Newcastle Business School

IRHR3000: Applied HRM & ER
2023

MISSION: Our mission is to advance responsible and impactful business knowledge. To achieve our mission, we develop life ready graduates and build global and local partnerships through ethical and innovative practices.

OVERVIEW

Course Description Contemporary human resource management defines a holistic approach to employment relations. The concepts and theories of HRM and ER and their subsequent application to the current cooperation of HRM and ER are examined. Through experiencing relevant case studies of selected industries and enterprises, and responsiveness with local practitioners, students apply and enhance their independent and collaborative work processes and problem solving & decision-making skills.

Contact Hours **Integrated Learning Session**
Face to Face On Campus
2 hour(s) per Week for Full Term
Students are expected to complete 4 hours of guided learning via online preparation, lectures, interactive workshops, tutorials, discussion groups or self-directed learning and an additional 6 hours of independent study per week.

Unit Weighting 10

Pre-requisites Students must have successfully completed IRHR2010 and IRHR2270

Workload Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

Please refer to the course CANVAS site for details of teaching staff for ALL course offerings. The primary contact for courses is the Course Coordinator, whose details are listed on the course CANVAS site.

Student Consultation A minimum of 1 hour of consultation per week. Please see course CANVAS site for details of time and location.

Course Learning Outcomes **On successful completion of this course, students will be able to:**
1. Critically analyse selected key concepts in HRM and ER;
2. Apply HRM and ER concepts in the study of selected industries and enterprises, both unionised and non-unionised;
3. Collectively engage in prolonged group assignments that encourage diverse collaborative outcomes;
4. Utilise these research methods to gather publicly available data about HRM and ER practices in selected industries and enterprises;
5. Access, evaluate and apply current data and information sources to inform HRM and ER problem solving;
6. Communicate in oral and written formats employing subject specific terminology and context;
7. Demonstrate an integrative awareness of contemporary professional standards, practice and effective implementation; and
8. Individually and collectively engage in independent projects that encourage reflection on personal knowledge, skill and ability.

ASSESSMENT DETAILS

This course has **3** assessments. Each assessment is described in more detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Workshop papers	Variable - refer to course schedule	Individual	40%	1, 2, 4, 5, 6, 7, 8
2	Presentation & peer review (Group)	Workshop timeslot in week 11, 12 or 13	Group	20%	1, 2, 3, 4, 5, 6, 7, 8
3	Group Report	Week 13 by end of workshop	Group	40%	1, 2, 3, 4, 5, 6, 7, 8

Please note: students are advised that all assessments must be submitted in English. Assessment items <u>not</u> submitted in English will receive a mark of zero.

Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.

Time referenced is time in Newcastle NSW

Late Submissions	The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. **Note**: this applies equally to week and weekend days.

Assessment 1 – Workshop Papers

Assessment Type	Written Assignment
Purpose	Each exercise is designed to provide an opportunity for you to work through issues that you will encounter whilst undertaking the major assignment for this course and in future ERHR employment roles. Seminars, presentations and workshop activities will help get you started and work through the tricky spots. Learning HOW to do these activities is the outcome. You must be prepared for the additional time input.
Description	Complete three (3) applied ER/HR exercises to be provided through the semester. Each exercise will be workshopped in the class timeslot according to the course schedule. You must attend these classes if you wish to take advantage of the assistance as no formal "how to do it" notes will be available. CONDITIONS - You should, where necessary use reliable sources to validate the quality of your paper. You MUST write to your academic audience (your workshop coordinator), and you MUST use appropriate academic referencing conventions. Each exercise will be provided to students in 1) hard copy at the workshop and 2) electronically after the workshop. No exercise notes will be made available to students prior to the applicable workshop.
Weighting	40%. All papers will be marked equally out of 13%. At the end of the semester, the paper with the highest grade will be marked up to a 14% weighting.
Length	1-3 pages as defined in the instructions
Due Date	Variable - refer to course schedule
Submission Method	Online - via Turnitin
Assessment Criteria	The following criteria will be used:
	– Relevance to the question.
	– Accuracy of information/argument.
	– Quality of resources used
	– Clarity of expression.
	– References, presentation, length
Return Method	Online
Feedback Provided	Online - Written and provided online no later than 3 weeks after assessment due date

Assessment 2 - Presentation and Peer Review

Assessment Type	Presentation
Purpose	The presentation is your opportunity to undertake a professional presentation to your industry partner. It will be business driven and designed from a practitioner perspective. Questions will adopt a board room style approach.
Description	The presentation is to inform the industry partner and your class of your project and your findings. You should expect your presentation time to be scheduled for either week 11, 12 or 13 of semester. All presentations will occur in class.

CONDITIONS

The following conditions apply:

PRESENTATIONS - Presentations will be scheduled to be undertaken in class time directly to peers, industry partner and teaching staff. A presentation is due, as per the schedule that will be provided no later than the end of week 6.

All presentations will be graded to the same criteria. Every student is required to undertake active participation in the presentation.

Technique. This assignment assesses your understanding of a significant workplace issue after in-depth research into it. As such it is expected that no student will need notes to read from during the presentation, those using such methods will be required to submit all notes to Turnitin at least 1 day prior to the scheduled presentation. That is, reading notes will undergo plagiarism scrutiny. No changes are to be made to reading notes, between the Turnitin submission and the presentation. Where no Turnitin submission has been made at least 24 hours before the presentation time, students will be unable to use notes for the presentation. This condition applies to cue cards as well. Penalties will be applied.

PEER REVIEW - POINT 1 - The presentation will be marked out of 20. 10 marks will be allocated by the average of teaching staff grades and the other 10 marks as a percentage of your peers grades.

All students are expected to undertake two pre-assigned peer reviews. Peer reviews will be conducted in person in the class timeslot in the classroom.

5% of your presentation grade is an individual component and is reliant on you conducting your 2 pre-assigned peer reviews. If you choose not to do 2 peer reviews as timetabled, you will receive a presentation grade that cannot exceed 15 marks. Note: you must do 2 peer reviews to receive a grade out of 20.

For example: If my group receives 17 out of a possible 20 for our presentation and I have only undertaken 1 or 0 of my peer reviews, then I will receive a proportionate mark out of 15. As 17 is 85% of 20 I will receive a mark of 12.75 (being 85% of 15).

Weighting	20% (15% presentation, 5% peer reviews)
Length	15 minutes plus 5 minutes questions (presentation)
Due Date	Workshop timeslot in week 11, 12 or 13
Submission Method	Presentation: In Class
	Reading notes: Turnitin 24 hours prior to the timetabled presentation
Assessment Criteria	The following criteria will be used:

  − Structure
  − Content
  − Presentation format
  − Presentation technique

Return Method	In Class and Online.
Feedback Provided	Returned Work - Feedback can be provided to individuals, or to a group of students in a variety of ways. It may be:

  i. Provided verbally by the teaching staff;
  ii. By peer interaction; and
  iii. Written and provided hard copy in a separate report

Assessment 3 - Group Report

Assessment Type	Report
Purpose	This is an extensive and complex assignment designed to develop your skills for solving real workplace issues in innovative, yet legal and ethical ways. In other words you must learn as you go. This will challenge many students as it is designed to reflect the advanced nature of this course. You should be prepared to allocate a significant amount of time and effort toward its completion.
Description	In week 4 (in class), you will be provided with an overview of the assignment, an indication of how to proceed and a project package detailing project requirements and

assessment criteria.

During this class, groups will self-form and must consist of 4-5 students.

Briefly, each group will be required to develop a report on one or more HR issues. It is expected that the following will be given due consideration through all aspects of the report:

− Background (Organisation and Industry)
− Organisational context
− Legal environment
− Social environment
− Ethical considerations

The group project is expected to be managed appropriately; therefore each group will adopt a `project management/performance management approach for progress and completion including periodic checks and adjustments. This process will be managed both during and outside class. A guide to managing the project and full student expectations will be provided in the project package distributed in week 4 tutorial.

Weighting	40%
Length	4000 - 4500 Words
Due Date	Week 13 during timetable class time
Submission Method	Online by end workshop week 13.
Assessment Criteria	The following criteria will be used:

− Quality of content
− Quality of analysis
− Quality of logic
− Structure & Presentation
− Research
− Referencing

Return Method	By request after fully graded date
Feedback Provided	Returned Work - Feedback may be:

i. Provided verbally by the teaching staff;
ii. By peer interaction and self-reflection, provided appropriate prior preparation of students has occurred; and
iii. Written and provided in hard copy on the item or in a separate report

SYLLABUS

Course Content   **Topics in the course include but are not limited to the following:**

1. The practice of HRM and ER at industry and enterprise levels
2. Research methods in HRM and ER
3. The organisation of the HRM and ER functions within enterprises
4. Union and non-union structures of employee representation within industries and enterprises
5. Strategic recruitment and selection of employees
6. The management of employee performance
7. Negotiating change at work
8. The structure of bargaining within industries and enterprises
9. The processes of downsizing within industries and enterprises
10. Remuneration and rewards management

Course Materials   **Required Text:**

Bratton, J. and Gold, J. (2022) *Human Resource Management: Theory and Practice* (7th ed), London: Palgrave.

ISBN: 978-1-137-57259-2

Please refer to the course CANVAS site for details of additional recommended texts.

SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Introduction Course outline and overview Strategy and HRM	Reference text chapter 2	Class activities to be provided
2	Seminar - conducting industry studies Assessment 1- Introduction to workshop paper 1		Class activities to be provided
3	Seminar - Major project content 1: Project Management techniques		Conducting a literature review
4	Assessment 2 - Group Report Hunter Water presentation Guest presenter	Group finalisation; Project management	**Assessment 1 due:** Workshop Paper 1 – Friday, Week 4 by 11:59 pm
5	Seminar - Business ethics and HRM Assessment 1 - Introduction to workshop paper 2	Class activities to be provided	
6	Business lab – Guest practitioner		Learning Activity: Psychometric Testing
7	Business lab - Guest practitioners	Class activities to be provided Scheduled PM meetings	
8	Seminar - Major project topic content 2	Class activities to be provided Scheduled PM meetings	**Assessment 1 due**: Workshop Paper 2 – Friday, Week 8 by 11:59 pm
9	Seminar - Major project topic content 3 Assessment 1 - Introduction to Workshop paper 3	Class activities to be provided Scheduled PM meetings	
10	Seminar - Risk management	Class activities to be provided Scheduled PM meetings	
11	Assessment 3 - Presentations and Peer Review	Presentations and Peer Review	**Assessment 1 due:** Workshop Paper 3 - Friday Week 11 by 11:59 pm
12	Assessment 3 - Presentations and Peer Review	Presentations and Peer Review	
13	Assessment 3 - Presentations and Peer Review	Presentations and Peer Review	**Assessment 2 due**: Final Report - Hardcopy submitted in workshop

If a lecture/class is scheduled on a public holiday, a make-up lecture may be announced by the course coordinator on the course CANVAS site.

CONTACTS

School Offices

Newcastle Business School – Callaghan, Newcastle City & Online
NU Space
409 Hunter Street
Newcastle
nbs.enquiries@newcastle.edu.au
+61 2 4921 5511

Newcastle Business School - Ourimbah
BO1.13, Business Offices
Ourimbah
cccbusiness-school@newcastle.edu.au
+61 2 4349 4453

Newcastle Business School - Sydney
55 Elizabeth Street
Sydney
nbs-sydney@newcastle.edu.au
+61 2 82626432

PSB Academy Enquiries
Log your question or request to the PSB Program Executives at the following website:
http://www.psb-academy.edu.sg/enq
+65 6390 9000

Newcastle Australia Institute of Higher Education Pte Ltd
100 Victoria Street #13-01/02
National Library Building
Singapore
Singapore-StudentCentral@newcastle.edu.au
+65 6221 3306

ADDITIONAL INFORMATION

Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

*Skills are those identified for the purposes of assessment task(s).

Communication Methods	Communication methods used in this course include: - CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site. - Email: Students will receive communications via their student email account. - Face to Face: Communication will be provided via face to face meetings or supervision.
Course Evaluation	Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.
Oral Interviews	As part of the evaluation process of any assessment item in this course an oral examination may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the Oral Examination Guidelines. In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the Student Conduct Rule.
Academic Misconduct	All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to https://policies.newcastle.edu.au/document/view-current.php?id=35.
Adverse Circumstances	The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where: 1. the assessment item is a major assessment item; or 2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system; 3. you are requesting a change of placement; or 4. the course has a compulsory attendance requirement. Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at: https://policies.newcastle.edu.au/document/view-current.php?id=236
Important Policy Information	The 'HELP for Students' tab in UoNline contains important information that all students should be familiar with, including various systems, policies and procedures.

This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.