



HRMT11011 *Human Resource Management*

Term 1 - 2021

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 - 2021

- Brisbane
- Melbourne
- Online
- 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 Student survey qualitative comments and email communication.

Feedback

Some students found the Moodle website difficult to navigate.

Recommendation

Rearrange the Moodle resources for a more uniform and user friendly view.

Feedback from Student survey qualitative comments and email communication.

Feedback

Some students found the weekly resources overwhelming.

Recommendation

Introduce weekly workshop activity plans with clear instructions about essential readings, activities, and resource links.

Feedback from Student survey qualitative comments and email communication.

Feedback

Some students found the assessment tasks overwhelming and the assessment topic difficult to link to HRM theories.

Recommendation

Reconfigure the assessment topics, composition, and structures to better match the interests of the changing student cohort without compromising the authenticity. Provide regular weekly assessment briefings in workshops to gradually establish a clear link to the topic and textbook contents. Introduce more interactive breakout room activities for the weekly online workshops aligned to the assessment tasks and learning outcomes.

Feedback from Student survey qualitative comments and email communication.

Feedback

Some students were not engaged with the unit content and delivery.

Recommendation

Weekly formative quizzes may be introduced to ensure consistent level of engagement. Continue to invite appropriate and distinguished industry guests to share knowledge and experience.

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

Textbooks and Resources

Textbooks

HRMT11011

Prescribed

Human Resource Management

Edition: 10th (2021)

Authors: Raymond J Stone, Anne Cox, Mihajla Gavin

Wiley

Milton, QLD, Australia

ISBN: 978-0-730-38535-6

Binding: Paperback

Additional Textbook Information

Paper copies, which include an interactive eBook can be purchased at the CQUni Bookshop here: <http://bookshop.cqu.edu.au> (search on the Unit code)

[View textbooks at the CQUniversity Bookshop](#)

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 7th Edition \(APA 7th edition\)](#)

For further information, see the Assessment Tasks.

Teaching Contacts

Sardana Khan Unit Coordinator

s.khan@cqu.edu.au

Schedule

Week 1 - 08 Mar 2021

Module/Topic	Chapter	Events and Submissions/Topic
Strategic Human Resource Management (HRM) and Managing Change	Chapter 1 and Chapter 15	

Week 2 - 15 Mar 2021

Module/Topic	Chapter	Events and Submissions/Topic
Human Resource Planning and Human Resource Information Systems	Chapter 2 and Chapter 3	

Week 3 - 22 Mar 2021

Module/Topic	Chapter	Events and Submissions/Topic
Human Resource Management and the Law	Chapter 4	

Week 4 - 29 Mar 2021

Module/Topic	Chapter	Events and Submissions/Topic
Job Analysis, Job Design, and Quality of Work Life	Chapter 5	

Week 5 - 05 Apr 2021

Module/Topic	Chapter	Events and Submissions/Topic
Recruiting Human Resources and Employee Selection	Chapter 6 and Chapter 7	Annotated Bibliography and Reflection (INDIVIDUAL) Due: Week 5 Monday (5 Apr 2021) 11:45 pm AEST

Vacation Week - 12 Apr 2021

Module/Topic	Chapter	Events and Submissions/Topic
		Personal Review

Week 6 - 19 Apr 2021

Module/Topic	Chapter	Events and Submissions/Topic
Performance Management and Managing Diversity	Chapter 8 and Chapter 18	

Week 7 - 26 Apr 2021

Module/Topic	Chapter	Events and Submissions/Topic
Employee Remuneration and Benefits	Chapter 12 and Chapter 13	

Week 8 - 03 May 2021

Module/Topic	Chapter	Events and Submissions/Topic
Industrial Relations and Negotiation	Chapter 14 and Chapter 16	Academic Essay (INDIVIDUAL) Due: Week 8 Monday (3 May 2021) 11:45 pm AEST

Week 9 - 10 May 2021

Module/Topic	Chapter	Events and Submissions/Topic
Human Resource Development	Chapter 9	

Week 10 - 17 May 2021

Module/Topic	Chapter	Events and Submissions/Topic
Employee Health and Safety	Chapter 17	

Week 11 - 24 May 2021

Module/Topic	Chapter	Events and Submissions/Topic
International HRM	Chapter 19 and Chapter 20	

Week 12 - 31 May 2021

Module/Topic	Chapter	Events and Submissions/Topic
Evaluating HRM	Chapter 21	

Review/Exam Week - 07 Jun 2021

Module/Topic	Chapter	Events and Submissions/Topic
		Business Report (INDIVIDUAL) Due: Review/Exam Week Monday (7 June 2021) 11:45 pm AEST

Exam Week - 14 Jun 2021

Module/Topic	Chapter	Events and Submissions/Topic
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Assessment Tasks

1 Annotated Bibliography and Reflection (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 academic referencing.

The secondary purpose of this assessment task is to give students the opportunity to enhance their analytical, critical thinking, and written communication skills.

Task Details:

Your task is to compile an Annotated Bibliography in preparation for the Assessment 2 Essay (1000 words $\pm 10\%$). Identify three (3) academic peer reviewed journal articles relevant to the Assessment 2 Essay topic (i.e., 'The Application of Machine Learning in the Human Resource Management Practices in Australia'). One (1) of these journal articles is prescribed and you must use it. You should search the academic literature to identify an additional two (2) academic peer reviewed journal articles published after 2014. It is recommended that you undertake your research via the online 'search' of CQUniversity Library. These additional two (2) journal articles must not be those already provided on the Moodle site.

Provide a brief overview of the main ideas of each of the journal articles. For each journal article you are to write approximately 300 words in total across two paragraphs, which are approximately of equal length. The first paragraph should describe the article and its research, summarising the main ideas, stating the hypothesis (if any), purpose, research methodology (if applicable), and conclusion/results. The second paragraph should identify how you will use the content of the article in relation to your Essay (These paragraphs must be written in third person).

Use in text referencing (refer to the CQU APA Referencing Guide) to support your discussion in each of the paragraphs using the respective journal articles you have identified. You only need three (3) journal articles for this assessment however you will need additional research for the Assessment 2 - Essay.

In addition, you are to provide a personal reflection in relation to the overall task (approximately 100 words). In this paragraph you are to write a considered personal reflection on the assessment task overall identifying what you have learned by undertaking this task; any challenges; and what you would do differently next time. (The reflection must be written in first person and does not need to be referenced).

Your Annotated Bibliography should be in the specified format. Please refer to the 'Guide to the Annotated Bibliography' available on the Moodle site.

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

Penalties for late submission are applied according to the policy.

Assessment Due Date

Week 5 Monday (5 Apr 2021) 11:45 pm AEST

All submissions must be uploaded through the assessment link on the Moodle site. 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 approximately two (2) working weeks from submission for on-time submissions.

Weighting

15%

Assessment Criteria

Assessment Item 1 - Marking Criteria for the Annotated Bibliography

Research (15%): Demonstrate research undertaken of the academic literature and identify two (2) academic peer-reviewed journal articles (in addition to the article provided to you) published after 2014, and are 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).

Analysis (45%): Provide a brief overview of the main ideas of each of the journal articles. For each journal article, you should write approximately 300 words in total across the two paragraphs, which are approximate of equal length. The first paragraph should describe the article and its research, summarising the main ideas, stating the hypothesis, purpose, research methodology (if applicable), and conclusion/results. The second paragraph should identify how you will use the identified article in Assessment 2. Journal articles that do not involve empirical studies also may be used.

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

Presentation and Communication (15%): Format as per the guidelines provided on the unit Moodle site; use clear and concise communication; structure sentences and paragraphs appropriately. Use appropriate language, grammar, spelling (Australian spelling), and punctuation. Other than the reflection component (i.e. the final paragraph) your analysis paragraphs must be written in the third person.

Reflection (10%): Provide a reflection of the task (in approx. 100 words in total), identifying what you have learned by undertaking this task, any challenges, and what you would do differently next time (Note: This must be written in first person and references are not required).

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

Submission

Online

Submission Instructions

All submission must be uploaded through the assessment link on the Moodle site. 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 task is to give students the opportunity to enhance their analytical, 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 (1600 words +/- 10%). You should establish your argument and provide evidence from your research of academic and other appropriate sources to support your argument. You are expected to engage in extensive research within the academic literature (peer reviewed academic journal articles) relevant to the task and support your argument from scholarly sources. Other sources that make a significant contribution to the analysis may include industry and organisation specific examples.

Task Details

Due to socio-demographic, technological, and environmental trends the Australian workforce and nature of work continue to change. One such trend is the emerging opportunities to apply 'Machine Learning' in Human Resource

Management (HRM) practices which is vastly different from the traditional operation. In your essay titled "The Application of Machine Learning in the Human Resource Management Practices in Australia", you should:

- discuss how the unique aspects of Machine Learning may influence the future of HR practices in Australia.
- critically discuss the strategic HRM implications related to the identified trend and unique aspects (Note - your discussion should focus on strategic implications for at least three of the related HR functions such as HR planning, job design, recruitment, engagement, retention, performance management, diversity management, health and safety, HRIS, HRD, industrial relations, remunerations and benefits).
- critically discuss associated challenges and opportunities for employers and the employees.

Note - Your essay should incorporate examples from Australian organisations or industries to support your discussion where possible. Please do not commence this Assessment without referring to the 'Marking Rubric' provided in the Unit Moodle site.

Penalties for late submission are applied according to the policy.

Assessment Due Date

Week 8 Monday (3 May 2021) 11:45 pm AEST

All submissions must be uploaded through the assessment link on the Moodle site. 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 approximately two (2) working weeks from submission for on-time submissions.

Weighting

40%

Assessment Criteria

Assessment Item 2 - Marking Criteria for the Essay

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

Analysis (35%): The essay demonstrates a critical analysis of the topic and a clearly integrated and well-developed argument throughout to address all parts of the assessment task. There is clear evidence of how a number of HRM functions link to each other and the broader organisational strategy.

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

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

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

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

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

Submission

Online

Submission Instructions

All submissions must be uploaded through the assessment link on the Moodle site. 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 provides students the opportunity to enhance their research, analysis, 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 (1700 words +/- 10%). 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 recent (published after 2014) scholarly sources as well as other relevant reference material.

Task details

The task is to write a business report on a contemporary news story. The news story that is to be the focus of your report will be posted on the unit Moodle site.

Your business report should:

- provide a brief summary of the news story;
- identify at least three key HRM issues raised and discuss them in relation to the relevant concepts, frameworks, and theories from the Unit; and
- make recommendations for the future.

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

Penalties for late submission are applied according to the policy.

Assessment Due Date

Review/Exam Week Monday (7 June 2021) 11:45 pm AEST

All submissions must be uploaded through the assessment link on the Moodle site. 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 marks will be released after grade certification.

Weighting

45%

Assessment Criteria

Assessment Item 3 - Marking Criteria for the Business Report

Research (25%): The report demonstrates extensive research and understanding of the topic. Students should have a minimum of seven (7) recent scholarly references, which must include the prescribed textbook and six (6) academic peer reviewed journal articles, to be eligible for a pass on this criterion [12.5/25]. The research is used in an integrated manner throughout the report to evidence the argument.

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

Application of literature/theory (15%): The report demonstrates application of the relevant concepts, frameworks, and theories related to the topic. Specific examples from industry/organisations (from Australia and elsewhere as relevant) have been incorporated to highlight application in the real-world setting.

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

Presentation (15%): The report is appropriately structured, includes a well-formulated introduction and conclusion, uses relevant topic headings in the body, and specific recommendations are stated. References are included.

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

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

Submission

Online

Submission Instructions

All submissions must be uploaded through the assessment link on the Moodle site. Your submission must be 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