



Introduction

Welcome

Welcome to BUSS 2043, Foundations of Human Resource Management course.

This course is designed to assist you to develop (i) foundation knowledge across the scope of Human Resource Management (HRM), (ii) an understanding of the context in which HRM practice occurs, and (iii) skills in Human Resource (HR) problem solving. No matter which discipline you work in; finance, marketing, engineering, production, or human resources, you will have to deal with the human side of the enterprise if you manage employees. Thus this course is designed for any practitioner who has to manage people at work. As employees within diverse organisations, we come into contact with HR policies and procedures throughout our work lives. This course will also provide you with greater understanding of HR processes that you encounter as employees.

The teaching and learning arrangements of this course assume that you are aware of the academic process involved in undergraduate studies and that you possess the skills necessary to progress in the materials set for each week. Accordingly, it is crucial that you have the ability to take control of your learning and be motivated to excel. We will ensure the learning experience is interesting yet challenging by providing an environment that encourages you to succeed. As with any student of the University of South Australia, you will be asked to demonstrate good research skills and apply high professional standards of preparation and presentation in all of your written work.

Please carefully read parts of this Course Outline related to assessments.

The preferred means for students to communicate regarding the course, its content, assessment and any queries is either via email generated from a UniSA student email account, or a Discussion Forum on the Course Learnonline site. Please direct all queries to your Tutors in the first instance. I am always happy to help you in the unlikely event your Tutor is unavailable to answer your queries.

I wish you all the very best with your studies, and very much hope that you find this course to be of real use to you. I certainly hope you enjoy it as much as academic staff did in designing and structuring it for you.

I look forward to working with you.

Dr Chia-Yen (Chad) Chiu
Course Coordinator

Course Teaching Staff

Coordinator: Dr Chad Chiu
Location: School of Management
EM4-26
Telephone: +61 8 8302 4234
Email: Chad.Chiu@unisa.edu.au
Staff Home Page: people.unisa.edu.au/Chad.Chiu

* Please refer to your Course homepage for the most up to date list of course teaching staff.

School Contact Details

School of Management

Physical Address: Level 2, Room 32, Elton Mayo Building (EM)
North Terrace
City West
Adelaide 5000
Postal Address: UniSA School of Management
GPO Box 2471
Adelaide 5001
School Phone: +61 8 8302 0524
School Fax: +61 8 8302 0512
School Email: mgn.enquiries@unisa.edu.au
School Website: <http://www.unisabusinessschool.edu.au/management/>

Course Overview

Prerequisite(s)

There are no prerequisite courses to be completed before this course can be undertaken.

Corequisite(s)

There are no corequisite courses to be completed in conjunction with this course.

Course Aim

To provide students with an appreciation of current theoretical, sociological and practitioner-based issue and developments in the technical aspects of human resource management.

Course Objectives

On completion of this course, students should be able to:

CO1. Describe the main technical activities and responsibilities of human resource managers

CO2. Identify the implications of current and recent economic and sociological pressures on human resource management

CO3. Develop effective organisational responses to legal, political and ethical issues and developments which impinge on human resource practices and policies

CO4. Determine the changing roles and competencies of human resource practitioners in response to strategic and environmental modifications

CO5. Provide constructive feedback in a team setting.

CO6. Demonstrate Business School Enterprise Skills in the context of the Human Resource Management discipline: Problem Solving (intermediate level).

Upon completion of this course, students will have achieved the following combination of Graduate Qualities and Course Objectives:

	Graduate Qualities being assessed through the course						
	GQ1	GQ2	GQ3	GQ4	GQ5	GQ6	GQ7
CO1	•		•	•			
CO2	•						•
CO3		•	•		•	•	
CO4	•						
CO5			•	•			
CO6			•				

Graduate Qualities

A graduate of UniSA:

GQ1. operates effectively with and upon a body of knowledge of sufficient depth to begin professional practice

GQ2. is prepared for life-long learning in pursuit of personal development and excellence in professional practice

GQ3. is an effective problem solver, capable of applying logical, critical, and creative thinking to a range of problems

GQ4. can work both autonomously and collaboratively as a professional

GQ5. is committed to ethical action and social responsibility as a professional and citizen

GQ6. communicates effectively in professional practice and as a member of the community

GQ7. demonstrates international perspectives as a professional and as a citizen

Course Content

The effects of sociological, legal, economic, ethical, political, strategic and environmental changes, issues and developments on human resource management processes, practices, programs and policies.

Teaching and Learning Arrangements

Lecture	1.5 hours x 10 weeks
Preparatory	1 x 1 week
Tutorial	1.5 hours x 10 weeks

Unit Value

4.5 units

Learning Resources

Textbook(s)

You will need continual access to the following text(s) to complete this course. The library does not hold multiple copies of the nominated text books. It is strongly recommended that you purchase the book(s). An eBook version may be available but please check with the library as availability is limited and dependent on licence arrangements. <http://www.library.unisa.edu.au>

Stone, R J 2017, *Managing Human Resources*, 9th edn, Wiley, Milton, Queensland.

Reference(s)

Kramar, R, Bartram, T & De Cieri, H 2014, *Human resource management*, 5th edn, McGraw-Hill, Australia. ISBN 9781743070536

Kreitner, R & Kinicki, A 2013, *Organisational behavior*, 10th edn, McGraw Hill/Irwin, New York. ISBN 9780078029363 0078029368

Dessler, G. 2017. *Human Resource Management* (15th Ed.). Pearson

Machado, C., & Melo-Pinto, P. 2014; *Advances in human resources management and organizational development* (AHRMOD); EBSCOhost Publisher: Hershey, PA ISBN: 9781466647329; 1466647329. Access this Book Online: Full text available via EBSCOhost Ebooks

Storey, J 2007, *Human resource management: a critical text*, 3rd edn, Thomson Learning, United Kingdom. ISBN 9781844806157 (This text presents a radically different view of HRM from most other HRM texts).

Materials to be accessed online

learnonline course site

All course related materials can be accessed through your learn**online** course site which you will be able to access from the my Courses section in myUniSA.

myUniSA

All study related materials can be accessed through: <https://my.unisa.edu.au>

Assessment

Assessment Details

Details of assessment submission and return are listed under each assessment task. Assessment tasks will be returned to you within two to three weeks of submission.

Cover sheets

A cover sheet is not required for assessment tasks submitted via learnonline, as the system automatically generates one.

If the Course Coordinator allows submissions in hard copy format, you will be required to attach an Assignment Cover Sheet which is available on the learnonline student help (<https://lo.unisa.edu.au/mod/book/view.php?id=1843&chapterid=567>) and in myUniSA.

Assessment Summary

#	Form of assessment	Length	Duration	Weighting	Due date (Adelaide Time)	Submit via	Objectives being assessed
1	Case study	2500 words	N/A	50%	See <i>assessment activities for details</i>	See <i>assessment activities for details</i>	CO1, CO3, CO4, CO5
2	Examination	NA	2.5 hours	50%	Other - TBA	attend in person	CO2, CO4, CO6

Feedback proformas

The feedback proforma is available on your learnonline course site. It can be accessed via the Feedback Form link in the Course Essentials block.

Assessments

Case Study (Graded)

Assessment Activities

Name	Sub-weighting	Due date (Adelaide Time)	Submit via
Case Study 1	30%	1 Sep 2019, 11:00 PM	learnonline
Case Study 2	70%	20 Oct 2019, 11:00 PM	learnonline

This individual assessment has two parts - Case Study 1 & Case Study 2. It requires you to provide comprehensive written case study responses. Case Study 1 and Case Study 2 are provided on the course Learnonline website under Assessments Tab. You are required to review the case and respond to the questions included in the case. You are expected to demonstrate an in-depth understanding of relevant HRM concepts in your response.

In order to develop student knowledge and skills, this course employs a 'fourfold' approach to learning: concrete situations, reflection, analysis and action. The aim of this assessment is to help you develop your critical thinking skills and solving HR problems /issues. Case study analysis provides you the opportunity to enhance your understanding of HRM concepts by applying them to realistic contexts.

Assignment objectives:

- Demonstrate knowledge of the variety of techniques available to HR practitioners in carrying out operational HRM activities
- Identify appropriate techniques for use in specific operational HRM situations

Word limit:

Case Study 1- 750 words + or – 10% is acceptable

Case study 2- 1750 words, + or - 10% is acceptable

(Total Assignment word limit- 2,500 words + or – 10%)

Use your words wisely, write clearly and concisely but provide comprehensive responses to the questions.

The word limit does NOT include reference list.

Referencing

The course material (e.g., your textbook, lectures, e-Readings) will develop your knowledge of HR concepts. However, the cutting edge debate on each HR topic is to be found mainly (but not always) in the most recent academic literature. This is why your case study response needs to include a minimum of 15 references across the 2 parts.

Case Study 1 – Minimum 5 different references, include at least 3 refereed human resource journal articles and 2 other credible sources of information.

Case Study 2- Minimum 10 different references, include at least 6 refereed human resource journal articles and 4 other credible sources of information.

We will be discussing credibility of sources in Week One tutorials/online discussions.

Include the references at the end of your assignment as References, using UniSA Harvard referencing style. The Library has information on referencing styles.

The cited human resource management journal articles **MUST** be sourced from one of the journals ranked as the A*/A journals from the Australia Business Dean Council (ABDC) list: <https://abdc.edu.au/research/abdc-journal-list/>

Here are some good A*/A journals for you to consider:

Academy of Management Journal

Academy of Management Review

Administrative Science Quarterly

International Journal of Human Resource Management

Asia Pacific Journal of Human Resource Management

Human Resource Management

Human Relations

Human Resource Management review

Industrial and Labor Relations Review

Journal of Applied Psychology

Journal of Management

Journal of Organizational Behavior

Strategic Management Journal

Journal of Industrial Relations

Journal of Vocational Behavior

Industrial Relations Journal

Preparing for the case study

Tutorials and online activities will assist you to develop skills needed to provide a comprehensive case study response. These skills include critical analysis of real world situations to identify HRM issues; finding solutions drawing on relevant HRM concepts and your own experience; and supporting your suggested solutions with relevant academic literature.

The case study requires you to have read all the course material relevant to the topics related to the case. **This assessment cannot be rushed; managing your time is very important. This is a major piece of assessment. It is worth 50% of your final grade and this will greatly influence your success in this course.**

Visit the course Learnonline website for a comprehensive set of library resources to assist you in making a high quality response.

Refer to the Assessment Feedback Sheets (available via course Learnonline website). You will note that the use of relevant HRM concepts in finding solutions and supporting your answers with relevant academic literature can lead to a higher grade. You will be rewarded for succinct logical arguments that reflect your engagement with the HRM concepts, clarity of your writing, correct referencing, and appropriateness of references.

Recommended case study process:

Step 1: Read the case study and the questions carefully. Analyse the case to identify HRM issues that are relevant to each question.

Step 2: Reflect (critically think about the case study questions and the HR concept/s the case study raises) as well as what your own arguments might be when answering the questions. Refer to the Assessment Feedback Sheet at this stage to familiarise yourself with how your response will be assessed.

Step 3: Search university library databases for HR academic literature to support your arguments. You are also encouraged to use your own work experience to illustrate the points you make.

Step 4: Prepare your own creative solutions to case study questions. Ensure that you have supported your responses with relevant academic literature and other credible sources.

Formatting your submission

Insert a signed academic integrity disclaimer on the title page of your assignment (see details below under Academic Integrity heading).

Your case study response should include the following sections:

- 1. Introduction:** A brief introduction that summarises the HRM issues highlighted in the case.
- 2. Detailed responses to each question included in the case:** Start each response with the numbered question as the heading. Ensure each response is separated from others. Provide a detailed response to each question. Support your arguments drawing on relevant academic literature.
- 3. References:** Your response should be accompanied by a full reference list (not part of the word limit). See information above in relation to the minimum number of references required for each part of the case study.
- 4. On each page, insert a footer that includes your student ID, Name and the page number.**
- 5. Submit your case study response through the LearnOnline system.**

ACADEMIC INTEGRITY

Academic integrity is the foundation of university life and is fundamental to the reputation of UniSA and its staff and students. Academic integrity means a commitment by all staff and students to act with honesty, trustworthiness, fairness, respect and responsibility in all academic work. An important part of practising integrity in academic work is showing respect for other people's ideas, and being honest about how they have contributed to your work. This means taking care not to represent the work of others as your own. **Please sign, copy and paste the Academic Integrity Disclaimer on the front page of your assignment. A copy of the Disclaimer can be found under Assessments tab on the course lol website.**

Using another person's work without proper acknowledgement is considered Academic Misconduct, and the University takes this very seriously. You are advised not to use 'editing' or 'essay writing services' essay sites such as aussieessaywriter.com.au, essaybureau.co.uk, graduatewriting.com, braintrustacademic.com. The use

of such services may incur severe penalties like suspension from the university. More information about academic integrity and what constitutes academic misconduct can be found in Section 9 of the Assessment Policies and Procedures Manual (APPM): <http://w3.unisa.edu.au/policies/manual/default.asp>. The Academic Integrity Module explains in more detail how students can work with integrity at the University: <https://lo.unisa.edu.au/mod/book/view.php?id=252142>

Extension to assessment due dates:

You may request an extension of time to complete an assessment task on the basis of unexpected or exceptional circumstances (see clauses 7.8 – 7.11 of the Assessment Policies and Procedures Manual). You must apply for an extension via the Learnonline course site before the due date for the assessment, and attach supporting documents. You may be asked for justification of the impact of your circumstances on your assessment preparation. The Course coordinator will respond to your request via the course Learnonline site. Please monitor your request on the course Learnonline site so you will know if your extension has been approved.

Please note that email requests for extensions will not be accepted.

The Business School policy is as follows:

Assignments must be submitted by the time specified on the due date. 10% a day will be deducted from the total available mark, for up to 7 calendar days, for assignments submitted after the due date without prior approved extension. After 7 calendar days the assignment will no longer be accepted.

Work commitments or pre-arranged holidays are insufficient grounds on which to apply for or be granted an extension. Many students studying this course are working and studying at the same time. As such, it is a question of equality and fair treatment for all.

Examination

BUSS 2043 has a closed book exam. Exam content will be based on all material covered in the course, e.g. lectures, textbook, e-Readings, tutorial/online discussions moderated by academic staff.

A sample examination paper will be made available on course lol website.

During this exam, you must not have in your possession, any book, notes, paper, electronic device(s), calculator, pencil case, mobile phone or other material/item which has not been authorised for the exam or specifically permitted (for more information refer to [2019 Assessment Policies and Procedures Manual](#)). Any material or item on your desk, chair or person will be deemed to be in your possession. You are reminded that possession of unauthorised materials in an exam is a disciplinary offence.

To pass the course you need an aggregate of assessment (i.e., case study) marks + the exam in order to gain an overall grade of P2 or higher.

Completing the weekly activities will assist you to revise content from each topic. Thus, consider exam revision to be an ongoing activity. We encourage you to engage in these activities and not to wait until the end of the course to revise material for your exam. The exam is worth 50% of your final grade, therefore, exam marks will significantly influence your final grade for this course.

Submission and return of assessment tasks

See above under Assessment details. Assessment needs to be submitted via Learnonline. Assessment tasks will be returned to you within two to three weeks of submission via Learnonline.

Exam Arrangements

Students will receive advance notice of scheduled examination. All students are required to sit their examination at the scheduled date, time and location irrespective of any conflict with a planned holiday or special event.

Internal students are required to sit their examination on-campus or at the central exam venue.

More information about examination procedures and arrangements for students can be found by consulting the relevant policy <http://i.unisa.edu.au/policies-and-procedures/codes/assessment-policies/> (Section 6)

Variations to exam arrangements

Variation to exam arrangements does not apply to this course.

Supplementary Assessment

Supplementary assessment or examination offers students an opportunity to gain a supplementary pass (SP) and is available to all students under the following conditions unless supplementary assessment or examination has not been approved for the course:

1. if the student has achieved a final grade between 45-49 per cent (F1) in a course
2. if a student who has successfully completed all of the courses within their program, with the exception of two courses in which they were enrolled in their final study period, a supplementary assessment or examination may be granted where the final grade in either or both of these courses, is less than 45 percent (F1 or F2) and all assessments in the courses were attempted by the student. Supplementary assessment will not be available for a course under investigation for academic integrity until the investigation is completed, and determined that it did not constitute academic misconduct.

More information about supplementary assessment is available in section 7.5 of the Assessment Policy and Procedures Manual.

<http://i.unisa.edu.au/policies-and-procedures/codes/assessment-policies/>

Important information about all assessment

All students must adhere to the University of South Australia's policies about assessment:

<http://i.unisa.edu.au/policies-and-procedures/codes/assessment-policies/>.

Additional assessment requirements

There are no additional assessment requirements identified for this course.

Students with disabilities or medical conditions

Students with disabilities or medical conditions or students who are carers of a person with a disability may be entitled to a variation or modification to standard assessment arrangements. See Section 7 of the Assessment Policy and Procedures Manual (APPM) at: <http://i.unisa.edu.au/policies-and-procedures/codes/assessment-policies/>

Students who require variations or modifications to standard assessment arrangements should make contact with their Course Coordinator as early as possible in order to ensure that appropriate supports can be implemented or arranged in a timely manner.

Students can register for an Access Plan with UniSA Access & Inclusion Service. It is important to make contact early to ensure that appropriate support can be implemented or arranged in a timely manner. See the Disability Hub for more information: <http://www.unisa.edu.au/Disability/Current-students>

Students are advised there is a deadline to finalise Access Plan arrangements for examinations. Further information is available at: http://i.unisa.edu.au/campus-central/Exams_R/Before-the-Exam/Alternative-exam-arrangements/

Deferred Assessment or Examination

Deferred assessment or examination is available for the course.

Special Consideration

Special consideration is available for this course. Note: Special consideration cannot be granted for a deferred assessment or examination, or a supplementary assessment or examination. APPM 7.7.6

Variations to assessment tasks

Variation to assessment methods, tasks and timelines may be provided in:

Unexpected or exceptional circumstances, for example bereavement, unexpected illness (details of unexpected or exceptional circumstances for which variation may be considered are discussed in clauses 7.8 - 7.10 of the Assessment Policy and Procedures Manual). Variation to assessment in unexpected or exceptional circumstances should be discussed with your course coordinator as soon as possible.

Special circumstances, for example religious observance grounds, or community services (details of special circumstances for which variation can be considered are discussed in clause 7.11 of the Assessment Policy and Procedures Manual). Variations to assessment in expected circumstances must be requested within the first two weeks of the course (or equivalent for accelerated or intensive teaching).

Students with disabilities or medical conditions please refer to **Students with disabilities or medical conditions**.

Academic Integrity

Academic integrity is the foundation of university life and is fundamental to the reputation of UniSA and its staff and students. Academic integrity means a commitment by all staff and students to act with honesty, trustworthiness, fairness, respect and responsibility in all academic work.

An important part of practising integrity in academic work is showing respect for other people's ideas, and being honest about how they have contributed to your work. This means taking care not to represent the work of others as your own. Using another person's work without proper acknowledgement is considered Academic Misconduct, and the University takes this very seriously.

The University of South Australia expects students to demonstrate the highest standards of academic integrity so that its degrees are earned honestly and are trusted and valued by its students and their employers. To ensure this happens, the University has policies and procedures in place to promote academic integrity and manage academic misconduct. For example, work submitted electronically by students for assessment will be examined for copied and un-referenced text using the text comparison software Turnitin <http://www.turnitin.com>.

More information about academic integrity and what constitutes academic misconduct can be found in Section 9 of the Assessment Policies and Procedures Manual (APPM): <http://i.unisa.edu.au/policies-and-procedures/codes/assessment-policies/>. The Academic Integrity Module explains in more detail how students can work with integrity at the University: <https://lo.unisa.edu.au/mod/book/view.php?id=252142>

Action from previous evaluations

The previous evaluation of the course helps to improve the direction of the course.

Course Calendar

Study Period 5 - 2019

	Weeks	Topic	Assessment Details (Adelaide Time)
	05 - 11 August	Pre-teaching	
1	12 - 18 August	Strategic HRM and HR Planning	
2	19 - 25 August	Job Analysis and Design	
3	26 August - 1 September	Attraction and Recruitment	Case Study: Case Study 1 due 01 Sep 2019, 11:00 PM
4	02 - 8 September	Selection and Onboarding	
5	09 - 15 September	Assessing and Managing Performance	
6	16 - 22 September	Compensation	
	23 - 29 September	Mid-break	
	30 September - 6 October	Mid-break	
7	07 - 13 October	Training & Development	
8	14 - 20 October	Managing Diversity and International HRM	Case Study: Case Study 2 due 20 Oct 2019, 11:00 PM
9	21 - 27 October	Employee Relations, Wellbeing, and the Law	
10	28 October - 3 November	Assessing HRM Effectiveness	
	04 - 10 November	Swot-vac	
	11 - 17 November	Exam week	
	18 - 24 November	Exam week	