

## SECTION 1: ACADEMIC BOARD COURSE PROPOSAL

---

### PART 1: OVERVIEW OF PROPOSAL

**Faculty:** Economics and Business  
**Department presenting the proposal:** Discipline of Work and Organisational Studies

**Faculty Contact person:** Kate Farrant (Postgraduate Program Adviser)  
**Ext. No:** 65019 **E-mail:** k.farrant@econ.usyd.edu.au

**Academic Proponent:** Associate Professor John Shields  
**Ext. No:** 15425 **E-mail:** j.shields@econ.usyd.edu.au

**Date course approved by Faculty:** May 25, 2007

**1.1.1. Type of proposal:** New & Deletion

**1.1.2. Type of course:** Postgraduate Coursework

**1.1.3. Name of Award course(s)**  
**Change of name of Existing Award Course/s:**

**From:**

Master of Industrial Relations and Human Resource Management  
Master of Industrial Relations and Human Resource Management (Honours)  
Graduate Diploma in Industrial Relations and Human Resource Management  
Graduate Certificate in Industrial Relations and Human Resource Management

**To:**

Master of Human Resource Management and Industrial Relations  
Master of Human Resource Management and Industrial Relations (Honours)  
Graduate Diploma in Human Resource Management and Industrial Relations  
Graduate Certificate in Human Resource Management and Industrial Relations

**1.1.4. Abbreviated name**

MHRM&IR  
MHRM&IR(Hons)  
GDipHRM&IR  
GCertHRM&IR

**1.1.5. Date of introduction and deletion**

Introduced: Year 2008 Semester 1

**1.1.6 Availability to students**

Fee-paying local students	Full-time
	Part-time
Fee-paying international students	Full-time
	Part-time

## SECTION 1 : ACADEMIC BOARD COURSE PROPOSAL

### PART 2: DETAILS FOR ASSESSMENT OF PROPOSAL

#### 1.2.1 Purpose of the proposal

This proposal flows from the findings of the triennial (2006-7) review of the three existing award courses in Industrial Relations and Human Resource Management by a four-member Subcommittee of the Faculty's Graduate Studies Board. The proposal has a three-fold purpose:

- (i) To change the title of the award courses from 'Industrial Relations and Human Resource Management' to 'Human Resource Management and Industrial Relations' to better reflect the primary focus of student demand for the learning content offered in these award courses.
- (ii) To change the core / elective structure of the award courses to focus learning content more sharply on that area of knowledge identified by the review as being central to local and international student learning expectations, namely that of *Human Resource Management in Context*.
- (iii) To change the learning content of several existing units, to add several new units, to address gaps in content identified through competitor analysis and student feedback, and to achieve compliance with Faculty standards regarding teaching hours.

#### 1.2.2 Justification for proposal

The proposal arises from the triennial review of these courses and is necessary to align the nomenclature, structure and content of the existing Industrial Relations and Human Resource Management courses at the University of Sydney more closely with current and anticipated local and international market expectations relating to the acquisition of specialised knowledge, skills and abilities in the management of employees in work organisations operating both domestically and internationally.

In line with Academic Board requirements, a triennial review of the Industrial Relations and Human Resource Management (IR&HRM) programs commenced in June 2006, under the auspices of the Faculty's Graduate Studies Board (GSB). To ensure quality assurance and continuous improvement across these programs, the Subcommittee comprised the following members of academic staff:

Position	Faculty Staff Member
Associate Dean (Postgraduate Studies) and Chair of Graduate Studies Board	Professor David Hensher
Postgraduate Course Coordinator, Work and Organisational Studies	Dr Grant Michelson
Academic Member of Staff (Discipline of Work and Organisational Studies, Faculty of Economics and Business)	Associate Professor John Shields
Director of Doctoral Studies (Faculty of Economics and Business)	Associate Professor Elizabeth Cowley

The following matters were considered by the Subcommittee over the course of the formal review process (June-December 2006):

1. The coherence and cohesiveness of the degree structure including the number / type of compulsory / core units and the number / type of electives / specialist units to be taken. The amount of flexibility within the structure was also considered, as was the uniqueness of content in relation to other programs / units.
2. The contribution of each unit to the University, Faculty and program learning goals and objectives. The communication of these objectives through the unit of study outline and the compliance of the unit of study outline to the template guidelines provided by the Faculty Learning and Teaching Subcommittee was also considered.

3. The program entry requirements (including the English Language requirements and the potential for Graduate Certificate / Graduate Diploma entry) and the requirements / procedures for articulation to the MPhil or PhD. The criteria for unit substitutions were also considered.
4. The teaching and learning strategies employed in the program for the diverse, international student body.
5. The quality and availability of facilities and infrastructure support.
6. How performance of the program is measured against local, national and international benchmarks and through feedback from students, staff and stakeholders / employers and how this performance data is employed in the achievement of continuous improvement.
7. The depth and scope of the program content in relation to Australian and international trends in management and business education and the professional relevance in the contemporary market. Current marketing strategies and the identification of current local and international markets were also considered.

The minutes of the Sub-committee's meetings are provided in Attachment A.

The review resulted in the following key **findings**:

1. That combined student headcount in the existing courses (Graduate Certificate, Graduate Diploma and Masters) is the third highest of all specialist postgraduate programs offered in the Faculty, with enrolment growing steadily since the beginning of the decade and total student headcount now standing at 160 and EFTSU at 80. Among the Faculty's specialist courses, only the International Business (n=530) and Logistics Management (n=310) programs had higher student head counts in 2006..
2. That, compared to other comparable programs offered by the Faculty, these courses attract a relatively high proportion of local students relative to international students – c.65% (see Attachment B).
3. That the existing IR&HRM courses generate an annual gross fee income of \$1.6 million for the University, and net income of \$0.77 million for the Faculty (see Attachment D for 2006 financial estimates).
4. That the chief demand for the courses now comes from students wishing to undertake advanced, practice-focussed study in human resource management (see Attachments B, F & G). As the independent Facilitator's report on the local and international focus group testimony notes (Attachment G, p.12):  
*Studying HR was, for both groups, the key to this desire for career improvement, for example, they wanted to start a professional HR career or they wanted to improve their career by becoming more specialised in HR or they wanted to change career by moving into HR. In all the situations discussed, the only way of achieving this improvement was to undertake specialised HR postgraduate study. Therefore for this group of students, the choice of undertaking study and the choice of the subject were made together.*
5. That the existing course name ('Industrial Relations and Human Resource Management') is a mismatch for this demand.
6. That a significant minority of students do wish to see 'Industrial Relations' content retained in the courses (See Attachments B, F & G).
7. That the use of the term 'Employment Relations' in several unit names may lead students to misunderstand the basis of these units when making unit choices.
8. That the content of the two (2) existing core units is too foundational for an advanced, specialised program of this type (See Attachments F & G).
9. That, whilst existing courses cover a wide range of topics, there are several significant gaps in current elective offerings, especially regarding coaching, mentoring, management / leadership development and organisational leadership in general (See Attachments H & I) .
10. That the current free choice of electives across all areas of the Discipline's teaching leaves open the possibility that students taking these courses may select an insufficient number of units in the chief areas of human resource

- management and industrial relations policy and practice and that students should be required to take a specified minimum number of these units.
11. That the eight (8) unit subject load at Masters level falls short of international competitor standards (for 12-16 units, including a dissertation component), is below the Euro-centric EQUIS accreditation standards, and is lower than the 12 unit load in some key local competitor programs.
  12. That the existing eight (8) unit Honours program is insufficiently differentiated from the eight (8) unit pass-level Masters. Under the existing Honours program, students must complete six (6) units (36 credit points) of coursework plus a 12 credit point Honours Dissertation unit. The research component comprises only 25 per cent of the total credit point load.
  13. That the specified word length for the existing 12 credit point Honours Dissertation unit, WORK6020 is, at 25,000 words, excessive when measured against Academic Board standards.
  14. That the existing program affords inadequate opportunity for high-performing students who do not wish to enter the Honours program to undertake a special research project.
  15. That there is inadequate opportunity for all students to undertake learning in applied research methods. While this is particularly so at Honours level, the Subcommittee felt that all students should have such an opportunity.
  16. That the absence of a work experience requirement for entry to the Graduate Diploma is appropriate, as is the minimum of three (3) years work experience for entry to the Graduate Certificate.
  17. That the Discipline's current face-to-face teaching standard of two (2) hours per week for a six (6) credit point unit does not comply with the Faculty standard of three (3) hours per week / 39 hours per semester. In addition to considerations of student equity and policy consistency, the Subcommittee determined that the current practice of two (2) hours of class work fails to meet the Faculty's requirement for teaching and learning strategies appropriate for the learning needs of 'a diverse, international student body' (Item 4 of the review's FE&B terms of reference).

The review resulted in the following **recommendations**:

1. That the award courses concerned (MIR&HRM, MIR&HRM (Hons), GDipIR&HRM, GCertIR&HRM) are highly successful both financially (see Attachment D) and pedagogically (see Attachments F & G) and that they should therefore be retained and strengthened.
2. That the award courses concerned (MIR&HRM, MIR&HRM(Hons), GDipIR&HRM, GCertIR&HRM) be retitled from 'Industrial Relations and Human Resource Management' (IR&HRM) to Human Resource Management and Industrial Relations (HRM&IR). This is consistent with focus group and Advisory Board feedback indicating a need to refocus program banding and content on the overarching theme of *Human Resource Management in Context*.
3. That to more closely match competitor standards and the revised Faculty of Economics and Business standard for specialised Masters courses, the two (2) core / six (6) elective unit balance in the Masters (MHRM&IR) be changed to a two (2) core / eight (8) elective configuration. The unit load for the Masters (MHRM&IR) should thus increase to ten (10) units / 60 credit points.
4. That, in accordance with the 10 unit configuration, the minimum completion time for a full-time student should increase from two (2) semesters to three (3). Full-time students could thus take either a 3/4/3, a 3/3/4, or a 4/3/3 unit configuration across three (3) semesters.
5. That the unit load in the GDipMHRM&IR and GCertHRM&IR remain unchanged at six (6) units and four (4) units, respectively, with minimum and maximum completion times also remaining unchanged.
6. That the existing core unit in each of the HRM&IR courses, WORK5002 Introduction to Human Resource Management, be replaced by WORK6017 Human Resource Strategies to better address student expectations for specialist knowledge in HRM (Attachments F & G). However, WORK5002

should retain its status in the Master of Commerce primary core list and as a core unit in the Employment Relations and Human Resource Management majors in the Master of Commerce and Master of Business.

7. That the existing core unit in each of the HRM&IR courses, WORK6000 Employment Relations be replaced by WORK6018 International Employment Relations (retitled as WORK6018 International Industrial Relations), to internationalise the curriculum in line with University and Faculty goals.
8. That to eliminate ambiguity regarding the learning content of WORK6012 Employment Relations Policy, it be retitled as WORK6012 Industrial Relations Policy.
9. That, to sharpen the focus on advanced learning dealing with the defining course theme of *Human Resource Management in Context*, elective units be divided into Table A (comprising advanced HRM and IR units) and Table B (comprising units in Organisational Studies and Strategic Management), with MHRM&IR candidates to complete a minimum of four (4) electives from Table A, GDipHRM&IR candidates to complete a minimum of three (3) electives from Table A, and GCertHRM&IR candidates to complete two (2) electives from Table A.
10. That, in line with a content gap identified through competitor analysis, a new unit on Leadership in Organisations (WORK6130) be introduced as a Table B elective. Further, that this unit be made available as an elective in all courses serviced by Work and Organisational Studies, with the exception of the Master of Business (which has its own exclusive unit on leadership – ECOF6090).
11. That the content of the existing unit, WORK6034 Human Resource Development be revised to place greater emphasis on leading-edge developmental practices, particularly employee mentoring, coaching and leadership development.
12. That, in line with EQUIS accreditation requirements, and to enable students to pursue a research project at Masters level, a new Research Essay unit (WORK6120) be introduced as a Table B elective. Further, to enrol in this unit students must (a) have achieved an average grade of 75 per cent or higher in at least four (4) units of study offered by the Discipline of Work and Organisational Studies, and (b) have obtained prior permission to do so from the Discipline of Work and Organisational Studies Postgraduate Coursework Coordinator. Permission to enrol in the Research Essay unit is subject to supervisor availability.
13. That in order to differentiate the Honours course (MHRM&IR (Hons)) more clearly from the coursework Masters (MHRM&IR), the total unit load for the Honours program be increased from the current eight (8) units / 48 credit points to twelve (12) units / 72 credit points. The new MHRM&IR (Hons) should be configured as follows: two (2) core units, six (6) elective units, and four (4) dissertation units. Four (4) electives must be taken from Table A, and one of these must be the research methods unit, WORK6008 Research Tools at Work. (See recommendation 16, below.)
14. That in the MIR&HRM (Hons), the honours unit, WORK6020 Honours Dissertation (12 credit points), be replaced by four (4), six (6) credit point units of study (WORK6121 Honours Dissertation Part 1, WORK6122 Honours Dissertation Part 2, WORK6123, Honours Dissertation Part 3 and WORK6124 Honours Dissertation Part 4), in order to comply with Academic Board specifications for workload per credit point and enable honours students to undertake the dissertation on a part-time basis.
15. That to enrol in the Honours Dissertation units, students must have completed eight (8) units of study in the pass degree and have achieved an average grade of 75 per cent or higher. Permission to enrol in dissertation units is also subject to supervisor availability.
16. The specified workload of the Honours Dissertation component (four (4) units, 24 credit points) should be a supervised thesis of 20,000 words. This will increase the proportional importance of the research component in the Honours program and will serve to strengthen program articulation with the Doctoral program both by requiring the completion of a supervised research

thesis and a research methods unit at least equivalent to that of an undergraduate honours program.

17. That the existing unit on the analysis and use of work-related research (WORK6008, Research Tools at Work) be made available to all students in the HRM&IR courses, be a co-requisite for the new Research Essay unit, WORK6120 and a pre-requisite for the four new Honours Dissertation units (WORK6121, WORK6122, WORK6123 and WORK6124).
18. That face-to-face class time in all units offered in these courses be set at three (3) hours per week / 39 hours per semester in standard weekly mode and a total of 39 hours in block / intensive mode in conformity with the Faculty standard.

While the popularity of the existing courses (See Attachments B & C) demonstrates the strong demand for specialised courses in this field at postgraduate level, the proposed changes are intended both to differentiate the learning content, teaching practices and assessment mode further still from our advanced undergraduate offerings (which retain more of a generalist approach to employment relations), and to repackage existing core and elective units to achieve greater cohesion and sharper career relevance, stronger alignment with relevant accreditation requirements (particularly those of the Australian Human Resources Institute, AACSB and EQUIS), and greater effectiveness in providing the applied and case-based learning content sought by postgraduate coursework students and their current or prospective employers.

The proposed course improvements will serve to strengthen the University's reputation as a top tier provider of teaching and learning excellence in an area of management practice widely acknowledged as being imperative to organisational success and sustainability, namely the effective management of people and an organisation's 'most valuable assets'. At the same time, the revised courses will contribute to the University's stated purpose of developing students as influential future citizens while equipping them with knowledge and performance competencies of immediate relevance to professional employment in the human resource management field. The course teaching and learning objectives emphasise critical thinking, leadership, ethics and communication skills, while equipping students with the practical knowledge and problem-solving skills essential to effective professional employment in human resource management and related fields.

The learning objectives of the revised programs are contained in 1.2.8.

The proposed amendments are relevant to students, employers and professional organisations as follows.

*To students:*

- Reorientation of teaching and learning content in line with their express expectations (see Attachment G) for a strong emphasis on advanced knowledge of human resource management strategies and practices in *both* a domestic and international context.
- Retention of significant flexibility in the choice of electives (while ensuring that the primary focus remains on *Human Resource Management in Context*).
- Greater opportunity for in-depth learning, self-paced learning and lecturer-student dialogue in class time.
- Improved resourcing and support for high-achieving students wishing to undertake supervised research on particular aspects of human resource and industrial relations practice.
- More effective deployment and utilisation of Faculty research expertise in delivery of specific core and elective units.
- Stronger articulation with the Doctoral program, which is a matter of growing interest to high-performing coursework students.

- The retention of the Graduate Certificate course (with a work experience requirement but without a bachelors degree requirement) caters for the strong demand from highly experienced mature-age candidates for career transition into the area of people management.

*To employers:*

- Access to graduates equipped not only with the requisite generic competencies but also with an advanced understanding of specialised human resource theory and practice.
- Access to graduates with advanced knowledge of the global dimensions of human resource management strategic thinking and practice.
- Graduates who can think globally but also act locally in designing, implementing, maintaining and reviewing integrated human resource practices.
- Graduates with greater exposure to and experience in organisational research methods and report writing.

*To professional organisations:*

- While the existing courses have Australian Human Resource Institute accreditation (2005-8), the sharper focus in the core units on strategic thinking and international context, and the requirement for completion of a specified number of mainstream HRM and IR electives, accords more closely with AHRI's accreditation standards. As such, the revised courses will be exemplars of the professional standards now permeating the HRM profession in Australia. Moreover, our international graduates will be better equipped to disseminate AHRI standards beyond Australia.

These proposals seek to enhance the teaching and learning outcomes from the existing specialised courses in human resource management. As such, they will contribute to the University's reputation as the leading provider of specialised postgraduate teaching and learning in the human resource management field in Australia and as one of the top 30-40 providers in this field internationally.

### **1.2.3 Benchmarking, market research and analysis**

(i) Benchmarking:

A review of comparable programs offered by local and international competitors revealed that in title, 'Human Resource Management' is accentuated, possibly resulting in a brand image problem for the MIR&HRM offered by the Faculty. The Subcommittee noted the frequency with which second-tier and some first-tier competitor courses adopted the title 'employment relations' but it was felt that this term lacked the brand recognition and market appeal of the combined terms 'human resource management' and 'industrial relations'.

Although most competitor programs comprise a significantly higher proportion of core units, which may be more cost efficient and possibly provides greater program integration, our program is distinctive due to its flexible structure of two (2) core and six (6) elective units and the availability of units covering industrial relations, human resource management, organisational studies and strategic management. Student feedback (See Attachments F & G) indicates that flexibility in choice of electives contributes significantly to a positive brand image. For this reason, it is proposed that the two (2) core unit requirement in each of the courses be retained.

By the same token, the wide range of elective subjects available in the fields of organisational studies and strategic management may mean that some graduates might lack adequate depth of understanding in key Human Resource Management and Industrial Relations functions, strategies and processes. On this basis, it is proposed that electives be chosen from two (2) distinct pools: Table A, comprising advanced units in mainstream HRM and IR topic areas; and Table B, comprising

additional 'contextualising' units in Organisational Studies and Strategic Management topic areas.

International competitor programs tend to require either completion of more than eight (8) units of study at Masters level and/or completion of a dissertation in lieu of a larger number of coursework units. In some cases, the unit load is 16. Among local competitor programs, the required number of units ranged from six (6) (in the case of embedded majors) to 16 (See item iii, below). While the the Subcommittee believes that a move to 12 or 16 unit load requirement at masters level for a specialised program such as this would not be warranted, it also acknowledges that negative student feedback regarding the lack of depth in some aspects on program content (see Attachments F & G) is attributable in part to the comparatively low unit load currently required. The Subcommittee also notes the concerns that have been raised by EQUIS regarding the pedagogical adequacy of eight (8) unit masters programs. For this reason, the Subcommittee recommends that the unit load for the standard masters (MHRM&IR) be increased from eight (8) to ten (10), and that of the Honours course (MHRM&IR (Hons)) from eight (8) to twelve (12).

Several topics now central to effective human resources practice are inadequately addressed within the current program. These include human resource coaching and mentoring, organisational leadership and leadership development. Competitor analysis also revealed the absence of a dedicated research methods and data analysis component as being a significant omission from the unit offerings, particularly in relation to students wishing to undertake the Honours-level dissertation unit (WORK6020). See Attachment H for curriculum gaps identified within the local competitor analysis.

(ii) Market research and analysis

The Faculty convened two focus groups of both current students and alumni of the MIR&HRM program in November 2006 as part of the review. The groups comprised six (6) students each with an international / local mix representative of the current student cohort.

Overall, the students were complementary about the program, with alumni noting the benefits that their new skills and knowledge bring to their careers. The quality of unit delivery, motivation and expertise of teaching staff, and flexibility of the program structure were highlighted. The focus group testimony (See Attachment G) highlighted many positives, including:

- A strongly positive assessment of many of the units and many of the instructors were praised highly. The students proved to be highly involved in their education, highly motivated to participate in their learning, and highly knowledgeable of good academic teaching and learning practice. Having "research active" faculty staff teach electives added value to their degree.
- Teaching practices students most enjoyed and appreciated included: Motivated, interested lecture staff; open and caring attitude to all students; being in small classes where developing a relationship with the lecturer was possible; clear instructions regarding Blackboard; use of multiple teaching formats within the allocated teaching blocks; in class discussions and activities; and guest lecturers.
- Students also liked the flexibility of the program structure, including flexibility to specialise within the degree, flexibility of timing of commencement, unit timetabling, and class times.

Conversely, program negatives identified by the focus group participants included the title of the program not reflecting the units on offer (i.e. the need for more units in industrial relations if the program is to remain titled, 'Industrial Relations and Human Resource Management', however feedback revealed these units would be of less interest to students), and the limited relevance of the core unit in Australian employment relations to international students.

Students also commented adversely on the following:

- Variability in teaching quality. Variability with the units of study was seen when more than one coordinator taught it. Students would recommend to each other which units and which lecturers to avoid and which ones to follow.
- Inadequate use of the cultural diversity of the student cohort. The students demonstrated a strong understanding of the globalised work environment therefore developing contacts and cultural knowledge was of considerable interest to them, but the program currently was not seen to be satisfying this. Local students displayed frustration that they were not exposed in a positive, structured manner to the diverse cultural capital inherent within the student body.
- Dilution of learning content. Concern was expressed by both groups that some electives lacked depth due to being “dumbed down” for the international students.
- Teaching issues that lead to complaint included: poorly prepared lecture notes; reading from a book as a form of lecture; lecturer unable to use AV functions and inability to learn over a number of weeks; lack of variation in assessment; concentrating too heavily on one instructional format; concentrating too heavily on journal articles as a source of additional reading.
- Students also wanted a better balance of unit availability throughout the year (including Winter and Summer School). They also wanted a more student focussed approach to timetabling so that students are not left “scratching around” for units or taking least preferred options so that they can finish their degree within a desired time frame.

Similar perceived strengths and weaknesses are evident in recent anonymous student feedback provided via the annual course evaluation and student course experience surveys (See Attachment F).

(iii) Summary table of competitive offerings\* to proposed award course:

Institute	Competitive Offering	Additional information
University of NSW	Master of Commerce (Human Resource Management)	6 units (including 2 core)
	Master of Commerce (Organisation and Management Studies)	6 units (including 2 core)
University of Melbourne	Master of Human Resource Management	12 units (including 7 core)
	Master of Applied Commerce (Human Resource Management)	12/16 units including 11 core (6 HRM)
	Master of Applied Commerce (Organisational Change)	12 units including 11 core (6 Org Change)
Monash University	Master of Human Resource Management	12 units (including 8 core)
	Master of Workplace and Industrial Relations	12 units (including 9 core)
Macquarie University	Master of Commerce in Business (Management, Organisations and Society)	8 units (including 4 from limited list)
University of Technology, Sydney	Master of Business in Human Resource Management	12 units (including 4 core)
University of Technology, Sydney	MBA (Human Resource Management, Management Consulting and Change or Dispute Resolution)	8 units (including 6 core)
University of Warwick	Master of Arts (Industrial Relations and Personnel Management)	7 units + dissertation (including 6 core)
London School of Economics	Master of Science (Human Resource Management)	7 units (including dissertation)
London School of Economics	Master of Science (International Employment Relations and Human	4 units (including 2 core)

	Resource Management)	
Cardiff University	Master of Science (Human Resource Management)	4 units + dissertation
Oxford Brookes University	Master of Science (Human Resource Management)	8 units + dissertation (including 6 core + dissertation)
	Master of Science (International Human Resource Management)	9 units + dissertation (including 8 core)
Cornell University	Master of Industrial and Labour Relations	16 units (including 6 core units)
Queens University, Canada	Master of Industrial Relations	9 units (including 6 core units)

- Note that benchmark programs are all offered by top-tier institutions.

See Attachment H for full details of local competitor offerings.

See Attachment I for full details of international competitor offerings.

(iv) Estimated Student Demand

Estimated Student Demand	2007	2008	2009
Commonwealth-supported			
Local fee-paying	50	55	60
International fee-paying	40	43	45
Estimated Total EFTSU	90	98	105
Lowest EFTSU for which course would be run	40	40	40

Estimated Full-time and Part-time Students	2007	2008	2009
Estimated number of Full-time students	60	65	70
Estimated number of Part-time students	100	110	120

Impact on students currently enrolled: Since the proposed courses are modified versions of the existing courses, transitional arrangements will be necessary to enable students enrolled in the existing courses to complete under the current degree rules if they elect to do so. However, from Semester 1 2008, current students who have not previously completed the existing core unit, WORK6000, which will be withdrawn, will be advised to take the new core unit, WORK6018, International Industrial Relations, in place of the withdrawn unit. The other existing core unit, WORK5002, Introduction to Human Resource Management, will still be available to current IR&HRM course students on a transitional basis, although they will also have the option of taking the new core unit, WORK6017 Human Resource Strategies, in place of WORK5002.

Enrolment Quotas:

Will quotas be set for the proposed award course or for any units of study within the award course?

For local fee-paying students: No

For international fee-paying students: No

**1.2.4 Consultation and External References**

Consultees	Date of consultation	Method of consultation	Type of supporting evidence provided
Australian Human Resource Institute	Ongoing dialogue with AHRI accreditation committee since 2004	Formal triennial accreditation process review feedback	Accreditation correspondence and documentation. (Attachment K)
FEB GSB IR&HRM Review Subcommittee	June 2006-December	Meetings	Minutes of meetings held (Attachment A)

	2007		
WOS Advisory Committee	May and November 2006	Bi-annual meetings	Minutes of meetings (Attachment J)
Students (current and alumni)	November 2006	Focus Groups	Focus Group Report (Attachment G)
Graduate Studies Board	May 2007	Consideration of proposed changes at May meeting	Minutes of May meeting (Attachment L)

### 1.2.5 Course structure

#### **Master of Human Resource Management and Industrial Relations**

To be awarded the *Master of Human Resource Management and Industrial Relations*, students must successfully complete a total of 10 units of study (60 credit points) comprising:

- 2 compulsory units of study (12 credit points) as listed in under *Core units of study*
- 8 elective units of study (48 credit points) chosen from the options listed under *Elective units of study*. A minimum of 4 electives (24 credit points) to be chosen from Table A. The remaining electives may be chosen from either Table A or Table B.

#### **Core units of study**

Students must complete the following compulsory units of study:

- WORK6017 Human Resource Strategies
- WORK6018 International Industrial Relations

#### **Elective units of study**

##### Table A

Students must select a minimum of 4 electives (24 credit points) from the following units of study:

- WORK6008 Research Tools at Work
- WORK6011 Negotiation, Bargaining and Advocacy
- WORK6012 Industrial Relations Policy (renamed)
- WORK6030 Performance and Rewards
- WORK6031 Recruitment and Selection
- WORK6034 Human Resource Development
- WORK6103 Gender and Work
- WORK6108 International Dimensions of HR
- WORK6109 Unions at Work
- WORK6114 Health and Safety at Work
- WORK6115 Managing Diversity at Work
- WORK6116 Employment and the Law
- WORK6117 Managing Human Resources Online
- WORK6120 Research Essay

##### Table B

Students may select up to 4 electives from the following units of study:

- WORK6001 Organisational Analysis
- WORK6002 Foundations of Strategic Management
- WORK6003 People, Management and Technology
- WORK6026 Organisational Change and Development
- WORK6027 Writers on Management
- WORK6033 Management and Organisational Ethics
- WORK6111 Management Consulting
- WORK6118 Managing Communication in Organisations
- WORK6119 The Innovative Firm
- WORK6130 Leadership in Organisations
- IBUS6011 Foundations of Entrepreneurship

#### **Master of Human Resource Management and Industrial Relations (Honours)**

- To enrol in the units listed under *Honours units of study*, students must have completed eight units of study in the pass degree, including WORK6008 Research

Tools at Work, and have achieved an average grade of 75 or higher. Enrolment in dissertation units is subject to supervisor availability.

To be awarded the *Master of Human Resource Management and Industrial Relations (Honours)*, students must successfully complete a total of 12 units of study (72 credit points) comprising:

- 2 compulsory units of study (12 credit points) as listed under *Core units of study*
- WORK6008 Research Tools at Work
- 5 elective units of study (30 credit points) chosen from the options listed under *Elective units of study*. A minimum of 3 electives (18 credit points) to be chosen from Table A. The 3 Table A electives must be additional to the required unit WORK6008. The remaining electives may be chosen from either Table A or Table B.
- A 20,000 word dissertation (4 units of study worth 6 credit points each) as listed under the heading *Honours units of study*

#### **Honours units of study**

Honours students must complete the following 2 dissertation units of study as a requirement for their degree:

- WORK6121 Honours Dissertation Part 1
- WORK6122 Honours Dissertation Part 2
- WORK6123 Honours Dissertation Part 3
- WORK6124 Honours Dissertation Part 4

#### **Graduate Diploma in Human Resource Management and Industrial Relations**

To be awarded the *Graduate Diploma in Human Resource Management and Industrial Relations*, students must successfully complete a total of 6 units of study (36 credit points) comprising:

- 2 compulsory units of study (12 credit points) as listed under *Core units of study*
- 4 elective units of study (24 credit points) chosen from the options listed under *Elective units of study*. A minimum of 3 electives (18 credit points) must be chosen from Table A. The remaining elective may be chosen from either Table A or Table B.

#### **Graduate Certificate in Human Resource Management and Industrial Relations**

To be awarded the *Graduate Certificate in Human Resource Management and Industrial Relations*, students must successfully complete a total of 4 units of study (24 credit points) comprising:

- 2 compulsory units of study (12 credit points) as listed under *Core units of study*
- 2 elective units of study (12 credit points) chosen from the Table A\_options listed under *Elective units of study*

Award Course	Length of candidature (years)	Type of Enrolment	
		Full-time	Part-time
Master of Human Resource Management and Industrial Relations	Minimum	1.5*	2.5
	Maximum	6	6
Master of Human Resource Management and Industrial Relations (Honours)	Minimum	1.5	3
Graduate Diploma in Human Resource Management and Industrial Relations	Minimum	1	1.5
	Maximum	4	4
Graduate Certificate in Human Resource Management and Industrial Relations	Minimum	.5	1
	Maximum	2	2

\* Subject to unit of study availability, one year duration is possible if students undertake two units in Summer School OR one unit in Summer and one in Winter School, in addition to the four units undertaken in both Semester 1 and 2.

(b) Minimum credit points required for completion of qualification:

Award Course	Credit Points
Master of Human Resource Management and Industrial Relations	60

Master of Human Resource Management and Industrial Relations (Honours)	72
Graduate Diploma in Human Resource Management and Industrial Relations	36
Graduate Certificate in Human Resource Management and Industrial Relations	24

- (c) *Mode of delivery:* Face-to-face teaching. Units are offered in a mix of full session (13 weeks), in-session block / intensive, and Summer / Winter School block/intensive mode.  
The focus on face-to-face learning and teaching accords with Faculty and University strategic priorities, while the mix of face-to-face modes recognises and accommodates the variation in student attendance and learning preferences.
- (d) *Does the course involve clinical or industrial placement/experience?*  
Yes. In this course students are, and will continue to be, exposed to industry through: the industry experience and links of their lecturers; lectures / seminars / question and answer sessions given by invited industry professionals; networking opportunities with fellow students from different industries / professions; case analysis; and industry-based research projects.
- (e) *Please indicate what processes are in place to guarantee the quality of academic staffing, available resources for teaching and provision of adequate curriculum delivery, assessment and authentication of student work.*  
Quality assurance procedures are in place throughout the Faculty of Economics and Business to ensure that all staff are appropriately qualified. Policies regarding class size are in place. The Graduate Studies Board reviews annually actual class sizes of all postgraduate units. Academic honesty programs have been implemented in the Faculty to provide further assurance of the authentication of student work.  
All units of study in the Faculty are subject to student evaluation each semester, conducted in collaboration with the Institute of Teaching and Learning. This feedback is used by Unit of Study Coordinators, in consultation with Discipline Chairs, to assess the effectiveness of the unit and to plan and implement improvements to the teaching and learning experiences of students.

### 1.2.6 Assessment procedures

A variety of assessment procedures are utilised based on unit of study choice. As the program comprises core units and electives (as is the case with all programs within the Faculty), the variety of assessment tasks covers the full range of those incorporated into programs in the Faculty. These are: essays, reports, tests, individual projects, group projects, online activities (eg: online discussion questions), presentations, class participation and examinations.

The allocation of assessment to each unit of study is based on Academic Board recommendations that assessment should be made up of 4500-6000 equivalent words per six (6) credit point unit of study. An example of a typical assessment regime in a WORK elective is illustrated below.

Assessment Regime	Proportion of assessment regime (%)	Use of external assessors/examiners (Yes/No) (if yes, please provide details)
Class presentation	10%	No
Short problem-based paper/essay (individual) 1,500 words	25%	No

Case study report (group) 2,500 words	40%	No
Final exam 1 hour	25%	No

The assessment load accords with Academic Board prescriptions for a 6 credit point unit. The assessment mix acknowledges individual variation in performance capabilities across different assessment modes. The presence of problem-based and applied formative assessment tasks avoids narrow emphasis on summative assessment. The use of continuous assessment provides early feedback and allows students opportunity to improve.

### 1.2.7 Student workload

Workload is calculated based on Academic Board recommendations that a six (6) credit point unit of study should entail 9-12 hours of equivalent work per week including an average of three (3) hours of contact time per week. Over a standard 13 week semester, this equates to an average student workload of between 117 and 156 hours per unit of study and that figure includes a total of approximately 39 hours of teaching contact time per unit of study.

Careful consideration of appropriateness of particular tasks for specific units of study is encouraged alongside workload requirements.

(a)

Expected Workload	Total Time Expected (per credit point)
Lectures	1.5 hours per week (=0.25 pc)
Tutorials/seminars	1.5 hours per week (=0.25 pc)
Practical experience	
Independent study	3 hours per week (=0.5 hours pc)
Reading and work for assessment	6 hours per week (=1 hour pc)

(b) *Provide an indication of how the academic course load including the weight given to any dissertation component compare with other similar course loads in the faculty/college/university*

The workload in coursework units is identical to that in the Faculty's largest course, the Master of Commerce. The revised load for the dissertation component (20,000 words) accords with that required in comparable research components offered in other FE&B courses.

(c) *What load for HECS and student load purposes should be given to each of the constituent parts or units making up the award course?*

N/A

### 1.2.8 Attributes of graduates

The Faculty of Economics and Business has developed a set of learning goals for all students of its postgraduate programs. These are designed to develop the attributes and skills described in the University's policy on Generic Attributes of Graduates. These are:

- Engage in lifelong learning, reflective thinking and self and peer assessment
- Understand economic, political, legal, commercial and business issues and apply fundamental theories and concepts in diverse and unpredictable environments
- Formulate and develop persuasive arguments relevant to major fields of study that can be applied to business problems
- Think critically about underlying theories, concepts, assumptions and arguments in major fields of study
- Apply principles, techniques and technologies to data/information relevant to practice in major fields of study
- Appreciate the changing nature of frontiers of knowledge through research, and initiate and conduct research in archives, libraries, the web and other sources such as an organisation's in-house materials

- Communicate effectively in verbal, written and group contexts to a professional standard
- Lead and participate in teams (including members from diverse cultural backgrounds), manage, persuade and influence others
- Be aware of ethical and accountability issues in business, government and society, and have the capacity to deal with these issues in their personal and professional lives
- Apply technical and specialist skills to global business issues and/or in practice within a multicultural environment
- Understand the links between strategic, tactical and operational perspectives in problem solving

In addition, the Faculty has developed a set of specific learning goals for the existing IR&HRM programs which relate to the specific body of knowledge and expertise that students of this program are expected to attain. These are that, on successful completion of the program, students should be able to:

- Understand and analyse the legal, regulatory and organizational contexts within which the employment relationship occurs
- Demonstrate awareness of the institutions, processes, rights and responsibilities relating to the employment relationship in particular national contexts
- Demonstrate a critical awareness of current debates about the nature and purpose of human resource management
- Apply specialist knowledge of the main functions and practices of human resource management
- Select, apply and evaluate key human resource management policies and practices in particular organizational contexts

#### 1.2.9 Transitional arrangements (for continuing students)

Last year of student intake under existing Resolutions: Local students  
Sem 2 2007  
International students Sem 2 2007

Provisions in place for students enrolled under existing Resolutions: Students currently enrolled in the IR&HRM courses will be able to complete their awards under the current award course rules, with the following provisos. From Semester 1 2008, current students who have not previously completed the existing core unit, WORK6000 will be advised to take the new core unit, WORK6018 International Industrial Relations, in place of WORK6000, which will not be offered. The other existing core unit, WORK5002 Introduction to Human Resource Management, will still be available to current IR&HRM course students on a transitional basis, although they will also have the option of taking the new core unit, WORK6017 Human Resource Strategies, in place of WORK5002.

#### 1.2.10 Course administration

Course to be administered by the following Faculty: Economics and Business

(a) *Is there **shared teaching** with other Faculties?*  
No

(b) *Is the proposed award course part of a **con-joint venture** with another institution?* No

#### 1.2.11 Resolutions

(a) *Are there changes to the list of Degrees, Diplomas and Certificates conferred by your Faculty, as listed in the **Resolutions of the Senate** available in the **University Calendar**?*  
Yes

- (b) *Will there be new Resolutions or changes to the existing **Resolutions of the Senate** for the proposed Coursework award course?*  
Yes
- (c) *Will there be new Resolutions or changes to the existing **Faculty Resolutions** for the proposed award course?*  
Yes
- (d) *Will there be changes to the academic dress due to the introduction of the proposed new award course?*  
No

#### **1.2.12 Quality assurance arrangements and plans**

All postgraduate coursework degrees in the Faculty of Economics and Business are subject to triennial review of content and delivery conducted under the auspices of the GSB to ensure quality assurance and continuous improvement across all programs. All units of study in the Faculty are subject to student evaluation each semester, conducted in collaboration with the Institute of Teaching and Learning. This feedback is used by Unit of Study Coordinators, in consultation with Discipline Chairs, to assess the effectiveness of the unit and to plan and implement improvements to the teaching and learning experiences of students.

## SECTION 1 : ACADEMIC BOARD COURSE PROPOSAL

---

### PART 3: RESOURCE IMPLICATIONS

#### 1.3.1 Estimated Student Numbers for next three years of the award course

Estimated Student Demand	2007	2008	2009
Estimated Student Numbers	160	175	190
Estimated EFTSU	90	98	105

#### 1.3.2 Availability of teaching and support staff

(a) *Availability of academic and support staff to deliver the proposed award course:*

The Faculty is fully resourced to deliver these courses, which are all well-established, and is capable of absorbing an expansion of course enrolments without the need for an increase in full-time staff numbers.

(b) *Strengths of the department/school/faculty:*

The Discipline of Work and Organisational Studies, which delivers these courses, has a long-established and internationally-recognised reputation as one of the top three centres of research and teaching excellence in the field of human resource management and industrial relations in Australia. The Discipline makes minimal use of adjunct lecturers and all unit coordinators possess doctoral qualifications in relevant fields.

#### 1.3.3 Availability of teaching space, and other required facilities

(a) *Teaching rooms:* No changes required.

(b) *Lecture theatres:* No changes required

(c) *Laboratories (including computer access labs):* N/A

(d) *Staff offices:* No changes required.

(e) *Storage or other space required including any which needs to be rented externally:* N/A

#### 1.3.4 Availability of Library Resources

*Concerns about library holdings that need to be addressed:*

Nil. Existing program.

#### 1.3.5 Availability of IT and other Equipment

(a) *Computer Technology:* No changes required.

(b) *Other Equipment:* No changes required.

#### 1.3.6 Timetabling arrangements

The proposed award course will be offered in the following teaching period:

standard

non-standard teaching

(e.g. Summer School, Winter School)

## APPROVALS

Nominated Faculty Officer

Dean of Faculty (or Delegate)

## **SECTION 1 – APPENDIX 1: INTERNAL AND EXTERNAL STAKEHOLDER CONSULTATION**

See Attachments, as follows. Electronic copies of all attachments are available on request.

### **ATTACHMENTS TO SUBCOMMITTEE REVIEW REPORT:**

Attachment A	Faculty of Economics & Business, Graduate Studies Board, Subcommittee to Review IR&HRM Program, Minutes, 2006
Attachment B	IR&HRM Program Enrolments, 2000-2006
Attachment C	Enrolments in Postgraduate WORK units, 2003-2007
Attachment D	Program Financial Analysis, 2006
Attachment E	Competitor Fee Levels
Attachment F	CEQ & SECE Feedback, IR&HRM Program, 2005
Attachment G	IR&HRM Program Focus Group Report
Attachment H	Local Competitor Analysis
Attachment I	International Competitor Analysis
Attachment J	Advisory Board Minutes, Discipline of Work & Organisational Studies, 2006
Attachment K	Australian Human Resources Institute Accreditation, 2005-2008.
Attachment L	Faculty of Economics & Business, Graduate Studies Board Minutes, May 2006.

## **SECTION 1 – APPENDIX 2: RESOLUTIONS OF THE SENATE (DEGREES, DIPLOMAS AND CERTIFICATES)**

---

### **Resolutions of the Senate relating to degrees, diplomas and certificates**

#### **Resolutions of the Senate**

##### **Degrees, diplomas and certificates in the Faculty of Economics and Business**

The Resolutions of the Senate relating to degrees, diplomas and certificates in the Faculty of Economics and Business (p 211, *Calendar 2007*) are amended, with effect from 1 January 2008, as follows:

1. The degrees in the Faculty of Economics and Business shall be:
  - 1.1 Bachelor of Economics (BEc)
  - 1.2 Bachelor of Economic and Social Sciences (BEcSocSc)
  - 1.3 Bachelor of Economics (Social Sciences) (BEc(SocSc))
  - 1.4 Bachelor of Commerce (BCom)
  - 1.5 Bachelor of Commerce (Liberal Studies) (BCom(LiberalStudies))
  - 1.6 Bachelor of International Studies (BIntS)
  - 1.7 Master of Business (MBus)
  - 1.8 Master of Business Information Systems (MBIS)
  - 1.9 Master of Commerce (MCom)
  - 1.10 Master of Economics (MEc)
  - 1.11 Master of Economics (Social Sciences) (MEc(SocSc))
  - 1.12 Master of Economics (Social Sciences) in Australian Political Economy (MEc(SocSc)APE)
  - ~~1.13 Master of Industrial Relations and Human Resources Management (MIR&HRM)~~
  - 1.13 Master of Human Resource Management and Industrial Relations (MHRM&IR)
  - 1.14 Master of International Business (MIB)
  - 1.15 Master of International Business and Law (MIntBus&L)
  - 1.16 Master of International Studies (MIntS)
  - 1.17 Master of Logistics Management (MLM)
  - 1.18 Master of Organisational Coaching (MOrgCoaching)
  - 1.19 Master of Philosophy in Economics (MPhil)
  - 1.20 Master of Professional Accounting (MPAcc)
  - 1.21 Master of Public Affairs (MPA)
  - 1.22 Master of Public Policy (MPP)
  - 1.23 Master of Professional Accounting (MPAcc)
  - 1.24 Master of Transport Management (MTM)
  - 1.25 Doctor of Philosophy (PhD)
2. The combined degrees in the Faculty of Economics and Business shall be:
  - 2.1 Bachelor of Commerce and Bachelor of Arts (BCom/BA)
  - 2.2 Bachelor of Commerce and Bachelor of Laws (BCom/LLB)
  - 2.3 Bachelor of Commerce and Bachelor of Science (BCom/BSc)
  - 2.4 Bachelor of Economic and Social Sciences and Bachelor of Laws (BEcSocSc/LLB)
  - 2.5 Bachelor of Economics and Bachelor of Laws (BEc/LLB)
  - 2.6 Bachelor of Engineering and Bachelor of Commerce (BE/BCom)
  - 2.7 Bachelor of International Studies and Bachelor of Laws (BIntS/LLB)
  - 2.8 Master of Commerce and Master of Facilities Management (MCom/MFM)
  - 2.9 Master of Commerce and Master of Logistics Management (MCom/MLM)
  - 2.10 Master of Commerce and Master of Transport Management (MCom/MTM)
  - 2.11 Master of International Business and Master of Commerce (MIB/MCom)
  - 2.12 Master of International Business and Master of Logistics Management (MIB/MCom)
  - 2.13 Master of International Business and Master of Transport Management (MIB/ MCom)
  - 2.14 Master of Transport Management and Master of Logistics Management (MTM/MLM)
  - 2.15 Master of Transport Management and Master of Urban and Regional Planning
3. The diplomas in the Faculty of Economics and Business shall be:
  - 3.1 Graduate Diploma in Business (GradDipBus)
  - 3.2 Graduate Diploma in Commerce (GradDipCom)
  - 3.3 Graduate Diploma in Economics (GradDipEc)
  - 3.4 Graduate Diploma in Economics (Social Sciences) in Australian Political Economy (GradDipEc(SocSc)APE)

~~3.5 Graduate Diploma in Industrial Relations and Human Resources Management (GradDipIR&HRM)~~

3.5 Graduate Diploma in Human Resources Management and Industrial Relations (GradDipHRM&IR)

3.6 Graduate Diploma in International Business (GradDipIB)

3.7 Graduate Diploma in International Studies (GradDipIntS)

3.8 Graduate Diploma in Logistics Management (GradDipLM)

3.9 Graduate Diploma in Organisational Coaching (GDipOrgCoaching)

3.10 Graduate Diploma in Public Affairs (GradDipPA)

3.11 Graduate Diploma in Public Policy (GradDipPP)

3.12 Graduate Diploma in Transport Management (GradDipTM)

4. The certificates in the Faculty of Economics and Business shall be:

4.1 Graduate Certificate in Commerce (GradCertCom)

4.2 Graduate Certificate in Economics (Social Sciences) in Australian Political Economy (GradCertEc(SocSc)APE)

~~4.3 Graduate Certificate in Industrial Relations and Human Resources Management (GradDipIR&HRM)~~

4.3 Graduate Certificate in Human Resources Management and Industrial Relations (GradCertHRM&IR)

4.4 Graduate Certificate in Innovation and Enterprise (GCertInn&Ent)

4.5 Graduate Certificate in International Business (GradCertIB)

4.6 Graduate Certificate in International Studies (GradCertIntS)

4.7 Graduate Certificate in Logistics Management (GradCertLM)

4.8 Graduate Certificate in Marketing (GradCertMktg)

4.9 Graduate Certificate in Public Affairs (GradCertPA)

4.10 Graduate Certificate in Public Policy (GradCertPP)

4.11 Graduate Certificate in Transport Management (GradCertTM).

## SECTION 1 – APPENDIX 3: RESOLUTIONS OF THE SENATE (COURSEWORK AWARD COURSES)

---

### Resolutions of the Senate (Coursework award courses)

#### **Master of ~~Industrial Relations and Human Resources Management~~ and Industrial Relations**

These Resolutions must be read in conjunction with the *University of Sydney (Coursework) Rule 2000 (as amended)*, which sets out the requirements for all coursework courses, and the relevant Faculty Resolutions.

##### **1. Requirements for the pass degree**

1.1 To qualify for the award of the pass degree a student must:

- 1.1.1 complete successfully units of study amounting to a total value of ~~48~~ 60 credit points; and
- 1.1.2 satisfy the requirements of all relevant By-Laws, Rules and Resolutions of the University.

##### **2. Requirements for the honours degree**

2.1 To qualify for the award of the honours degree a student must complete the requirements specified in the Faculty Resolutions relating to this degree.

#### **Graduate Diploma in ~~Industrial Relations and Human Resource Management~~ and Industrial Relations**

These Resolutions must be read in conjunction with the *University of Sydney (Coursework) Rule 2000 (as amended)*, which sets out the requirements for all coursework courses, and the relevant Faculty Resolutions.

##### **1. Requirements for the graduate diploma**

1.1 To qualify for the award of the graduate diploma a student must:

- 1.1.1 complete successfully units of study amounting to a total value of 36 credit points; and
- 1.1.2 satisfy the requirements of all relevant By-Laws, Rules and Resolutions of the University.

#### **Graduate Certificate in ~~Industrial Relations and Human Resource Management~~ and Industrial Relations**

These Resolutions must be read in conjunction with the *University of Sydney (Coursework) Rule 2000 (as amended)*, which sets out the requirements for all coursework courses, and the relevant Faculty Resolutions.

##### **1. Requirements for the graduate certificate**

1.1 To qualify for the award of the graduate certificate a student must:

- 1.1.1 complete successfully units of study amounting to a total value of 24 credit points; and
- 1.1.2 satisfy the requirements of all relevant By-Laws, Rules and Resolutions of the University.

## SECTION 1 – APPENDIX 4: RESOLUTIONS OF THE FACULTY

---

### Resolutions of the Faculty

These Resolutions must be read in conjunction with the University of Sydney (Coursework) Rule 2000 (as amended), which sets out the requirements for all coursework courses, and the relevant Resolutions of the Senate.

### **Master of ~~Industrial Relations and Human Resource Management~~ and Industrial Relations**

#### **Section 1**

#### **1. Admission**

- 1.1 An applicant for admission to candidature for the pass degree must have completed a bachelor's degree, graduate diploma/certificate or equivalent at an institution approved by the Faculty and at a standard acceptable to the Faculty.
- 1.2 An applicant for admission to candidature for the honours degree must have completed 8 units of study in the pass degree, including WORK6008 Research Tools at Work (or approved substitute), and have achieved an average grade of at least 75 per cent. in selected units of study in the pass degree. Admission to the honours degree is subject to supervisor availability.

#### **2. Units of study**

- 2.1 The units of study which may be taken for the degrees are set out under the tables of postgraduate units of study in the Faculty of Economics and Business Handbook, together with:
  - 2.1.1 credit point value;
  - 2.1.2 the units of study with which they are mutually exclusive;
  - 2.1.3 the semesters in which they are offered;
  - 2.1.4 co-requisites/prerequisites/assumed learning/assumed knowledge; and
  - 2.1.5 any special conditions.

#### **3. Requirements for the pass degree**

- 3.1 To qualify for the award of the pass degree a student must successfully complete units of study amounting to a total of ~~48~~ 60 credit points, comprising:
  - 3.1 2 core units of study (12 credit points) as specified in the Faculty of Economics and Business Handbook; and
  - 3.2 ~~6~~ 8 elective units of study (~~36~~ 48 credit points) as specified in the Faculty of Economics and Business Handbook, including at least 4 units (24 credit points) from Table A.

#### **4. Requirements for the honours degree**

- 4.1 To qualify for the award of the honours degree a student must successfully complete units of study amounting to a total of ~~48~~ 72 credit points, comprising:
  - 4.1.1 2 core units of study (12 credit points) as specified in the Faculty of Economics and Business Handbook;
  - 4.1.2 1 compulsory research/methodology unit (6 credit points) as specified in the Faculty of Economics and Business Handbook;
  - 4.1.3 4 ~~5~~ elective units of study (~~24~~ 30 credit points) as specified in the Faculty of Economics and Business Handbook, including at least 3 units (18 credit points) from Table A (in addition to WORK6008); and
  - 4.1.4 a dissertation (~~1 unit of 12 credit points~~ 4 units totaling 24 credit points) as specified in the Faculty of Economics and Business Handbook.

#### **5. Award of the degrees**

- 5.1 The Master of ~~Industrial Relations and Human Resource Management~~ and Industrial Relations will be awarded in three grades, namely pass, merit and honours.
  - 5.1.1 Merit will be awarded to students who achieve an average of at least 75 per cent in the pass degree.
  - 5.1.2 Honours will be awarded according to Section 2 of the Faculty Resolutions.

### **Graduate Diploma in ~~Industrial Relations and Human Resource Management~~ and Industrial Relations**

- 1. Admission**
- 1.1 An applicant for admission to candidature for the graduate diploma must have completed a bachelor's degree, graduate diploma/certificate or equivalent at an institution approved by the Faculty and at a standard acceptable to the Faculty.
- 2. Units of study**
- 2.1 The units of study which may be taken for the graduate diploma are set out under the tables of postgraduate units of study in the Faculty of Economics and Business Handbook, together with:
  - 2.1.1 credit point value;
  - 2.1.2 the units of study with which they are mutually exclusive;
  - 2.1.3 the semesters in which they are offered;
  - 2.1.4 co-requisites/prerequisites/assumed learning/assumed knowledge; and
  - 2.1.5 any special conditions.
- 3. Requirements for the graduate diploma**
- 3.1 To qualify for the award of the graduate diploma a student must successfully complete units of study amounting to a total of 36 credit points, comprising:
  - 3.1.1 2 core units of study (12 credit points) as specified in the Faculty of Economics and Business Handbook; and
  - 3.1.2 4 elective units of study (24 credit points) as specified in the Faculty of Economics and Business Handbook, including at least 3 units (18 credit points) from Table A.
- 4. Award of the graduate diploma**
- 4.1 The Graduate Diploma in ~~Industrial Relations and Human Resource Management~~ and Industrial Relations will be awarded in the pass grade.

### **Graduate Certificate in Industrial Relations and Human Resource Management and Industrial Relations**

- 1. Admission**
- 1.1 An applicant for admission to candidature for the graduate certificate must:
  - 1.1.1 have completed a bachelor's degree, graduate diploma/certificate or equivalent at an institution approved by the Faculty and at a standard acceptable to the Faculty; or
  - 1.1.2 have met the work requirements of the Faculty.
- 2. Units of study**
- 2.1 The units of study which may be taken for the graduate certificate are set out under the tables of postgraduate units of study in the Faculty of Economics and Business Handbook, together with:
  - 2.1.1 credit point value;
  - 2.1.2 the units of study with which they are mutually exclusive;
  - 2.1.3 the semesters in which they are offered;
  - 2.1.4 co-requisites/prerequisites/assumed learning/assumed knowledge; and
  - 2.1.5 any special conditions.
- 3. Requirements for the graduate certificate**
- 3.1 To qualify for the award of the graduate certificate a student must successfully complete units of study amounting to a total of 24 credit points, comprising:
  - (1) 2 core units of study (12 credit points) as specified in the Faculty of Economics and Business Handbook; and
  - (2) 2 elective units of study (12 credit points) from Table A as specified in the Faculty of Economics and Business Handbook.
- 4. Award of the graduate certificate**
- 4.1 The Graduate Certificate in ~~Industrial Relations and Human Resource Management~~ and Industrial Relations will be awarded in the pass grade.

### **[Section 2]**

Note: These resolutions apply to all postgraduate award courses offered by the Faculty of Economics and Business.

- 1. Details of units of study**
- 1.1 The units of study in the award courses as approved by the Faculty of Economics and Business are listed in the tables of postgraduate units of study in the Faculty of Economics and Business Handbook.
- 2. Enrolment in more/less than minimum load**
- 2.1 A student must enrol in at least one unit of study per semester.

- 2.2 A student may not enrol in more than 24 credit points in any one semester, unless granted permission to do so by the Faculty.
- 2.3 A student may not enrol in more than two units of study in summer school or one unit of study in winter school, unless granted permission by the Faculty.
- 2.4 A student may not enrol in units of study additional to award course requirements.
- 2.5 A student wishing to undertake units of study additional to the award course requirements must enrol as a non-award student.
- 3. Cross-institutional study**
- 3.1 The Faculty of Economics and Business may permit a student to complete a unit of study at another university or institution and have that unit of study credited to the student's award course.
- 3.2 Approval for cross-institutional study is at the discretion of the Faculty of Economics and Business and is conditional on a student satisfying Faculty of Economics and Business requirements.
- 3.3 Students should consult the Faculty of Economics and Business Student Information Office for more information on Faculty of Economics and Business requirements.
- 4. Restrictions on enrolment**
- 4.1 A student who has successfully completed a unit of study towards the requirements of an award course may not re-enrol in that unit of study.
- 4.2 A student may not enrol in any unit of study which overlaps substantially in content with a unit of study already completed, or for which credit has been granted towards the award course requirements.
- 5. Discontinuation of enrolment**
- 5.1 A student wishing to totally discontinue their enrolment in an award course must lodge an application to discontinue the award course with the Faculty of Economics and Business Student Information Office by the relevant census date.
- 6. Suspension of candidature**
- 6.1 A student wishing to suspend their enrolment in an award course must lodge an application for a 'leave of absence' from the award course with the Faculty of Economics and Business Student Information Office by the relevant census date.
- 7. Re-enrolment after an absence**
- 7.1 A student wishing to return to study after a 'leave of absence' should notify the Faculty of Economics and Business Student Information Office in writing three months prior to the commencement of the semester.
- 8. Satisfactory progress pursuant to the University of Sydney (Coursework) Rule 2000**
- 8.1 A student who fails to achieve a minimum Pass grade for at least half of the enrolled units of study in any given year will be asked to show good cause as to why re-enrolment in the Faculty of Economics and Business should be allowed to continue.
- 8.2 Where the Faculty of Economics and Business permits the re-enrolment of a student whose progress was deemed unsatisfactory, the Faculty of Economics and Business may place restrictions on the number and type of units of study in which the student may re-enrol in that year and may also require the completion of particular units of study in a specified time. If a student does not comply with these conditions the student may again be asked to show good cause.
- 9. Time limits**
- 9.1 A student must complete all the requirements for a master's degree within six calendar years.
- 9.2 A student must complete all the requirements for a graduate diploma within four calendar years.
- 9.3 A student must complete all the requirements for a graduate certificate within two calendar years.
- 10. Assessment policy**
- 10.1 Examination and assessment are conducted in accordance with the policies and directions of the Academic Board.
- 10.2 The Faculty of Economics and Business does not award Pass Concessional (PCon) grades, nor does it recognise Pass Concessional grades awarded by other faculties.
- 10.3 The Faculty of Economics and Business does not hold supplementary examinations.
- 10.4 The Faculty of Economics and Business may allow a further assessment in a unit of study, in accordance with the Faculty of Economics and Business policy on special

consideration. A student who is absent from a further assessment may be deemed to have failed that assessment.

**11. Embedded sequences**

- 11.1 A student may upgrade to a higher award course in an embedded sequence with credit for all relevant units of study completed within a lower award course in the sequence, irrespective of whether the lower award has been conferred and subject to meeting the entry requirements for the higher award course.

**12. Credit transfer policy in accordance with the University of Sydney (Coursework) Rule 2000 and Academic Board policy.**

- 12.1 At the discretion of the Faculty of Economics and Business, a student may be granted credit for up to four (4) units study towards a 12-16 unit master's degree if the student has completed units of study of a substantially similar nature at the University of Sydney or another institution.
- 12.2 With the exception of embedded sequences, credit will not be granted towards an eight (8) unit master's degree, graduate diploma or graduate certificate, however, the requirement to complete a unit of study may be waived if the Faculty of Economics and Business is satisfied that a student has undertaken equivalent study. In such cases, the student will be required to complete an alternative unit of study as prescribed by the Faculty.

**13. Award of honours**

- 13.1 The honours class is calculated as an average across all units undertaken towards the award. Honours degrees will be awarded according to the classes specified in the following table:

<b>Description</b>	<b>Mark Range (WAM)</b>
Honours Class I	80-100
Honours Class II (Division 1)	75-79
Honours Class II (Division 2)	70-74
Honours Class III	65-69
Honours not awarded (Pass)	Below 65

**SECTION 1 – APPENDIX 5: LIBRARY IMPACT STATEMENT**

(Hard copy includes Library authorisation.)

## SECTION 2: FEE REVIEW AND FEE SETTING

---

**Faculty:** Economics and Business  
**Department presenting the proposal:** Discipline of Work and Organisational Studies

**Faculty Contact person:** Kate Farrant (Postgraduate Program Adviser)  
**Ext. No:** 65019 **E-mail:** k.farrant@econ.usyd.edu.au

**Academic Proponent** : Associate Professor John Shields  
**Ext. No:** 15425 **E-mail:** j.shields@econ.usyd.edu.au

**Date course approved by Faculty:** May 2007

**2.1.1. Type of proposal:** New & Deletion

**2.1.2. Type of course:** Postgraduate Coursework

**2.1.3. Name of Award course(s)**  
Change of name of Existing Award Course/s:

**From:**

Master of Industrial Relations and Human Resource Management  
Master of Industrial Relations and Human Resource Management (Honours)  
Graduate Diploma in Industrial Relations and Human Resource Management  
Graduate Certificate in Industrial Relations and Human Resource Management

**To:**

Master of Human Resource Management and Industrial Relations  
Master of Human Resource Management and Industrial Relations (Honours)  
Graduate Diploma in Human Resource Management and Industrial Relations  
Graduate Certificate in Human Resource Management and Industrial Relations

**2.1.4. Abbreviated name**

MHRM&IR  
MHRM&IR(Hons)  
GDipHRM&IR  
GCertHRM&IR

**2.1.5. Date of introduction and deletion**

Introduced: Year 2008 Semester 1

**2.1.6 Fee review and Fee-setting**

**(a) Fees for Postgraduate award course:**

Postgraduate award course	Current Fees (per 1 EFTSU per annum)		Proposed Increase (%)		Proposed Fees (per 1 EFTSU per annum)	
	Local students	International students	Local	Int'l	Local students	International students
MHRM&IR	17,760	23,520	0	0	17,760	23,520
MHRM&IR(Hons)	17,760	23,520	0	0	17,760	23,520
GDipHRM&IR	17,760	23,520	0	0	17,760	23,520
GCertHRM&IR	17,760	23,520	0	0	17,760	23,520

**PROPOSED BY:**

**Nominated Faculty Officer    Dean of Faculty (or Delegate)                      PVC (College)**

**APPROVAL:**

**Deputy Vice-Chancellor (Academic and International) / Vice-Chancellor**

## SECTION 3: COURSE INFORMATION FORM AND MARKETING PLAN

---

### PART 1: COURSE INFORMATION FOR FLEXSIS

**Faculty:** Economics and Business  
**Department presenting the proposal:** Discipline of Work and Organisational Studies

**Faculty Contact person:** Kate Farrant (Postgraduate Program Adviser)  
**Ext. No:** 65019 **E-mail:** k.farrant@econ.usyd.edu.au

**Academic Proponent** : Associate Professor John Shields  
**Ext. No:** 15425 **E-mail:** j.shields@econ.usyd.edu.au

**Date course approved by Faculty:** May 2007

**3.1.1. Type of proposal:** New & Deletion

**3.1.2. Type of course:** Postgraduate Coursework

**3.1.3. Name of Award course(s)**

**Change of name** of **Existing** Award Course/s:

**From:**

Master of Industrial Relations and Human Resource Management  
Master of Industrial Relations and Human Resource Management (Honours)  
Graduate Diploma in Industrial Relations and Human Resource Management  
Graduate Certificate in Industrial Relations and Human Resource Management

**To:**

Master of Human Resource Management and Industrial Relations  
Master of Human Resource Management and Industrial Relations (Honours)  
Graduate Diploma in Human Resource Management and Industrial Relations  
Graduate Certificate in Human Resource Management and Industrial Relations

**3.1.4. Abbreviated name**

MHRM&IR  
MHRM&IR(Hons)  
GDipHRM&IR  
GCertHRM&IR

**3.1.5. Date of introduction and deletion**

Introduced: Year 2008 Semester 1

**3.1.6. Course Codes**

**For deletion:**

FC018 Master of Industrial Relations and Human Resource Management  
FF018 Graduate Diploma in Industrial Relations and Human Resource Management  
FG005 Graduate Certificate in Industrial Relations and Human Resource Management

**New codes required:**

Master of Human Resource Management and Industrial Relations  
Master of Human Resource Management and Industrial Relations (Honours)  
Graduate Diploma in Human Resource Management and Industrial Relations  
Graduate Certificate in Human Resource Management and Industrial Relations

**3.1.7. CRICOS Codes**

**For deletion:**

008396K Master of Human Resource Management and Industrial Relations

000698E Graduate Diploma in Human Resource Management and Industrial Relations

023939D Graduate Certificate in Human Resource Management and Industrial Relations

**New codes required:**

Master of Human Resource Management and Industrial Relations

Master of Human Resource Management and Industrial Relations (Honours)

Graduate Diploma in Human Resource Management and Industrial Relations

Graduate Certificate in Human Resource Management and Industrial Relations

**3.1.8 Short degree description (e.g. for the UAC Guide):**

N/A

**3.1.9 Full degree description (e.g. for Faculty handbook):**

**Human Resource Management and Industrial Relations Programs**

The Human Resource Management and Industrial Relations award courses are specialised qualifications for those engaged in or contemplating careers in human resource management, industrial relations, and related areas.

**Master of Human Resource Management and Industrial Relations**

To be awarded the *Master of Human Resource Management and Industrial Relations*, students must successfully complete a total of 10 units of study (60 credit points) comprising:

- 2 compulsory units of study (12 credit points) as listed in under *Core units of study*
- 8 elective units of study (48 credit points) chosen from the options listed under *Elective units of study*. A minimum of 4 electives (24 credit points) to be chosen from Table A. The remaining electives may be chosen from either Table A or Table B.

**Core units of study**

Students must complete the following compulsory units of study:

- WORK6017 Human Resource Strategies
- WORK6018 International Industrial Relations (**renamed**)

**Elective units of study**

Table A

Students must select a minimum of 4 electives (24 credit points) from the following units of study:

- WORK6008 Research Tools at Work
- WORK6011 Negotiation, Bargaining and Advocacy
- WORK6012 Industrial Relations Policy (renamed)
- WORK6030 Performance and Rewards
- WORK6031 Recruitment and Selection
- WORK6034 Human Resource Development
- WORK6103 Gender and Work
- WORK6108 International Dimensions of HR
- WORK6109 Unions at Work
- WORK6114 Health and Safety at Work
- WORK6115 Managing Diversity at Work
- WORK6116 Employment and the Law
- WORK6117 Managing Human Resources Online
- WORK6120 Research Essay

Table B

Students may select up to 4 electives from the following units of study:

- WORK6001 Organisational Analysis
- WORK6002 Foundations of Strategic Management
- WORK6003 People, Management and Technology
- WORK6026 Organisational Change and Development
- WORK6027 Writers on Management
- WORK6033 Management and Organisational Ethics
- WORK6111 Management Consulting
- WORK6118 Managing Communication in Organisations

- WORK6119 The Innovative Firm
- WORK6130 Leadership in Organisations
- IBUS6011 Foundations of Entrepreneurship

#### **Guide to enrolment**

Although not always necessary, students would normally complete the required core units of study in their first semester of study. However, providing that specified prerequisites / corequisites for the relevant elective units of study are met, a student may take one or more elective units of study in the first semester of study, and one or more core units of study in subsequent semesters of study. The following table shows an illustrative program of study for a student enrolled in the Master's degree on a full-time basis.

<b>Semester</b>	<b>Unit of study 1</b>	<b>Unit of study 2</b>	<b>Unit of study 3</b>	<b>Unit of study 4</b>	<b>Total credit points</b>
<i>Semester 1</i>	core	core	elective		18
<i>Semester 2</i>	elective	elective	elective	elective	24
<i>Semester 3</i>	elective	elective	elective		18

#### **Entry requirements**

For entry into this degree, students must have completed a bachelor's degree, graduate diploma / certificate or equivalent from a recognised tertiary institution with a minimum credit (65 per cent) average.

#### **Duration of course**

*Full-time:* A typical full-time student will undertake 3-4 units of study per semester, completing the 10 units in 1.5 years. Subject to unit of study availability, students may complete the program within a minimum of 1 year if 4 units are undertaken in both Semester 1 and Semester 2 with either 2 units undertaken in Summer School or 1 in Summer School and 1 in Winter School.

*Part-time:* Students undertake 1 or 2 units per semester, typically completing the program in 2.5 to 5 years.

#### **Master of Human Resource Management and Industrial Relations (Honours)**

To be awarded the *Master of Human Resource Management and Industrial Relations (Honours)*, students must successfully complete a total of 12 units of study (72 credit points) comprising:

- 2 compulsory units of study (12 credit points) as listed under *Core units of study*
- WORK6008 Research Tools at Work
- 5 elective units of study (30 credit points) chosen from the options listed under *Elective units of study*. A minimum of 3 electives (18 credit points) to be chosen from Table A. The 3 Table A electives must be additional to the required unit WORK6008. The remaining electives may be chosen from either Table A or Table B.
- A 20,000 word dissertation (4 units of study worth 6 credit points each) as listed under the heading *Honours units of study*

#### **Honours units of study**

Honours students must complete the following 2 dissertation units of study as a requirement for their degree:

- WORK6121 Honours Dissertation Part 1
- WORK6122 Honours Dissertation Part 2
- WORK6123 Honours Dissertation Part 3
- WORK6124 Honours Dissertation Part 4

#### **Guide to enrolment**

Although not always necessary, students would normally complete the required core units of study prior to commencing any elective units of study. However, providing that specified prerequisites / corequisites for the relevant elective units of study are met, a student may take one or more elective units of study in the first semester of study, and one or more core units of study in subsequent semesters of study.

Students must complete eight units of study set out in the entry requirements prior to receiving permission from the Discipline of Work and Organisational Studies to enrol in the Dissertation units. The table below shows an illustrative program of study for a

student enrolled in the Master's with Honours degree on a full-time basis undertaking four units of study per semester. Part-time students may prefer to undertake the Dissertation units in consecutive semesters.

Semester	Unit of study 1	Unit of study 2	Unit of study 3	Unit of study 4	Total credit points
<i>Semester 1</i>	core	core	elective	elective	24
<i>Semester 2</i>	elective	elective	elective	WORK6008	24
<i>Semester 3</i>	WORK6121	WORK6122	WORK6123	WORK6124	24

### Entry requirements

For entry into this program, students must have completed eight units of study in the pass degree, including WORK6008 Research Tools at Work (or approved substitute), and have achieved an average grade of at least 75 per cent. Admission to the honours program is subject to supervisor availability.

### Duration of course

*Full-time:* A typical full-time student will undertake 4 units of study per semester, completing the 12 units in 1.5 years

*Part-time:* Students undertake 1 or 2 units per semester, typically completing the program in 3 to 6 years.

### Graduate Diploma in Human Resource Management and Industrial Relations

To be awarded the *Graduate Diploma in Human Resource Management and Industrial Relations*, students must successfully complete a total of 6 units of study (36 credit points) comprising:

- 2 compulsory units of study (12 credit points) as listed under *Core units of study*
- 4 elective units of study (24 credit points) chosen from the options listed under *Elective units of study*. A minimum of 3 electives (18 credit points) must be chosen from Table A. The remaining elective may be chosen from either Table A or Table B.

### Guide to enrolment

Although not always necessary, students would normally complete the required core units of study in their first semester of study. However, providing that specified prerequisites / corequisites for the relevant elective units of study are met, a student may take one or more elective units of study in the first semester of study, and one or more core units of study in subsequent semesters of study. The following table shows an illustrative program of study for a student enrolled in the Graduate Diploma on a full-time basis undertaking three units of study per semester.

Semester	Unit of study 1	Unit of study 2	Unit of study 3	Total credit points
<i>Semester 1</i>	core	core	elective	18
<i>Semester 2</i>	elective	elective	elective	18

### Entry requirements

For entry into this course, students must have either met the entry requirements as for the Master's degree OR have completed a bachelor's degree, graduate diploma / certificate or equivalent from a recognised tertiary institution (at a standard acceptable to the Faculty).

### Duration of course

*Full-time:* A typical full-time student will undertake 3 units of study per semester, completing the 6 units in 2 semesters (1 year).

*Part-time:* Students undertake 1 or 2 units per semester, typically completing the program in 1.5 to 3 years.

### Graduate Certificate in Human Resource Management and Industrial Relations

To be awarded the *Graduate Certificate in Human Resource Management and Industrial Relations*, students must successfully complete a total of 4 units of study (24 credit points) comprising:

- 2 compulsory units of study (12 credit points) as listed under *Core units of study*
- 2 elective units of study (12 credit points) chosen from the Table A options listed under *Elective units of study*

#### **Guide to enrolment**

Although not always necessary, students would normally complete the required core units of study prior to commencing any elective units of study. However, providing that specified prerequisites / corequisites for the relevant elective units of study are met, a student may take one or more elective units of study in the first semester of study, and one or more core units of study in subsequent semesters of study. The following table shows an illustrative program of study for a student enrolled in the Graduate Certificate on a full-time basis undertaking the four units in one semester.

Semester	Unit of study 1	Unit of study 2	Unit of study 3	Unit of study 4	Total credit points
<i>Semester</i>					
1	core	core	elective	elective	24

#### **Entry requirements**

For entry into this course, students must have either met the entry requirements as for the Graduate Diploma OR have at least three years of relevant work experience.

#### **Duration of course**

*Full-time:* A typical full-time student will undertake 4 units of study in a semester, completing the 4 units in 1 semester (0.5 years).

*Part-time:* Students undertake 1 or 2 units per semester, typically completing the program in 1 to 2 years.

#### **3.1.10 Level of Award:**

Masters degree by coursework  
Masters Honours degree by coursework / research  
Graduate Diploma  
Graduate Certificate

#### **3.1.11 Is this an Honours course?**

Yes

To enrol in the honours program students must have completed eight units of study in the pass degree, including WORK6008 Research Tools at Work, and have achieved an average grade of 75 or higher. Admission to the program is subject to supervisor availability.

To be awarded the *Master of Human Resource Management and Industrial Relations (Honours)*, students must successfully complete a total of 12 units of study (72 credit points) comprising:

- 2 compulsory units of study (12 credit points) as listed under *Core units of study*
- WORK6008 Research Tools at Work
- 5 elective units of study (30 credit points) chosen from the options listed under *Elective units of study*. A minimum of 3 electives (18 credit points) to be chosen from Table A. The 3 Table A electives must be additional to the required unit WORK6008. The remaining electives may be chosen from either Table A or Table B.
- A 20,000 word dissertation (4 units of study worth 6 credit points each) as listed under the heading *Honours units of study*

#### **3.1.12 If the proposal is for a new award course, please indicate if the new course is the result of new resolutions for an existing course?**

Yes

#### **3.1.13 Name of award that will be conferred upon completion of course:**

Master of Human Resource Management and Industrial Relations

Master of Human Resource Management and Industrial Relations (Honours)  
 Graduate Diploma in Human Resource Management and Industrial Relations  
 Graduate Certificate in Human Resource Management and Industrial Relations

**3.1.14 If the proposal is for a new award course, please indicate which category the proposed course should be allocated to according to the DEST Field of Education and Discipline Area (available from the [Courses and Fees Toolkit](#) on the Academic and International website):**

DEST Field of Education N/A  
 DEST Discipline Area N/A

**3.1.15 Credit points required for the Award:**

Master of Human Resource Management and Industrial Relations (60 credit points)  
 Master of Human Resource Management and Industrial Relations (Honours) (72 credit points)  
 Graduate Diploma in Human Resource Management and Industrial Relations (36 credit points)  
 Graduate Certificate in Human Resource Management and Industrial Relations (24 credit points)

**3.1.16 Location/ Campus for Student Attendance:**

Camperdown and Darlington

**3.1.17 Are students enrolling in the proposed award course subject to:**

Criminal Record Check No  
 Prohibited Employment Declaration No  
 Health Records and Privacy No  
 Information Declaration

**3.1.18 Prohibitions:**

No changes.

**3.1.19 Articulation Pathway (if applicable):**

No changes.

**3.1.20 Units of Study offered in proposed award course:**

**(a). Existing units of study**

<i>UoS Code</i>	<i>UoS Name</i>	<i>Core / Elective</i>	<i>Session Offered</i>	<i>Course Year Offered</i>
WORK6001	Organisational Analysis	Elective	S1 or S2	2008+
WORK6002	Foundations of Strategic Management	Elective	S1 or S2	2008+
WORK6003	People, Management and Technology	Elective	S1 or S2	2008+
WORK6008	Research Tools at Work	Core for Honours; otherwise elective	S1 or S2	2008+
WORK6011	Negotiation, Bargaining and Advocacy	Elective	S1 or S2	2008+
WORK6012	Industrial Relations Policy*	Core	S1 or S2	2008+
WORK6017	Human Resource Strategies	Core	S1 or S2	2008+

WORK6018	International Industrial Relations*	Elective	S1 or S2	2008+
WORK6026	Organisational Change and Development	Elective	S1 or S2	2008+
WORK6027	Writers on Management	Elective	S1 or S2	2008+
WORK6030	Performance and Rewards	Elective	S1 or S2	2008+
WORK6031	Recruitment and Selection	Elective	S1 or S2	2008+
WORK6033	Management and Organisational Ethics	Elective	S1 or S2	2008+
WORK6034	Human Resource Development	Elective	S1 or S2	2008+
WORK6103	Gender and Work	Elective	S1 or S2	2008+
WORK6108	International Dimensions of HR	Elective	S1 or S2	2008+
WORK6109	Unions at Work	Elective	S1 or S2	2008+
WORK6111	Management Consulting	Elective	S1 or S2	2008+
WORK6114	Health and Safety at Work	Elective	S1 or S2	2008+
WORK6115	Managing Diversity at Work	Elective	S1 or S2	2008+
WORK6116	Employment and the Law	Elective	S1 or S2	2008+
WORK6117	Managing Human Resources Onlin	Elective	S1 or S2	2008+
WORK6118	Managing Communication in Organisations	Elective	S1 or S2	2008+
WORK6119	The Innovative Firm	Elective	S1 or S2	2008+
IBUS6011	Foundations of Entrepreneurship	Elective	S1 or S2	2008+

\* Renamed.

**(b). New units of study**

<b>UoS Code</b>	<b>UoS Name</b>	<b>Core / Elective</b>	<b>Faculty</b>	<b>Australian Standard Classification Education (ASCED) Code</b>	<b>Session and Campuses Offered</b>	<b>Credit Points</b>
WORK6130	Leadership in Organisations	Elective	Economics and Business	80300	C/D	6
WORK6120	Research Essay	Elective	Economics and Business	80300	C/D	6
WORK6121	Honours Dissertation Part 1	Honours	Economics and Business	80300	C/D	6
WORK6122	Honours Dissertation Part 2	Honours	Economics and Business	80300	C/D	6
WORK6123	Honours Dissertation Part	Honours	Economics and	80300	C/D	6

	3		Business			
WORK6124	Honours Dissertation Part 4	Honours	Economics and Business	80300	C/D	6

## SECTION 3 : COURSE INFORMATION FORM AND MARKETING PLAN

---

### PART 2: COURSE INFORMATION FOR UNIVERSITY'S UNDERGRADUATE AND POSTGRADUATE COURSE DATABASE (FOR MARKETING PURPOSES)

**3.2.1 UAC Code:** N/A

**3.2.2 CRICOS Codes:**

**For deletion:**

008396K Master of Human Resource Management and Industrial Relations  
000698E Graduate Diploma in Human Resource Management and Industrial Relations  
023939D Graduate Certificate in Human Resource Management and Industrial Relations

**New codes required:**

Master of Human Resource Management and Industrial Relations  
Master of Human Resource Management and Industrial Relations (Honours)  
Graduate Diploma in Human Resource Management and Industrial Relations  
Graduate Certificate in Human Resource Management and Industrial Relations

**3.2.3 Career Opportunities:**

- Human resource management generalist
- Human resource management specialist (recruitment, learning and development, performance management, reward management, organisational change management)
- Human resource strategist
- Human resources consultant/advisor
- Industrial relations policy officer/adviser

**3.2.4 Areas of study:**

- Human resource management
- Industrial relations
- Employment law
- Organisational change management

**3.2.5 Assumed Knowledge:** Nil

**3.2.6 Minimum education requirements:**

Master of Human Resource Management and Industrial Relations	For entry into this degree, students must have completed a bachelor's degree, graduate diploma / certificate or equivalent from a recognised tertiary institution with a minimum credit (65 per cent) average.
Master of Human Resource Management and Industrial Relations (Honours)	For entry into this degree, students must have completed eight units of study in the pass degree, including WORK6008 Research Tools at Work, and have achieved an average grade of 75 or higher. Admission to the program is subject to supervisor availability.
Graduate Diploma in Human Resource Management and Industrial Relations	For entry into this course, students must have either met the entry requirements as for the Master's degree OR have completed a bachelor's degree, graduate diploma / certificate or equivalent from a recognised tertiary institution (at a standard acceptable to the Faculty).
Graduate Certificate in Human Resource Management and Industrial Relations	For entry into this course, students must have either meet the entry requirements as for the Graduate

Industrial Relations	Diploma OR have at least three years of relevant work experience.
----------------------	---

**3.2.7 If the proposal is for a Postgraduate award course, please indicate the course method:**

Coursework with research pathway

**3.2.8 UAI (for UG only):** N/A

**3.2.9 Additional admission selection criteria:** As above

**3.2.10 If the course is offered to international students please complete the following:**  
Other international student entry requirements: IELTS of 7.0 (with a minimum score of 6.0 on each band)

**3.2.11 If the proposal is for a Postgraduate award course, please indicate the application closing date:**

For local students, closing date for applications is: Last working day of November and Last working day of May  
For international students, closing date for applications is: 31<sup>st</sup> October and 30<sup>th</sup> April

**3.2.12 Will mid-semester intake be available for:**

Local fee-paying students Yes  
International fee-paying students Yes

## **SECTION 3 : COURSE INFORMATION FORM AND MARKETING PLAN**

---

### **PART 3: MARKETING PLAN**

#### **3.3.1 Marketing plan and strategy**

The Faculty of Economics and Business has consulted staff in its marketing unit and will advertise the amended programs via the Faculty web site and publications in 2007. Promotional material will emphasise changes to the programs, the skills, knowledge and attributes they seek to engender in students, and the employment prospects for graduates.

### **APPROVALS**

**Nominated Faculty Officer**

**Dean of Faculty (or Delegate)**

## **SECTION 4: INTERNATIONAL STUDENT ADMINISTRATION REQUIREMENTS**

---

**Faculty:** **Economics and Business**  
**Department presenting the proposal:** **Discipline of Work and Organisational Studies**

**Faculty Contact person:** Kate Farrant (Postgraduate Program Adviser)  
**Ext. No:** 65019 **E-mail:** k.farrant@econ.usyd.edu.au

**Academic Proponent** : Associate Professor John Shields  
**Ext. No:** 15425 **E-mail:** j.shields@econ.usyd.edu.au

**Date course approved by Faculty:** May 2007

**4.1.1. Type of proposal:** New & Deletion

**4.1.2. Type of course:** Postgraduate Coursework

**4.1.3. Change of name of Existing Award Course/s:**

**From:**

Master of Industrial Relations and Human Resource Management  
Master of Industrial Relations and Human Resource Management (Honours)  
Graduate Diploma in Industrial Relations and Human Resource Management  
Graduate Certificate in Industrial Relations and Human Resource Management

**To:**

Master of Human Resource Management and Industrial Relations  
Master of Human Resource Management and Industrial Relations (Honours)  
Graduate Diploma in Human Resource Management and Industrial Relations  
Graduate Certificate in Human Resource Management and Industrial Relations

**4.1.4. Abbreviated name**

MHRM&IR  
MHRM&IR(Hons)  
GDipHRM&IR  
GCertHRM&IR

**4.1.5. Date of introduction and deletion**

Introduced: Year 2008 Semester 1

**4.1.6 Course Codes**

**For deletion:**

FC018 Master of Industrial Relations and Human Resource Management  
FF018 Graduate Diploma in Industrial Relations and Human Resource Management  
FG005 Graduate Certificate in Industrial Relations and Human Resource Management

**New codes required:**

Master of Human Resource Management and Industrial Relations  
Master of Human Resource Management and Industrial Relations (Honours)  
Graduate Diploma in Human Resource Management and Industrial Relations  
Graduate Certificate in Human Resource Management and Industrial Relations

**4.1.7 CRICOS Codes**

**For deletion:**

008396K Master of Human Resource Management and Industrial Relations  
000698E Graduate Diploma in Human Resource Management and Industrial Relations  
023939D Graduate Certificate in Human Resource Management and Industrial Relations

**New codes required:**

Master of Human Resource Management and Industrial Relations  
Master of Human Resource Management and Industrial Relations (Honours)  
Graduate Diploma in Human Resource Management and Industrial Relations  
Graduate Certificate in Human Resource Management and Industrial Relations

**4.1.8 Marketing plan and strategy**

No changes

**4.1.9 Availability of Course**

*Will international students be able to enrol full-time?*

Yes

**4.1.10 Mode of Study**

*Will international students be able to study the proposed course in "face-to-face" mode for at least 75% of the time each semester?*

Yes

**4.1.11 Incidental (Ancillary) Fees**

*Will the proposed course incur any compulsory costs other than tuition fees and compulsory subscriptions?*

No

**4.1.10 Commencement Semester**

SEM1 or 2

*If entry is permissible in Semester 2, please indicate whether subject choice will be restricted and whether the duration of the course will necessarily increase?*

No

**4.1.11 English Language Requirements**

*Will the minimum English language requirement for the proposed course differ from the usual requirements (i.e. overall IELTS score of 6.5 with a minimum of 6.0 in each band)?*

Yes - overall IELTS score of 7.0 with a minimum of 6.0 in each band

**APPROVALS**

.....  
**Dean or delegate**

The Proposed Course is suitable for CRICOS registration and International Office processing.

.....  
**Director International Office**

## SECTION 5: PLANNING SUPPORT OFFICE

---

**Faculty:** Economics and Business  
**Department presenting the proposal:** Discipline of Work and Organisational Studies

**Faculty Contact person:** Kate Farrant (Postgraduate Program Adviser)  
**Ext. No:** 65019 **E-mail:** k.farrant@econ.usyd.edu.au

**Academic Proponent :** Associate Professor John Shields  
**Ext. No:** 15425 **E-mail:** j.shields@econ.usyd.edu.au

**Date course approved by Faculty:** May 2007

**5.1.1. Type of proposal:** New & Deletion

**5.1.2. Type of course:** Postgraduate Coursework

**5.1.3. Change of name of Existing Award Course/s:**

**From:**

Master of Industrial Relations and Human Resource Management  
Master of Industrial Relations and Human Resource Management (Honours)  
Graduate Diploma in Industrial Relations and Human Resource Management  
Graduate Certificate in Industrial Relations and Human Resource Management

**To:**

Master of Human Resource Management and Industrial Relations  
Master of Human Resource Management and Industrial Relations (Honours)  
Graduate Diploma in Human Resource Management and Industrial Relations  
Graduate Certificate in Human Resource Management and Industrial Relations

**5.1.4. Abbreviated name**

MHRM&IR  
MHRM&IR(Hons)  
GDipHRM&IR  
GCertHRM&IR

**5.1.5. Date of introduction and deletion**

Introduced: Year 2008 Semester 1

**5.1.6 Estimated percentage distribution of load across departments in one or more faculties:**

Faculty	Department	Estimated percentage of load
Faculty of Economics and Business	Discipline of Work and Organisational Studies	100%

**1.1.7 Number of semesters required to complete the course in minimum time**

Award Course	Length of candidature (years)	Type of Enrolment	
		Full-time	Part-time
Master of Human Resource Management and Industrial Relations	Minimum	1.5*	2.5
	Maximum	6	6
Master of Human Resource Management and Industrial Relations (Honours)	Minimum	1.5	3
Graduate Diploma in Human Resource	Minimum	1	1.5

Management and Industrial Relations	Maximum	4	4
Graduate Certificate in Human Resource Management and Industrial Relations	Minimum	.5	1
	Maximum	2	2

\* Subject to unit of study availability, one year duration is possible if students undertake two units in Summer School OR one unit in Summer and one in Winter School, in addition to the four units undertaken in both Semester 1 and 2.

#### 5.1.8 Estimated Student Enrolments (i.e. Head Count)

Estimated Student Enrolments		2007	2008	2009
Local fee-paying	Full-time	20	22	25
	Part-time	100	110	120
International fee-paying	Full-time	40	43	45
Total Student Enrolments		160	175	190

#### 5.1.9 For undergraduate degrees only, please indicate the expected 'carry-on' rate from one academic year to the next.

N/A

#### 5.1.10 **IMPORTANT** The University operates within a fixed target for Commonwealth Supported load. Any new course proposals which include intakes of Commonwealth Supported (HECS) students must be accompanied by an indication of a corresponding reduction in the HECS intake to another degree of similar duration offered within the same Faculty.

Details of proposed reduction: N/A

## APPROVALS

Nominated Faculty Officer

Dean of Faculty or delegate