

750 Human Resources Management

Introduction

750 HUMAN RESOURCES MANAGEMENT equips students with general people management skills rather than develops human resource specialists. The subject examines human resource management issues within a global business context and helps students cultivate and apply knowledge to assist in managing people at work. Human resource planning and management is an integral component of business development and organisational performance. Employer and employee relations, recruitment and selection, training and development, performance appraisal and reward systems and legal issues are some of the areas covered.

Case studies

Real-life case studies are incorporated into the subject to provide opportunities for students to apply theory into practice in an authentic context. Examples of cases include

Beamish, P.W. and D. Everatt
Great Wall Golf and Country Club
 Case #900M03
 Richard Ivey School of Business
 28 June 2000

Lane, H., K. Slaughter and D. Campbell
Grupo Financiero Inverlat
 Case #97L001
 Richard Ivey School of Business
 15 February 1997

Datar, S. and M. Epstein
Verizon Communications Inc.: Implementing a Human Resources Balanced Scorecard
 Case #9-101-102
 Harvard Business School Publishing
 19 October 2001

Who should attend

- Managers wishing to enhance their human resource management skills
- Human resource practitioners seeking to update their knowledge of contemporary human resource practices
- Decision makers who need to manage human resources and improve organisational performance

Learning objectives

Upon completion of this subject, students should be able to

- identify and explain the key issues in managing human resources
- understand key principles underlying effective management of human capital
- appreciate the role of effective people management in influencing organisational performance
- develop problem-solving skills relevant to managing human resources
- assess the likely efficacy of different approaches to managing human resources

Delivery method

The subject is delivered online over a 12-week period, with an assigned Professor acting as mentor. The class will comprise students from different countries and industry backgrounds. Practical case studies and discussions help to stimulate learning and knowledge exchange, while an examination at the end of the subject will help students review and apply the knowledge and skills learnt.

Assessment

Case analyses (team and individual)	45%
Discussion board activities	30%
Final examination	25%

Prerequisites

601 Organisational Behaviour

Syllabus

Segment 1: Introduction

Students are introduced to the syllabus, the resources and communication tools available within the course.

Segment 2: Why Human Resource Management Matters

This segment explains what human resources management is. Students learn to recognise key changes in economic environments and organisations, and how these impact effective human resource management. The ethical and legal issues related to human resource management are discussed. Students are encouraged to appreciate the influence of effective human resource management on organisational performance and business development.

Segment 3: Managing People

Students learn to appreciate the principles and practice of human resource planning and implementation. Different approaches to job design and work systems are examined. The segment surveys a range of issues related to drawing out the best performance from employees, for the benefit of the organisation. Issues covered include using human resource information systems, human resource planning, recruitment and selection, training and development, compensation and benefits.

Segment 4: Managing Organisations

Students learn about issues concerning employee relations and change management which have to be managed at an organisational level. Theories of organisational change, communication and negotiation are examined, as conceptual tools that can help students deal with common workplace situations. Specifically, the segment looks at conflict over pay and work conditions, and suggests different ways to manage such problems in order to minimise disruption to the work process. Employee health and safety issues are also discussed.

Segment 5: Human Resource Management and Effectiveness

This segment presents the main methods used in collecting and analysing data on human resource practices. Students are encouraged to weigh the relative strengths and weaknesses of different approaches, so as to tailor the solution to the specific context. The interrelationship between organisational performance and human resource management is emphasised, with reference to empirical case studies that draw out the theoretical underpinnings.

Segment 6: International Human Resource Management

Students are encouraged to consider international human resource issues in the context of the global economy and increasingly diverse workforces. The segment discusses issues and challenges related to compensation, motivation and performance management in an international setting. Appropriate strategies to handle such situations are examined. In particular, the management of expatriates and work contracts to cover global projects are dealt with, touching on legal and ethical issues.

Required textbook

Stone, R.J. *Human Resource Management* (5th ed). Brisbane: John Wiley, 2005.

Global Faculty

Subject Author

Professor Bill Harley
University of Melbourne

Subject Reviewer

Professor Simon Lam
University of Hong Kong

U21Global subjects are created by acknowledged experts in their field, usually senior academics who have strong understanding of postgraduate requirements. The subject content is further reviewed by academic specialists who appraise the subject from an independent perspective, ensuring a high-quality, professional product.

750 HUMAN RESOURCES MANAGEMENT was created for U21Global by **Bill Harley**, Associate Professor of Management and Associate Dean (International) at the Faculty of Economics and Commerce, University of Melbourne. Dr Harley has researched extensively in areas including trade union structure and strategy, collective bargaining and the history of industrial relations. His central area of interest is in work organisation. He has acted as consultant to public and private sector organisations in Australia as well as the Organisation for Economic Co-operation and Development (OECD) and the International Labor Organization (ILO). He holds a PhD in Industrial Relations and a first class honours degree in Political Science, both from the University of Queensland, Australia.

The subject was reviewed by **Simon Lam**, Associate Professor at the School of Business, University of Hong Kong. His research interests lie in the areas of organisational development, human resource management and cross-cultural management. He has published in several leading journals including the *Academy of Management Journal*, *Journal of Applied Psychology*, *Journal of Organizational Behavior* and *Organizational Behavior and Human Decision Processes*. He holds a PhD from the Australian National University.

Professors

Students' progress will be guided by dedicated Professor Facilitators based around the world. They provide an international perspective and impart knowledge through a wealth of experience in their field of specialisation. Our Professor Facilitators will help students make sense of the information to enable students to transform the information into knowledge and creative solutions.



James YOUNG

James Young is the founder and administrator of graduate and undergraduate programmes in the Atlanta Federal Programmes at Troy State University, Atlanta. A former Chair of the Undergraduate Business Programme at American Intercontinental University, Atlanta, Dr Young previously served in the US federal government, accumulating over 22 years in senior levels of management. His teaching interests include organisational behavior, organisational development, human resources management, labour relations, management theory, statistics and technology management. Dr Young earned his doctoral degree from Auburn University and his MBA from the University of Maine.



David POOLE

David Poole is the National Executive Director of the Urban Development Institute of Australia. Among other roles, he is responsible for developing a new education and training programme for the association's members, as well as managing its research and policy functions and secretariat. Dr Poole is on leave from his role as Senior Lecturer at the School of Management, University of Western Sydney in Australia. He is co-author of the management text *Management: An Asia-Pacific Perspective*, published by John Wiley. He received his PhD from the School of Management, University of Technology, Sydney and his Master of Educational Administration and MBA from the University of New England.