



HRMT11011 *Human Resources in Organisations*

Term 1 - 2017

Profile information current as at 14/12/2025 06:16 pm

All details in this unit profile for HRMT11011 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

General Information

Overview

This unit introduces you to the study of Human Resources Management and its importance in the management of people within organisations. Throughout the unit, the importance of managing human resources effectively in both increasingly competitive environments and in the international context will be stressed. Areas of study to be covered include: the environment for HRM; Equal Employment Opportunity and Affirmative Action; Job Analysis; Human Resources Planning; Recruitment, Selection and Induction; Performance Appraisal; Human Resources Development; Compensation Management; Occupational Health and Safety; Termination of the Employment Relationship; Human Resources Research and International HRM. Contemporary issues in HRM will be briefly discussed during the term, as will other environmental forces likely to impact the field of HRM in the foreseeable future.

Details

Career Level: *Undergraduate*

Unit Level: *Level 1*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

Pre-requisites or Co-requisites

There are no requisites for this unit.

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

Offerings For Term 1 - 2017

- Brisbane
- Distance
- Melbourne
- Sydney

Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

Class and Assessment Overview

Recommended Student Time Commitment

Each 6-credit Undergraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

Class Timetable

[Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

[Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

Assessment Overview

1. **Online Quiz(zes)**

Weighting: 20%

2. **Written Assessment**

Weighting: 35%

3. **Written Assessment**

Weighting: 45%

Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

CQUniversity Policies

All University policies are available on the [CQUniversity Policy site](#).

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

Previous Student Feedback

Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

Feedback from student evaluations

Feedback

In Term 2, some students indicated a desire for more written feedback on their assessment items to explain the grade received.

Recommendation

The level of feedback was discussed with markers part-way through the term, and students seemed more satisfied with the level of feedback on assessment 2.

Unit Learning Outcomes

On successful completion of this unit, you will be able to:

1. provide a critical overview of the field of human resource management
2. explain how the primary functions of HRM relate to each other and to the broader organisational strategy
3. describe the roles and responsibilities of HR professionals
4. discuss the emerging strategic role that HRM plays in 21st century organisations
5. apply the concepts of HRM to problems confronting managers and organisations through practice exercises and case analysis
6. analyse employee-employer problems using ethical and the relevant legal HRM concepts.

Alignment of Learning Outcomes, Assessment and Graduate Attributes



Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes					
	1	2	3	4	5	6
1 - Online Quiz(zes) - 20%		•			•	•
2 - Written Assessment - 35%	•	•	•	•	•	•
3 - Written Assessment - 45%	•	•	•	•	•	•

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes					
	1	2	3	4	5	6
1 - Communication	•	•	•	•	•	•
2 - Problem Solving	•	•	•	•	•	•

Graduate Attributes	Learning Outcomes					
	1	2	3	4	5	6
3 - Critical Thinking	•	•	•	•	•	•
4 - Information Literacy	•	•	•	•	•	•
5 - Team Work	•	•	•	•	•	•
6 - Information Technology Competence	•	•	•	•	•	•
7 - Cross Cultural Competence	•	•	•	•	•	•
8 - Ethical practice	•		•	•	•	•
9 - Social Innovation						
10 - Aboriginal and Torres Strait Islander Cultures						

Alignment of Assessment Tasks to Graduate Attributes

[illegible]

Textbooks and Resources

Textbooks

HRMT11011

Prescribed

Managing Human Resources (e-book)

Edition: 4th (2013)

Authors: Raymond J Stone

John Wiley and Sons Australia

Australia

ISBN: ISBN : 978-1-118-68988-2

Binding: Paperback

Additional Textbook Information

The textbook will be essential for passing the assessment items. Students are strongly advised to purchase the e-book. However, if paper books are preferred, they can be purchased at the Bookshop: <http://bookshop.cqu.edu.au>

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)
- Zoom.us (client)

Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 6th Edition \(APA 6th edition\)](#)

For further information, see the Assessment Tasks.

Teaching Contacts

James Callan Unit Coordinator

j.callan@cqu.edu.au

Schedule

Week 1 - 06 Mar 2017

Module/Topic	Chapter	Events and Submissions/Topic
Strategic human resource management as well as human resource planning	Chs. 1 (pp. 2-70) and 2 (pp. 71-109)	Nominate and confirm placement in a partnership or collaborative arrangement with one other peer (fellow student) as soon as practicable in Moodle.

Week 2 - 13 Mar 2017

Module/Topic	Chapter	Events and Submissions/Topic
Human resource information systems	Ch. 3 (pp. 110-140)	Nominate and confirm placement in a partnership or collaborative arrangement with one other peer (fellow student) as soon as practicable in Moodle.

Week 3 - 20 Mar 2017

Module/Topic	Chapter	Events and Submissions/Topic
Human resource management and the law	Ch. 4 (pp. 141-179)	Partnership or collaborative arrangements declared or finalised in Moodle. Partner workshops #1

Week 4 - 27 Mar 2017

Module/Topic	Chapter	Events and Submissions/Topic
Job analysis, job design and quality of work life	Ch. 5 (pp.181-226)	Partner workshops #2

Week 5 - 03 Apr 2017

Module/Topic	Chapter	Events and Submissions/Topic
Recruiting human resources as well as employee selection	Chs. 6 (pp. 227-273) and 7 (pp. 274-326)	Partner workshops #3

Vacation Week - 10 Apr 2017

Module/Topic	Chapter	Events and Submissions/Topic
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Week 6 - 17 Apr 2017

Module/Topic	Chapter	Events and Submissions/Topic
Appraising and managing performance as well as human resource development	Chs. 8 (pp. 328-385) and 9 (pp. 386-436)	What is self and peer assessment? Self and peer assessment trial (SPA-trial) Partner workshops #4

Week 7 - 24 Apr 2017

Module/Topic	Chapter	Events and Submissions/Topic
Employee motivation	Ch. 11 (pp. 484-513)	Partner workshops #5

Week 8 - 01 May 2017

Module/Topic	Chapter	Events and Submissions/Topic
Employee remuneration as well as employee benefits	Chs. 12 (pp. 514-560) and 13 (pp. 561-594)	Partner workshops #6

Week 9 - 08 May 2017

Module/Topic	Chapter	Events and Submissions/Topic
Industrial relations as well as negotiation	Chs. 14 (pp. 596-660) and 16 (pp. 695-728)	Partner workshops #7 Business Report Due: Week 9 Thursday (11 May 2017) 5:00 pm AEST

Week 10 - 15 May 2017

Module/Topic	Chapter	Events and Submissions/Topic
Managing change as well as employee health and safety	Chs. 15 (pp. 661-698) and 17 (pp. 729-780)	Partner workshops #8

Week 11 - 22 May 2017

Module/Topic	Chapter	Events and Submissions/Topic
Managing diversity as well as International human resource management	Ch. 18 (pp. 781-821) and 19 (pp. 823-863)	Self and peer assessment formal (SPA-formal) Partner workshops #9

Week 12 - 29 May 2017

Module/Topic	Chapter	Events and Submissions/Topic
Assessing human resource management effectiveness	Ch. 21 (pp. 895-923)	Partner workshops #10 Academic Essay Due: Week 12 Thursday (1 June 2017) 5:00 pm AEST

Review/Exam Week - 05 Jun 2017

Module/Topic	Chapter	Events and Submissions/Topic
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Exam Week - 12 Jun 2017

Module/Topic	Chapter	Events and Submissions/Topic
		No unit exam

Assessment Tasks

1 Online Quizzes

Assessment Type

Online Quiz(zes)

Task Description

The purpose of the 4 online quizzes you are required to undertake during weeks 3, 4, 6 and 7 is to ensure satisfactory involvement with the foundation conceptual and theoretical material. Each online quiz is accessible through the assessment block. Each quiz opens at 9:00 am Monday and closes on Friday at 5:00 pm AEST of the scheduled week shown below .

Each quiz comprising 10 questions must be undertaken in one sitting of 20 minutes. No alternative quizzes and no extensions are permissible. Quiz items are randomised and cover learning content from the textbook as specified below:

- Week 3 quiz => Strategic human resource management & Human resource planning & (Chs. 1 & 2)
- Week 4 quiz => Human resource information systems & Human resource management and the law (Chs. 3 & 4)
- Week 6 quiz => Job analysis, job design and quality of work life & Recruiting Human Resources as well as Employee Selection (Chs. 5, 6, & 7)
- Week 7 quiz => Appraising and managing performance as well as Human resource development (Chs 8 & 9)

Number of Quizzes

4

Frequency of Quizzes

Other

Assessment Due Date

Submission of quizzes through Moodle only

Return Date to Students

Refer to the grade book entry for the on-line quiz in the Moodle gradebook once the quiz module closes.

Weighting

20%

Assessment Criteria

A passing grade for each quiz comprises 50% of the available marks (i.e., 2.5). A fail grade for any on-line quiz does not limit your scope to pass the unit.

Marks for each quiz question are based on correct and incorrect multiple choice responses. Each correct response receives 0.5 marks and an incorrect answer receives zero marks.

Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

Submission

Online

Submission Instructions

Follow the instruction set provided in the assessment block in Moodle.

Learning Outcomes Assessed

- explain how the primary functions of HRM relate to each other and to the broader organisational strategy
- apply the concepts of HRM to problems confronting managers and organisations through practice exercises and case analysis
- analyse employee-employer problems using ethical and the relevant legal HRM concepts.

Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Team Work
- Information Technology Competence
- Cross Cultural Competence
- Ethical practice

2 Academic Essay

Assessment Type

Written Assessment

Task Description

Objectives - Apply AREA principles and develop an essay based on 1 of the 5 assertions below.

Task - The assertions prompt you to fashion an argument for or against the claim.

Review the study materials you have compiled through the term, and begin to identify scholarly or primary sources (refereed journal articles) to (i) expand your line of argument and (ii) present a convincing case.

Conduct an online search and establish an argument for or against for one of the following:

1. Globalisation changes the workplace in Australia. (ch. 5)
2. A company's website provides an effective way to recruit employees. (ch. 6)
3. Use social media to conduct performance appraisals. (ch. 8)
4. _____ is an Australian company that is great to work for, or is a great employer! (ch. 11)
5. Discrimination or personal harassment in Australian organisations is a myth. (ch. 18)

Ensure you do not fall into the trap of resorting to mere description, rather emphasise the application of theory to guide practice (i.e., Incorporate the Big E Metaphor, KASVal, PAToP, Core Values or similar frameworks from the text or refer to in-class or online workshops conducted through the term for source material).

Essay Length - 1250 (+/- 10 %) words (excluding the title page and references)

NB: In-class activities up to and including the week of submission feature exercises in the use of AREA principles, desktop research, and essay preparation.

Assessment Due Date

Week 12 Thursday (1 June 2017) 5:00 pm AEST

All submissions are to be uploaded in assessment area in Moodle

Return Date to Students

As per university's policy for equivalent exam assessments feedback and grades are released as grades are certified on July 7, 2017.

Weighting

35%

Assessment Criteria

Each essay is assessed according to the extent the submission conforms to the following criteria:

- **Research (6 marks)** The essay demonstrates advanced understanding of the topic and issues.
- **Application of theory/literature (8 marks)** The essay applies relevant theory, concepts and frameworks and refers to at least five (5) refereed sources as well as content from the prescribed text.
- **Analysis (8 marks)** The essay applies critical analysis and a clearly advances an argument coherently and logically.
- **Evaluation (8 marks)** The essay uses evaluation or judgement to drive a decision that advocates action
- **Mechanics (5 marks)** The report is competently formatted and written (clean copy) business report.

Penalties for late submissions are applied according to policy.

The grade form (criteria sheet) for the submission is replicated in Feedback Studio.

Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

Submission

Online

Submission Instructions

via the online submission system through the Moodle unit website

Learning Outcomes Assessed

- provide a critical overview of the field of human resource management
- explain how the primary functions of HRM relate to each other and to the broader organisational strategy
- describe the roles and responsibilities of HR professionals
- discuss the emerging strategic role that HRM plays in 21st century organisations
- apply the concepts of HRM to problems confronting managers and organisations through practice exercises and case analysis
- analyse employee-employer problems using ethical and the relevant legal HRM concepts.

Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Team Work
- Information Technology Competence
- Cross Cultural Competence
- Ethical practice

3 Business Report

Assessment Type

Written Assessment

Task Description

Objectives - The assessment gives you the opportunity to work collaboratively with a partner and utilise the AREA principles to develop an argument and combine your efforts to produce a business report on a pressing human resource issue or controversy.

Task Description - The assessment involves selecting one of five (5) news items available in Moodle. With your partner you identify the problem or controversy and set about developing a business report to the CEO of the organisation in question. The report must: (i) detail the circumstances of the problem (ii) specify the human resource issue(s) (iii) apply relevant human resource theory, concepts, frameworks, or models covered in the unit, and (iv) offer recommendations based on an interpretation of hard data (figures) and provide a pertinent assessment or analysis. Successfully completed reports feature evidence of desktop research, the use of human resource concepts from at least two (2) chapters of the textbook and include a minimum of eight (8) academic refereed journal articles.

Report Length - 1500 (+/- 10%) words (excluding title page, executive summary, references, and appendices)

NB: In-class activities up to and including the week of submission are to feature partner workshops to do with research literature; the application of **Analysis**, **Research**, **Evaluation**, and **Answer** or **AREA** principles to support applied desktop research, and report preparation skills.

Assessment Due Date

Week 9 Thursday (11 May 2017) 5:00 pm AEST

All submissions must be uploaded through the assessment link in Moodle.

Return Date to Students

Week 11 Friday (26 May 2017)

Assignments are returned and marks released in Moodle through Feedback Studio

Weighting

45%

Assessment Criteria

Each submission is assessed on its merit. As an exercise in collaboration, the partners must satisfy the following criteria and complete the self & peer assessment (SPA) performance rating process within a week of submitting the report:

- **Research (8 marks)** The report registers research and the successful integration of secondary data, analysis, and understanding.
- **Application (8 marks)** The report demonstrates application (not description) of relevant theories, concepts, frameworks, or models with respect to the problem.
- **Analysis (8 marks)** The report applies critical analysis, explicates relevant industry data, and clearly supports a set recommendations to resolve or eliminate the problem.

- **Evaluation (8 marks)** The report use evaluation to drive a decision that advocates action.
- **Mechanics (8 marks)** The report comprises a competently formatted and written (clean copy) business report.
- **SPA (5 marks)** The rated coefficient regarding peer collaboration (partnership), managed expectations, and contribution to outcomes. SPA ratings vary according to an individuals performance rating. Failure to complete SPA, for example, means that the individual team member concerned receives zero marks here.

Penalties for late submissions are applied according to policy.

The grade form or criteria sheet for the submission is replicated in Feedback Studio.

Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

Submission

Online Group

Submission Instructions

The online submission proces is highlighted in the Moodle Assessment area

Learning Outcomes Assessed

- provide a critical overview of the field of human resource management
- explain how the primary functions of HRM relate to each other and to the broader organisational strategy
- describe the roles and responsibilities of HR professionals
- discuss the emerging strategic role that HRM plays in 21st century organisations
- apply the concepts of HRM to problems confronting managers and organisations through practice exercises and case analysis
- analyse employee-employer problems using ethical and the relevant legal HRM concepts.

Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Team Work
- Information Technology Competence
- Cross Cultural Competence
- Ethical practice

Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

What can you do to act with integrity?



Be Honest

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



Seek Help

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



Produce Original Work

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem