Application for remarks must be made within 14 days after the assignments or marks are made available.

To apply for a remark, complete the request for re-examination of assessed work form (Annex B) stating which sections (criteria listed in the mark sheet) you wish re-examined. You must provide academic reasons on why you think the mark does not, in your view, fairly reflect the quality of your work. Your assignment will only be reconsidered on the points you raised. Complete remarks will not be undertaken. Hand this with your assignment into the following place:

- Pipitea Campus – the Reception Desk on Level 10 Rutherford House where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

Allow a minimum of 5 days for remarks to be completed.

### **Use of Turnitin**

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://www.turnitin.com>. Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and submitted to Turnitin. A copy of submitted materials will be retained on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

### **Examinations**

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period. The final examination for this course will be scheduled at some time during the following period:

17-19 December 2015

### **Class Representative**

A class representative will be elected in the first class, and that person's name and contact details made available to VUWSA, the course coordinator and the class. The class representative provides a communication channel to liaise with the course coordinator on behalf of students.

### **Communication of Additional Information**

Any additional information or information on changes will be conveyed to students via the HRIR 201 Blackboard site, and urgent messages via email to all class members student email addresses.

### **Student feedback**

Students in 2014 strongly agreed that the way this course was organised, and preparing for the assessments, helped them to learn. They were encouraged to think critically, stimulated to learn more and developed their communication skills. The amount of work was about right. They highly valued what they learnt, and overall rated the course as excellent. The course will therefore be offered in a similar way for 2015.

Student feedback on University courses may be found at  
[www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://www.cad.vuw.ac.nz/feedback/feedback_display.php)

### **Link to general information**

For general information about course-related matters, go to  
<http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

### **Note to Students**

Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

ANNEX A



**School of Management**

**HRIR 201**

**Individual Assignment Cover Sheet**

Name: \_\_\_\_\_ Student ID: \_\_\_\_\_

Course Coordinator's Name: \_\_\_\_\_

Date Due: \_\_\_\_\_

Date Submitted: \_\_\_\_\_

*I have read and understood the university policy on Academic Integrity and Plagiarism.  
I declare this assignment is free from plagiarism.*

Signed: \_\_\_\_\_

Extension of the due date (*if applicable*)

**Please attach a copy of the note authorising your extension.**

Date extension applied for: \_\_\_\_\_

Extension granted until: \_\_\_\_\_

Extension granted by: \_\_\_\_\_

## ANNEX B

TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI



*School of Management*

### HRIR 201

**Request for re-examination of assessed work**

	<b>Assessment affected:</b> <i>e.g. Assignment</i>	
<b>Student ID:</b> _____	<b>Name as it appears in your enrolment</b> _____	<b>Tutorial No:</b> _____ <b>Tutor's Name:</b> _____ <b>Tutorial Day and Time:</b> _____
<b>Contact Details:</b>	<b>Phone:</b> _____ <b>Email:</b> _____	

*Specify which section (criteria specified in the mark sheet) you wish to be re-examined*

*Note: requests to re-examine "all" criteria will not be considered.*

---

---

---

**Clearly state why you believe each of these sections should be re-examined:**

Note: "I think it is worth more," is insufficient.

-

---

---

---

---

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

For Office Use Only (To be completed by Course Coordinator)

<b>Original Grade</b>		<b>New Grade</b>		<b>Date of Grade Change</b>	
-----------------------	--	------------------	--	-----------------------------	--

**Reason:**

---

---

**Signed:**

**Print Name:**

**Date:**

---

**HRIR201 Course Content Trimester 3 2015**

<b>Date</b>	<b>Topic</b>	<b>Key concepts / terms</b>	<b>Readings</b>	<b>Tutorials</b>
16 Nov	<b>Introduction to HRM and IR</b> What are they? What is an employment relationship? Why are they important?	HRM, industrial relations, employment relations, workplace, trade union, employer, employment relationship, critical thinking, unitarist, pluralist	Bryson & Ryan: Chapters 1 and 2	Tut 1
18 Nov	<b>Studying HRM and IR</b> Key theories, ideologies, models. How to be critical	Theory, ideology, unitarist, pluralist, scientific management, bureaucracy, managerialism, hard & soft HRM, qualitative, quantitative, reliability, validity	Bryson & Ryan: Chapter 2	
19 Nov	<b>The New Zealand workplace context</b> What makes NZ workplaces operate as they do?	Labour market, productivity, regulation, deregulation, collectivised, individualised, good faith	Bryson & Ryan: Chapter 3 Lamm & Rasmussen Chapter 5	
23 Nov	<b>High performance workplace systems</b> How do HRM & IR improve workplace productivity? What impact does this have on workers?	High involvement, high performance work systems, best practice	Bryson & Ryan: Chapter 4	<b>1<sup>st</sup> assignment due Friday 27 November</b>
25 Nov	<b>Employee engagement &amp; voice at work</b> How can HRM & IR influence workplace relationships?	Engagement, voice, participation, workplace democracy, partnership approaches, trade union representation	Bryson & Ryan: Chapter 6	Tut 2
26 Nov	<b>Skills in the workplace</b> How do workers and workplaces get the skills they need? What is the role of HRM & IR?	Industry training, skills, capability, human capital, occupations, workplace learning	Bryson & Ryan: Chapter 5	
30 Nov	<b>Good work and a good workplaces</b> What are they? How can HRM & IR create/ support them?	Good work, employment relationship, manufacturing sector, service sector, public sector, high performance work systems	Bryson & Ryan: Chapter 7	Tut 3
2 Dec	<b>Diversity at work</b> How do workplaces adapt to diverse employee needs? What role does HRM & IR play?	Diversity, equity, equality, EEO, good employer, inclusion	Bryson & Ryan: Chapter 8	
3 Dec	<b>Green workplaces</b> What is the role of HRM & IR in sustainability issues?	Sustainable development, corporate social responsibility, triple bottom line reporting	Bryson & Ryan: Chapter 9	
7 Dec	<b>The Business of HRM &amp; IR</b> How do HRM & IR influence both formally and informally?	Influence, HRM strategy, business case, measurement, accountability, relationships, responsibility	Bryson & Ryan: Chapter 10	Tut 4
9 Dec	<b>Ethics and HRM &amp; IR</b> What are ethical issues in the workplace? How can we think about, and resolve them?	Ethics, deontology, teleology, interests, duty, rights, consequences, social contract, fairness	Bryson & Ryan: Chapter 11	
10 Dec	<b>Organising HRM &amp; IR plus revision</b> How is HRM & IR delivered in workplaces? What careers are possible in HRM & IR?	Traditional HR functions, shared services, centres of excellence, outsourcing, HR competencies, IR competencies	Bryson & Ryan: Chapter 12 <b>Revision questions</b>	

**2<sup>nd</sup> assignment due Monday 14 December**  
**Exam during exam period Thursday 17 to Saturday 19 December**