



HRMT11011 Human Resource Management

Term 1 - 2018

Profile information current as at 14/12/2025 08:14 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 concepts, functions, practices and contemporary issues of Human Resources Management (HRM), and its importance in the effective and ethical management of people within organisations. Topics covered include: strategic HRM, Human Resources Planning; Recruitment and Selection; HRM and the Law; Performance Management; Human Resources Development; Employee Remuneration and Benefits; to name a few. This unit will enable you to apply your understanding of all aspects of the HRM function to problems confronting managers and organisations through practice exercises and case analysis.

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 - 2018

- 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. **Written Assessment**

Weighting: 15%

2. **Written Assessment**

Weighting: 40%

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 Have your say

Feedback

Qualitative feedback indicated issues with the number of additional readings and resources provided in some weeks as options.

Recommendation

Streamline to ensure only key additional resources in each of the weeks.

Feedback from CC reflection and student feedback

Feedback

Clarity of assessment task requirements

Recommendation

Consider how to strengthen the communication around the written assessment requirements.

Unit Learning Outcomes

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

1. Identify and evaluate a number of HRM functions such as human resource planning, recruitment and selection, and employee health and safety
2. Explain how the primary functions of HRM relate to each other and to the broader organisational strategy
3. Discuss the importance of the strategic role that HRM plays in 21st century organisations
4. Analyse contemporary HRM issues including ethical, social, and sustainability issues using relevant HRM concepts and models.

Alignment of Learning Outcomes, Assessment and Graduate Attributes



Alignment of Assessment Tasks to Learning Outcomes

| Assessment Tasks | Learning Outcomes | | | |
|------------------------------|-------------------|---|---|---|
| | 1 | 2 | 3 | 4 |
| 1 - Written Assessment - 15% | • | • | | |
| 2 - Written Assessment - 40% | • | • | • | • |
| 3 - Written Assessment - 45% | | | • | • |

Alignment of Graduate Attributes to Learning Outcomes

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 : 9781118681060 (Paperback)

Binding: Paperback

Additional Textbook Information

The textbook will be essential for passing the assessment items. Students are strongly advised to purchase the e-book direct from Wiley - <http://au.wiley.com/WileyCDA/WileyTitle/productCd-EHEP002727.html>

However, if paper books are preferred, they also can be purchased from the CQUni Bookshop here:

<http://bookshop.cqu.edu.au>

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

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

Maree Franettovich Unit Coordinator

m.franettovich@cqu.edu.au

Schedule

Week 1 - 05 Mar 2018

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|-----------|------------------------------|
| Strategic Human Resource Management (HRM) | Chapter 1 | |

Week 2 - 12 Mar 2018

| Module/Topic | Chapter | Events and Submissions/Topic |
|--|------------------|------------------------------|
| HR Planning and HR Information Systems | Chapters 2 and 3 | |

Week 3 - 19 Mar 2018

| Module/Topic | Chapter | Events and Submissions/Topic |
|---------------------------------------|-----------|------------------------------|
| Human resource management and the law | Chapter 4 | |

Week 4 - 26 Mar 2018

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|-----------|------------------------------|
| Job analysis, job design and quality of work life | Chapter 5 | |

Week 5 - 02 Apr 2018

| Module/Topic | Chapter | Events and Submissions/Topic |
|----------------------------|-----------|---|
| Recruiting human resources | Chapter 6 | Annotated Bibliography (INDIVIDUAL) Due: Week 5 Tuesday (3 Apr 2018) 11:45 pm AEST |

Vacation Week - 09 Apr 2018

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|--------------|---------|------------------------------|

Week 6 - 16 Apr 2018

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------------|-----------|------------------------------|
| Employee selection | Chapter 7 | |

Week 7 - 23 Apr 2018

| Module/Topic | Chapter | Events and Submissions/Topic |
|--|-------------------|------------------------------|
| Performance management and Employee remuneration | Chapters 8 and 11 | |

Week 8 - 30 Apr 2018

| Module/Topic | Chapter | Events and Submissions/Topic |
|----------------------|------------|--|
| Industrial relations | Chapter 12 | ACADEMIC ESSAY (INDIVIDUAL) Due: Week 8 Monday (30 Apr 2018) 11:45 pm AEST |

Week 9 - 07 May 2018

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|-------------------|------------------------------|
| Human resource development and Managing diversity | Chapters 9 and 14 | |

Week 10 - 14 May 2018

| Module/Topic | Chapter | Events and Submissions/Topic |
|----------------------------|------------|------------------------------|
| Employee health and safety | Chapter 13 | |

Week 11 - 21 May 2018

| Module/Topic | Chapter | Events and Submissions/Topic |
|-------------------|------------|------------------------------|
| International HRM | Chapter 15 | |

Week 12 - 28 May 2018

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|------------|--|
| Assessing human resource management effectiveness | Chapter 16 | BUSINESS REPORT (Individual) Due: Week 12 Friday (1 June 2018) 11:45 pm AEST |

Review/Exam Week - 04 Jun 2018

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|--------------|---------|------------------------------|

Exam Week - 11 Jun 2018

| Module/Topic | Chapter | Events and Submissions/Topic |
|--|---------|------------------------------|
| There is no examination for this Unit. | | |

Assessment Tasks

1 Annotated Bibliography (INDIVIDUAL)

Assessment Type

Written Assessment

Task Description

Purpose

This written assessment is designed to assist students to develop skills in research and analysis in relation to human resource issues and the requirements of academic referencing. The secondary purpose of this assessment task is to give students the opportunity to enhance their analytical and critical thinking, and written communication skills.

Task details

Your task is to compile an Annotated Bibliography of three recent peer reviewed journal articles, which will support your Assessment 2 Essay.

1. Identify three (3) academic peer reviewed journal articles relevant to the Assessment 2 Essay topic. One of these journal articles is prescribed and you must use it. You should search the academic literature to identify an additional two articles. It is recommended that you undertake your research via the online 'search' of CQUniversity library. These must be journal articles that are not already provided on Moodle for this Unit. For each journal article you are to write approximately 300 words in two paragraphs. The first paragraph should describe the article and its research, summarising the main ideas, stating the hypothesis, purpose, research methodology, and conclusion/results. The second paragraph should identify how you will use the article content in relation to your Essay. (This must be written in third person.)
2. Use in text referencing (using APA referencing) to support your discussion in the paragraphs using the respective journals that you have identified. (You do not have to obtain any other sources than the three journals you are using for this assessment.)
3. Your Annotated Bibliography should be in the required format; please refer to the Guide to the Annotated Bibliography.
4. Provide a personal reflection in relation to the overall task (approximately 100 words). You are to write a considered reflection on the task overall identifying what you have learned by undertaking this task; any challenges; and what you would do differently next time. (This must be written in first person.)

Penalties for late submission are applied according to the Policy.

Please do not commence this Assessment without referring to the Assessment Task Information provided on Moodle.

Assessment Due Date

Week 5 Tuesday (3 Apr 2018) 11:45 pm AEST

All submissions must be uploaded through the assessment link in Moodle. Your submission must be uploaded in Word format as a .doc or .docx file. Do not upload a PDF file.

Return Date to Students

Marks and feedback usually will be returned within two weeks of submission for on-time submissions.

Weighting

15%

Assessment Criteria

Assessment Item 1 - Marking Criteria for the Annotated Bibliography

Your submission will be assessed on the extent to which it meets each of the following criteria. Does your submission

Research: Demonstrate research undertaken of the academic literature and identified three academic peer reviewed journal articles in the date range 2011 to current (one of which has been provided by the Unit Coordinator) relevant to the Assessment 2 essay topic. (Note: if you do not identify an academic peer reviewed journal, you will not receive any marks in relation to that article across the criteria.) (15%)

Analysis: Provide a brief overview of the main ideas of each of the journal articles. Clearly evidence how a number of HRM functions link to each other and the broader organisational strategy. For each journal article you are to write approximately 300 words in two paragraphs. The first paragraph should describe the article and its research, summarising the main ideas, stating the hypothesis, purpose, research methodology, and conclusion/results. The second paragraph should identify how you will use the article content in relation to the Essay. Journal articles that do not involve empirical studies also may be used. Use in text referencing to support your discussion in the paragraphs. (This must be written in third person.) (45%)

Referencing: Reference the journal articles according to the exact detail of the CQU APA Referencing Guide, for the journal reference, and the in text referencing. (15%)

Presentation and Communication: Present in the required format specified by the Unit Coordinator; use clear and concise communication; sentences and paragraphs are structured; appropriate language; spelling (Australian English), and punctuation. (Other than the reflection component, your paragraphs must be written in third person.) (15%)

Reflection: Provide a considered reflection on the task overall (approx 100 words in total) identifying what you have learned by undertaking this task; and any challenges and what you would do differently next time. (This must be written in first person.) (10%)

Referencing Style

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

Submission

Online

Submission Instructions

All submissions must be uploaded through the assessment link in Moodle. Your submission must be uploaded in Word format as a .doc or .docx file. Do not upload a PDF file.

Learning Outcomes Assessed

- Identify and evaluate a number of HRM functions such as human resource planning, recruitment and selection, and employee health and safety
- Explain how the primary functions of HRM relate to each other and to the broader organisational strategy

Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Information Technology Competence

2 ACADEMIC ESSAY (INDIVIDUAL)

Assessment Type

Written Assessment

Task Description

Purpose

This written assessment is designed to assist students to develop skills in the analysis of human resource issues based on relevant human resource theories and models. The secondary purpose of this assessment is to give students the opportunity to enhance their analytical and critical thinking, and written communication skills, particularly in the areas of developing an argument and essay writing.

Description

You are required to research and write an ACADEMIC ESSAY. You should establish your argument and provide evidence from your research of academic and other appropriate sources to support your claims. You are expected to engage in extensive research within the academic literature (peer reviewed academic journal articles) relevant to the task and evidence your argument from scholarly sources. Other sources that make a significant contribution to the analysis may be used.

Task details

The diversity of today's workforce is represented by the co-existence of up to five different generations. This co-existence poses numerous challenges to employers in terms of managing the needs and expectations of the respective generations, and to the effectiveness of organisations. Much has been written about this in the academic literature and popular press.

One of the biggest challenges facing leaders will be managing an employee age profile which in theory could range from 18-80, predicts Seb O'Connell, executive vice-president and managing director for Europe at Cielo. "In a multi-generational workforce, there is potential for negative stereotyping. Older workers may perceive millennials as entitled, tech-obsessed or too eager to challenge norms while millennial employees could see previous generations as being 'stuck in their ways and difficult to train'. Organizations need to take steps to ensure managers overcome their unconscious bias," he says (Higginbottom, 2016).

Extract from article available at

<https://www.forbes.com/sites/karenhigginbottom/2016/03/17/the-challenges-of-managing-a-multi-generational-workforce/#def2f317d6ac>

(Note: This source is not an academic peer reviewed journal. You may use this as a reference in your essay, however it does not contribute towards your requirement for academic peer reviews journals.)

Identify three key human resource challenges, and justify your choices, associated with managing a multi-generational workforce. The use of industry examples to further evidence your argument is recommended.

Penalties for late submission are applied according to the Policy.

Please do not commence this Assessment without referring to the Assessment Task Information provided on Moodle.

Assessment Due Date

Week 8 Monday (30 Apr 2018) 11:45 pm AEST

All submissions must be uploaded through the assessment link in Moodle. Your submission must be uploaded in Word format as a .doc or .docx file. Do not upload a PDF file.

Return Date to Students

Marks and feedback usually will be returned within two weeks of submission for on-time submissions.

Weighting

40%

Assessment Criteria

Assessment Item 2 - Marking criteria for individual essay.

Your submission will be assessed on the extent to which it meets each of the following criteria.

Research: The essay demonstrates extensive research and understanding of the relevant material. Students should have a minimum of six (6) scholarly references, which must include the prescribed textbook, plus five (5) academic peer reviewed journals (to be eligible for a pass [10/20] on this criterion). The research is used in an integrated manner to evidence the argument. (20%)

Analysis: Three key human resource challenges have been identified and the essay demonstrates critical analysis and a clearly integrated and well-developed argument throughout. There is clear evidence of how a number of HRM functions link to each other and the broader organisational strategy. The strategic role of HR in 21st century organisations is articulated. (35%)

Application of literature/theory: The essay demonstrates application of the relevant concepts, frameworks and theories in relation to the identified challenges. Examples from industry/organisations have been incorporated to highlight application in the real world setting. (15%)

Referencing: The reference list and the in text referencing complies with the exact detail of the CQU APA Referencing Guide. The referencing is appropriate and sufficient throughout. (5%)

Presentation: The essay is appropriately structured with no headings, has relevant information order and flow; paragraphs are used effectively; and includes a well-formulated introduction and conclusion. (20%)

Communication: The essay used clear and concise communication, appropriate language, grammar, spelling (Australian English), and punctuation. (5%)

Referencing Style

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

Submission

Online

Submission Instructions

All submissions must be uploaded through the assessment link in Moodle. Your submission must be uploaded in Word format as a .doc or .docx file. Do not upload a PDF file.

Learning Outcomes Assessed

- Identify and evaluate a number of HRM functions such as human resource planning, recruitment and selection, and employee health and safety
- Explain how the primary functions of HRM relate to each other and to the broader organisational strategy
- Discuss the importance of the strategic role that HRM plays in 21st century organisations
- Analyse contemporary HRM issues including ethical, social, and sustainability issues using relevant HRM concepts and models.

Graduate Attributes

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

3 BUSINESS REPORT (Individual)

Assessment Type

Written Assessment

Task Description

Purpose

This assessment task give students the opportunity to enhance their research, analytical and critical thinking, and written communication skills, particularly in the areas of developing argument in the context of business report writing.

Description

You are required to write a BUSINESS REPORT. Students are expected to engage in extensive research within the academic literature (peer reviewed academic journals articles) relevant to the task and evidence your argument from scholarly sources as well as other relevant reference material.

Task Details

The task is to write a business report on a contemporary news story about an organisation. You will be provided with the news story that is to be the focus of your report. You are to write a business report

1. providing a brief summary of the news story;
2. identifying the key human resource issues raised, and discussing them in relation to relevant concepts, frameworks, and theories, from the Unit; and
3. making recommendations for the future.

You will draw on at least two chapters of the prescribed text and a minimum of six (6) academic peer reviewed journal articles. (The minimum requirement for research establishes your eligibility for a passing grade for the research criterion.)

Penalties for late submission are applied according to the Policy.

Please do not commence this Assessment without referring to the Assessment Task Information provided on Moodle.

Assessment Due Date

Week 12 Friday (1 June 2018) 11:45 pm AEST

All submissions must be uploaded through the assessment link in Moodle. Your submission must be uploaded in Word format as a .doc or .docx file. Do not upload a PDF file.

Return Date to Students

Assessments will be returned and marks released after grade certification.

Weighting

45%

Assessment Criteria

Assessment Item 3 - Marking criteria for individual Business Report

Your submission will be assessed on the extent to which it meets each of the following criteria.

Research: The report demonstrates extensive research and understanding of the relevant material. Students should have a minimum of seven (7) scholarly references, which must include the prescribed textbook, plus six (6) academic peer reviewed journals (to be eligible for a pass [10/20] on this criterion). The research is used in an integrated manner to evidence the argument. (20%)

Analysis: The report demonstrates critical analysis and a clearly integrated and well-developed argument throughout and provides supported recommendations. The strategic role of HR in 21st organisations is articulated. (35%)

Application of literature/theory: The report demonstrates application of the relevant concepts, frameworks and theories in relation to the topic. Examples from industry/organisations have been incorporated to highlight application in the real world setting. (15%)

Referencing: The reference list and the in text referencing complies with the exact detail of the CQU APA Referencing Guide. The referencing is appropriate and sufficient throughout. (5%)

Presentation: The report is appropriately structured, includes a well-formulated introduction and conclusion, uses relevant topic headings in the body, recommendations are stated. References are included. (20%)

Communication: The report uses clear and concise communication, appropriate language, grammar, spelling (Australian English), and punctuation. (5%)

Referencing Style

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

Submission

Online

Submission Instructions

All submissions must be uploaded through the assessment link in Moodle. Your submission must be uploaded in Word format as a .doc or .docx file. Do not upload a PDF file.

Learning Outcomes Assessed

- Discuss the importance of the strategic role that HRM plays in 21st century organisations
- Analyse contemporary HRM issues including ethical, social, and sustainability issues using relevant HRM concepts and models.

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