UNIT 4 Business Management

SAC DATES (week beginning):

1. 14th July (actual date not week of)
2. 5th August (actual date not week of)
3. 22 August (week of)
4. 29 August (week of)

Final Exam is 31st October
In this area of study, students examine the practices and processes of human resource management in large-scale organisations in Australia. A general introduction to human resources is followed by an investigation of the two key aspects of human resource management: the employment cycle and employee relations. Students apply the principles of human resource management to a practical or simulated situation.

Outcome 1
On completion of this unit the student should be able to analyse and evaluate practices and processes related to human resource management. To achieve this outcome the student will draw on key knowledge and key skills outlined in area of study 1.

Key knowledge
This knowledge includes
• factors involved in managing human resources:
  – relationship of human resource function to business objectives and strategy
  – employee expectations, including conditions of employment, occupational health and safety (OH&S), job security and work–life balance
  – key principles of Maslow’s, Hertzberg’s and Locke’s theories of motivation
  – ethical and socially responsible human resource management;
• management practices and processes associated with the key phases of the employment cycle:
  Establishment phase: – human resource planning related to business strategy – job analysis and job design – types of recruitment methods and selection processes – employment arrangements and remuneration
  Termination phase: – termination management, including entitlement and transition issues;
• management practices and processes associated with employee relations:
  – relationship to business objectives and business strategy
  – the similarities and differences between centralised and decentralised approaches
  – industry wide awards, collective agreements within an individual organisation and individual contracts
  – the role of human resource managers in employee relations under a decentralised approach – management styles and skills in employee relations, including their application to the resolution of conflict.

Key skills
These skills include the ability to
• accurately use relevant management terms;
• research related aspects of human resource management using print and online sources;
• analyse business literature, information and data;
• evaluate key aspects of human resource management theory;
• apply human resource management knowledge and concepts to practical and/or simulated situations;
• evaluate different practices and processes for managing human resources.
AREA OF STUDY 2  The management of change

In this area of study, students examine the importance of change management in large-scale organisations. They consider ways in which change can be managed effectively in both theoretical and practical contexts. Students evaluate various strategies to effectively manage change. This knowledge is then applied to one significant change issue for large-scale organisations. Teachers can select from a range of issues such as social responsibility, business ethics, globalisation, mergers and acquisitions, technological development, legislative compliance, privatisation or any other significant issue.

Outcome 2
On completion of this unit the student should be able to analyse and evaluate the management of change in a large-scale organisation, and evaluate the impact of change on the internal environment of a large-scale organisation. To achieve this outcome the student will draw on key knowledge and key skills outlined in area of study 2.

Key knowledge
This knowledge includes
• the concept of organisational change;
• the dynamic nature of the internal and external (operating and macro) environments as sources of change;
• driving and restraining forces for change in large-scale organisations, including management, employees, time, competitors, low productivity, organisational inertia, legislation, cost;
• key principles of the Kotter theory of change management;
• a range of strategies for effective change management, including low-risk practices and high-risk practices;
• the process of effective change management in the context of a significant issue;
• the role of leadership in change management;
• the possible impact of change on the internal environment of large-scale organisations, including the functional areas of operations and human resources;
• ethical and socially responsible management of change.

There are two SACs that make up each outcome.

Achieving an ‘S’ for the unit
In order to achieve an ‘S’ for both Areas of Study, you will be required to complete the following:

- Over 30% in each SAC and/or
- Submission of homework demonstrating an adequate understanding of the key knowledge
- Completion of classwork demonstrating an adequate level of the key skills
- In the event of an impending ‘N’ students and the Senior School will be advised in order to allow the student the opportunity to successfully complete the unit.
- As per school VCE policy, any work required to be completed to meet the outcome must be completed prior to the SAC.

Where a student does not meet classwork requirements prior to the SAC and does not achieve 30% on the SAC, the student will not meet the requirements of the outcome and will therefore not be able to achieve an ‘S’. This will result in a failure to successfully complete the subject.
Course Structure

Achieving a graded assessment

There are two areas of study assessed over 4 SACs.

All SACs are tests that will combine short response and extended response questions.

SACs will test your ability to explain, discuss, evaluate and analyse information to link concepts in the key knowledge and your ability to demonstrate key skills.

All students will be given the opportunity to submit a practice SAC prior to the SAC for marking and feedback.

All completed SACs will be returned to students for their own reference and learning

<table>
<thead>
<tr>
<th>Unit 4</th>
<th>Outcome 1</th>
<th>SAC 1a</th>
<th>20% of Unit 4</th>
<th>25%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SAC 1b</td>
<td></td>
<td>40% of Unit 4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Outcome 2</td>
<td>Sac 2a</td>
<td>20% of Unit 4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sac 2b</td>
<td></td>
<td>20% of Unit 4</td>
<td></td>
</tr>
</tbody>
</table>

| Unit 4 | End of Year Exam | Duration: 2 hours. | 50% |

Course Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>6th June</td>
<td>SAC – introduction of Unit 4 AOS 1&lt;br&gt;Relationship of human resource (HR) function to business objectives and business strategy&lt;br&gt;Employee expectations, including conditions of employment, OH&amp;S, job security, work–life balance (including S&amp;EM)</td>
<td></td>
</tr>
<tr>
<td>13th June</td>
<td>Motivational theories of Maslow, Herzberg and Locke (including S&amp;EM)</td>
<td></td>
</tr>
<tr>
<td>20th June</td>
<td>Revision and practice Sac</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Semester break – homework based on theory and prac sacs</td>
<td></td>
</tr>
<tr>
<td>Week 1 11 July</td>
<td>SAC (Thursday)</td>
<td>SAC 1a</td>
</tr>
<tr>
<td>Week 2 18 July</td>
<td>Employment Cycle</td>
<td></td>
</tr>
<tr>
<td>Week 3 25 July</td>
<td>Employee relations</td>
<td></td>
</tr>
<tr>
<td>Week 4 1 Aug</td>
<td>Revision and Sac (Friday)</td>
<td>Sac 2a</td>
</tr>
</tbody>
</table>
| Week 5 8 August | **Area of Study 2: ‘The management of change’**  
The concept of organisational change  
Environments—internal and external (operating and macro)—and sources of change |  |
| Week 6 15 August | Driving and restraining forces for change (eight specified)  
Kotter’s change management theory  
Strategies for effective change management (low risk and high risk)  
Role of leadership in change management |  |
| Week 7 22 Aug | Revision and practice SAC.  
Process of effective change management in the context of a significant issue (technology)  
Impact of change on the internal environment, including operations and human resources | SAC 2a  
| Week 8 29 Aug | Process of effective change management in the context of a significant issue (technology)  
Impact of change on the internal environment, including operations and human resources | SAC 2b  
| Week 9 5 September | Start Revision |  |
| Week 10 12 September | SAC on the Monday  
Start Revision |  |
| **Study break** | | |