



Gold Coast, Australia

**Faculty of Business, Technology &
Sustainable Development**

School of Business

MGMT 13-305
**“HUMAN RESOURCE
MANAGEMENT”**

Subject Packet

January 2009 Semester
Prof. Cynthia D. Fisher



School of Business
Faculty of Business, Technology and Sustainable Development

MGMT 13-305 HUMAN RESOURCE MANAGEMENT

INSTRUCTOR:	Dr. Cynthia D. Fisher Professor of Management Office Hours: Monday 10-12 and Wednesday 12-2 Office: Room 1-04, Business Building Office Phone: (07) 5595-2215 E-mail: Cynthia_Fisher@bond.edu.au
PREREQUISITES:	MGMT 11-101 Organisational Behaviour or equivalent preferred but not required
SEMESTER:	January 2009

SUBJECT AIMS

The purpose of this subject is to provide an overview of human resource management (HRM) from strategic, managerial, and functional perspectives. The focus is first on understanding sound HR practices, and then on evaluating, choosing, and developing human resource practices suited to specific organisational needs and objectives.

LEARNING OBJECTIVES

- Explain how human resource management practices can support organisational strategy.
- Describe sound practice in the areas of recruitment, selection, training, performance appraisal, remuneration, and retention.
- Apply knowledge of HRM to critique existing HR practices in a client organisation and to develop improved practices and tools to suit the client's specific needs.

A major component of the course is the execution of an active learning HR consultancy project. This project allows student groups the opportunity to investigate many of the functional HR activities that we discuss in class, make professional recommendations to a real organisation, and obtain practical experience with HRM issues and activities.

STREAMS

There are two streams of this subject running this semester. I am teaching both of them. You should be enrolled in ONE stream and attend both lectures for your stream.

Stream 1 meets 3-5:00 Monday and 2-4:00 Wednesday

Stream 2 meets 12-2:00 Monday and 10-12:00 Wednesday

You must be on a consultancy project team with others who are enrolled in your same stream. Please do not routinely “mix and match” by attending lectures for the other stream. However, if on rare occasions you must choose between missing class entirely or attending the other stream, then please do attend the other stream’s lecture and be sure to print your name at the bottom of the attendance sheet.

GRADUATE ATTRIBUTES

This subject incorporates theory, assessment, exercises, and practical experiences designed to increase your standing on three of Bond University’s Graduate Attributes:

Knowledge and Critical Thinking: Through the lectures, textbook, and additional readings, you will be exposed to up-to-date knowledge and thinking in the field of HRM. Class exercises, debates, and case discussions require critical thinking and problem solving. In working on your HR Consultancy Project, you will develop the ability to critically apply and adapt this knowledge selectively to meet the needs of a specific company.

Leadership, Initiative and Teamwork: The HR Consultancy Project requires you to take the initiative in recruiting a partner organization. Your HR Consultancy Project requires effective team work as you make the many, many decisions required to complete the seven assignments. Failing to mobilise the potential of each and every team member is likely to reduce the ultimate success of the project. If you are having difficulties in your team, please feel free to consult me for advice.

Communication Skills: The HR Consultancy Project requires both written and oral communications skills, as you craft the seven assignments in the written reports, refine key recommendations based on feedback, then prepare and deliver a professional presentation of your key findings to the class and to your sponsor. Case discussions, debates, and role plays during class also provide opportunities to practice oral presentation skills.

REQUIRED MATERIALS

- Fisher, C. D., Schoenfeldt, L. F., & Shaw, J. B. (2006). *Human Resource Management (6th Edition)*. Boston: Houghton Mifflin Company.
- Packet of articles, cases, and slides from Varsity Printing. **Bring this to class daily.**
- Additional materials that may be made available throughout the semester.
- Subject iLearn site. Course materials, including lecture slides and links to some readings, are available on the subject’s site.

LEARNING ENHANCEMENT ACTIVITIES AND ASSESSMENT

Developmental Activities:

In this subject, you will participate in the following activities designed to enhance your learning throughout the subject:

In-class discussions related to the lecture, cases and videos; role plays; debates; other experiential exercises; feedback on the consultancy project; feedback on the midterm exam.

Graded Assessment Activities:

There are a number of assessment activities that will be marked and will determine your final grade for this subject. Please note: where possible, these assessment activities will be used in a developmental way to further enhance your learning in this subject.

To pass the course, you must earn at least 50% on the average of the two exams. If you earn less than 50% on the exam component, your final course grade will be the lesser value of either your average course grade or 46%.

Individual Components of Assessment

- Midterm exam 25%
- Final exam 25%
- Participation 5%

Team Component of Assessment

- HR Consultancy Assignment 45%, allocated as follows:
 - a. Part 1 15%
 - b. Part 2 10%
 - c. Part 3 10%
 - d. Presentation 10%

Exams

Examinations will include material from assigned readings, lectures, activities, and discussions. Exams will include essay questions and may include short case studies.

If you miss the mid-term exam, you are required to have a University approved reason in order to qualify for the deferred midterm. Without such a reason, you will receive a zero. Deferred mid-semester examinations will be during Week 8 or 9 in a central location at a time and date to be advised. If you have a University approved application for a deferred mid-semester exam, you will be required to be available at the scheduled time; individual times will not be arranged.

Attendance and Participation

There will be a number of hands-on activities in class that are essential to the learning experience. Students are expected to 1) be present in class, and 2) be prepared for class, by doing assigned reading and case preparation in advance, and 3) participate

fully in class discussions and activities. Mere attendance is not sufficient to obtain good marks for participation.

Consistent with motivation theories, superior attendance will be rewarded and poor attendance will be penalised. At each class session after week 1, a sign-in sheet will be circulated - if you are here, it is your responsibility to sign the sheet. At the end of the semester, excellent attendance (missing 0 or 1 classes) will result in a **2% bonus** on your final course mark. Missing 2 classes will neither help nor hurt you. **Each unexcused absence after the second will cost you 1.5% off your final course mark.**

HR Consultancy Project

Teams of students will complete an HR analysis of current practices and provide recommendations for improvements for an organisation of their choice via a series of “assignments” compiled into two parts, plus a shorter version of key recommendations and tools to give the sponsor, plus an oral presentation of the highlights of the consultancy. Specific instructions and detailed assignments for the HR consultancy project are provided in a separate document. This is a major, time-consuming project. It is worth a significant portion of your course grade, and provides a powerful learning experience. It is critical that you choose your group members carefully and dedicate the necessary time to this project. Students will be asked to rate the relative contributions of their team members at the end of the semester. Those who are deemed not to have contributed a fair share to the team may receive a lower mark on the project than the rest of the team.

Late Assignments

Late assignments are penalized 10% for each day late.

PROFESSIONAL BEHAVIOR IN CLASS

Think of the following as an “Employee Handbook” setting out expected behaviour and mutual obligations between us, similar to that which would exist between employer and employee.

I undertake to treat students with respect, be well prepared for class at all times, provide extensive developmental feedback, and respond quickly to your inquiries. Reciprocity in the form of professional behaviour is expected from you. You should behave as if employed by a major organisation, taking responsibility for your actions and treating your colleagues with respect. Class will begin promptly at 5 past the hour. **Lateness, taking phone calls, working on your laptop on non-course related activities, private conversations, and wandering in and out at will are rude, inappropriate, disrupt the learning of others, and may result in sanctions being applied. Please show respect to others in the class by behaving professionally.**

CLASS REPRESENTATIVE

At a point during week 1 or 2, students in each stream of the class will be asked to choose a class representative. The role of a class representative is to serve as a communication channel between students enrolled in a subject and the instructor. Ideally, all students will communicate with their instructor directly;

however, given the multicultural student body at Bond, there may be occasions on which a student prefers to involve an intermediary. The class representative will also assist by administering teaching evaluations late in the semester.

ACADEMIC DISHONESTY

Cheating and plagiarism will not be tolerated. These acts are morally wrong and unfair to other students. If anyone is caught cheating on exams, copying from another student's or team's written work from either this or a previous semester, or copying from a published or internet source without proper referencing, I will pursue all actions allowed by the Faculty of Business and university policies. See <http://www.bond.edu.au/students/manage/handbook/Part3DisciplineRegs.pdf> for details.

All group projects must be original. When ideas or material from other sources is used it must be properly referenced as to the source. Anything that is directly taken from another source must be enclosed in quote marks or in some other way clearly shown to be copied from a properly referenced source.

Parts 1 and 2 of the group project must be submitted THREE WAYS: 1) on paper, 2) to me by email as a Word file, and 3) electronically via the Turnitin.com links on the subject's iLearn site under the HR Consultancy tab. Turnitin.com is designed to protect you from unethical and unfair behaviour (plagiarism) by other students. I will not mark papers that are not submitted all three ways.

Each group's paper should be submitted to Turnitin.com only once, on behalf of the group. Submit work as a single file, so when you submit HR Analysis Part 1, containing assignments 1-4, put them all in a single file to submit.

When you submit HR Analysis Part 2, the single file you submit to turnitin.com should contain only two out of assignments 5-7.

Please submit Part 3 both on paper and electronically. It is not necessary to submit Part 3 via Turnitin.com, as there will be some natural overlap with Parts 1 and 2.

TEACHING PHILOSOPHY

My goal in this subject is to engage your interest and facilitate your learning through highly varied classroom activities. I think it is important to provide expert, logically structured input via lectures, and to orchestrate frequent opportunities for you to participate, think, apply, test your understanding, and build skills via in-class activities. I intend to develop your skills beyond merely learning the material to becoming able to critically and selectively apply and adapt your knowledge to specific contexts and problems in the real world. The HR consultancy team project provides a powerful opportunity to develop and test your skills and understanding of key course concepts. I will provide extensive feedback through all stages of the project to enable you to produce thoughtful, professional, and highly useful recommendations for your sponsor.

COURSE SCHEDULE

SESSION	TOPIC	READINGS
Week 1		
Session I	Course Introduction	Text: Skim Chapter 1
Session II	Strategic HRM	Text: Skim Chapter 2 Article: Henneman, T. 2005. The Jobs You Can't Do Without.
Week 2		
Session I	Strategic HRM and Organisational Culture	Article: Rubris, L. 1998. Show and Tell.
Session II	HR Planning Project Teams must be finalised between Week 2 session 2 and Week 3 session 1	Text: Chapter 3 Articles: 2004. HR's Automation Aid. Kiger, P. J. 2002. Succession Planning Keeps Wellpoint Competitive. Kiger, P.J. The Coming Knowledge Drain. Hansen, F. 2006. The Great Global Talent Race: One World One Workforce.
Week 3		
Session I	Job Analysis	Text: Chapter 4
Session II	Recruitment	Text: Chapter 6
Week 4		
Session I	Recruitment, con't Contract with partner organisation due start of Week 4	Article: Martinez, M. N. 2001. Breaking the Mold.
Session II	Selection Concepts	Text: Chapter 7
Week 5		
Session I	Selection Tools	Text: Chapter 8
Session II	Selection Tools	Articles: Caudron, S. 2002 Who Are You Really Hiring? Winkler, C. 2006. Job Tryouts go Virtual
Week 6		
HR Consultancy Teams are encouraged to make appointments to speak to me during office hours (or other times) prior to submission of Part 1.		
Session I	Selection Case, Midterm Review	Case: Precision Bicycles

Session II **Midterm Exam**

Week 7

Session I	Training and Development First half of HR Consultancy project due Monday Week 7 by 5 pm	Text: Chapter 9 Article: Frankola, K. 2002. When Choosing Training, the Medium Depends on the Message.
Session II	Training and Development	Articles: 2004. Balancing Executive Development: The Boral Approach

Week 8

Session I	Performance Appraisal and Performance Management	Text: Chapter 10
Session II	Performance Appraisal and Performance Management	Article: Miller, S. 2006. Kimblerly-Clark Corp.

Week 9

HR Consultancy Teams are encouraged to make appointments to speak to me during office hours (or other times) prior to submission of Part 2.

Session I	Remuneration Systems	Text: Chapter 11 Article: Gensing-Pophal, L. 2003. Communication Pays Off
Session II	Incentive Plans	Text: Chapter 12 Article: 2004. The Money or the Box: Cash vs. Non-cash Incentives

Week 10

Session I	Managing Employee Turnover Second half of project due Monday Week 10 by 5 pm	Text: Chapter 16 Article: Stribling, D. 2005. The War for Talent Barada, P.W. 1998. Before You Go
Session II	Managing Absence, Discipline, and Layoff	Text: Chapter 16

Week 11

Session I	Executive Presentations
Session II	Executive Presentations

Week 12

Session I	Guest Speaker
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Session 2 No class
**Part 3 (report for sponsor) due
Thursday Week 12 by 5:00pm**

Week 13

Session I Easter Monday Holiday

Session II Review for Final Exam,
attendance optional.

***Week 14* Final Exam**

Assigned Articles

All articles may be purchased in a packet from Varsity Printing. Some of them are also available via a link in the relevant content folder in iLearn. Others are available at the Workforce.com website. **The first time you go to the Workforce site, you will need to register** by filling out some information and choosing a username and password. It's free. This isn't necessary if you buy the packet, but you may wish to browse the extensive collection of Workforce articles when you research issues relevant to your HR consultancy project.

Faculty of Business, Technology & Sustainable Development

Student Code of Conduct

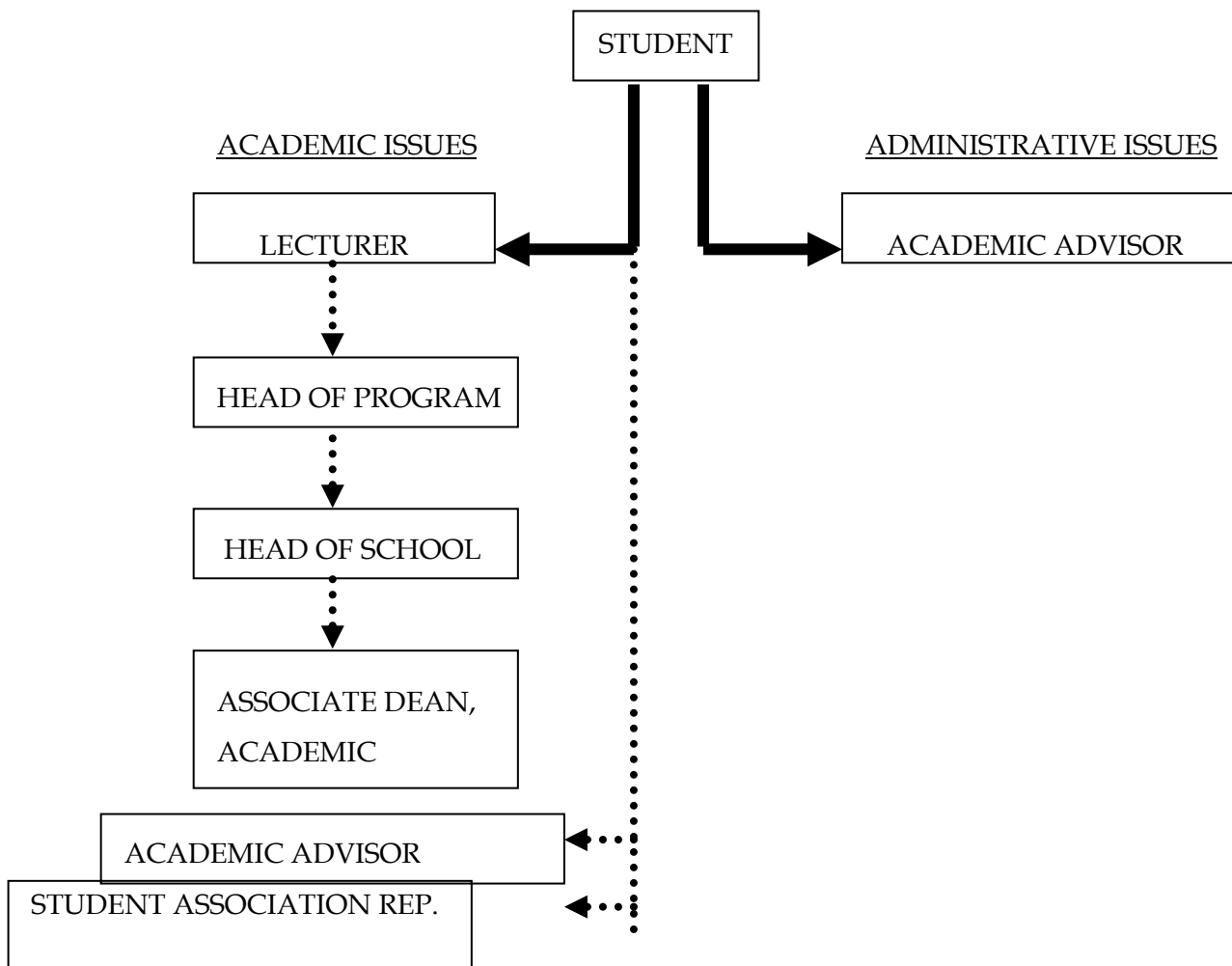
The objective of the teaching and administrative staff of the Bond University Faculty of Business, Technology and Sustainable Development is to offer students a superior business education. To achieve this objective, we expect students, faculty and staff to adhere to a highly professional code of conduct.

For specific information about the Student Conduct Code, please refer to the University's Handbook of Regulations (<http://www.bond.edu.au/students/manage/handbook/Part2AcademicRegs.pdf>). In this Code, please note the following as misconduct (paraphrased):

*“Disrupting or obstructing an official University activity...
including classroom related activities or teaching.”*

Students who are found to have either disrupted teaching activities or demonstrated any of the other types of misconduct will be reported to the Faculty and larger University. A permanent record of the misconduct will be placed in the student's personal file.

Recommended Behaviour for Dispute Resolution



PLAGIARISM IN THE FACULTY OF BUSINESS, TECHNOLOGY & SUSTAINABLE DEVELOPMENT

It is important that you, as a student, know exactly what is and what is not plagiarism. The penalties for plagiarism are severe, yet many students resort to it. This leaflet aims to help students avoid falling into the trap!

What is plagiarism?

Plagiarism is defined by the Macquarie Dictionary ¹ as "the appropriation or imitation of another's ideas and manner of expressing them ... to be passed off as one's own". At universities in Australia, plagiarism is regarded as cheating and is treated with disciplinary action.

Plagiarism includes:

- quoting, paraphrasing, copying, or in any way using ideas from a published or unpublished source without proper acknowledgement or referencing;
- copying the work of another student;
- directly copying any part of another person's work without appropriate acknowledgement;
- receiving help from another person to the point that the work is not your own;
- submitting the same or slightly adjusted assignment in two subjects;
- using experimental results obtained by another person without proper acknowledgment;
- duplicating any work in magnetic form, such as a computer readable spreadsheet;
- submitting work developed jointly with another person without acknowledging this fact;
- using or developing an idea or thesis derived from another person's work without appropriate acknowledgement.

Penalties

The Faculty considers that cheating is a very serious matter. Students found to have cheated must expect to receive the full penalty.

The penalties for plagiarism can be very severe. The penalty range includes:

- failure in the piece of assessment;
- failure in the subject with a mark of zero
- failure with an annulled grade (this shows on your transcript forever that you have been found guilty of cheating);
- suspension from the University;
- permanent expulsion from the University.

The latter three penalties require confirmation by the Academic Senate.

If you are in doubt, seek clarification from your lecturer, the Library or the Faculty's handout on plagiarism available from reception, or your student association.

¹ Macquarie Dictionary Federation Edition, Ed. A. Delbridge, ©2001 The Macquarie Library, pg 1457.

Course Pack Insert

FACULTY: BTSD

SCHOOL: BUSINESS

DEPARTMENT: MANAGEMENT

SUBJECT NAME: HUMAN RESOURCE MANAGEMENT

SUBJECT NUMBER: MGMT13-305

PURPOSE DESCRIPTION: CLASS READINGS, SEMESTER 1, 2009

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Acknowledgments Page

This *Acknowledgments Page* lists the citations of copyright material contained in the Course Pack:

MGMT 13-305

Balancing executive development: The Boral approach. Human Resources, December 16, 2005.

Barada, P. Before You Go ... HR Magazine, Dec98, Vol. 43 Issue 13, pp99-102.

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www.workforce.com/archive/feature/23/35/80/index.php.

Frankola, K. When Choosing Training, the Medium Depends on the Message (3/29/2002)
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Henneman, T. The Jobs You Can't Do Without. Workforce 12/13/2005
www.workforce.com/archive/feature/24/23/35/index.php.

HR's automation aid: HRIS 4 May 2004
<http://www.humanresourcesmagazine.com.au/articles/EF/0C01F9EF.asp?Type=60&Category=879>.

Kiger, P.J. Succession Planning Keeps Wellpoint Competitive (6/20/2002)
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Kiger, P.J. The Coming Knowledge Drain (11/23/2005)
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Martinez, M.N. Breaking the Mold. HR Magazine, Jun2001, Vol. 46 Issue 6, pp82-99.

[Miller, S. Kimberly-Clark Corp. HRMagazine, Nov2006, Vol. 51 Issue 11, pp64-68.](#)

Precision Bicycle Components. From J.W. Pfeiffer (Ed.) The 1995 Annual: Vol 2, Consulting. Pfeiffer & Co, San Diego, CA.

Rubis, L. Show and tell. HR Magazine, Apr98, Vol. 43 Issue 5, pp110-117.

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<http://www.humanresourcesmagazine.com.au/articles/0C/0C02590C.asp?Type=60&Category=881>.

[Winkler, C. Job Tryouts Go Virtual. HRMagazine, Sep2006, Vol. 51 Issue 9, pp131-134.](#)