



HRMT11011 Human Resource Management

Term 1 - 2024

Profile information current as at 13/05/2024 01:49 am

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 - 2024

- 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 SUTE data, comments and emails

Feedback

Teaching quality, support, contemporary and interesting Moodle resources and authentic assessments were appreciated by most students though one student found the text book less than friendly to navigate.

Recommendation

Keep up the supportive, involved, and informed teaching engagement. The Moodle resources, and assessments should remain contemporary and interesting. The textbook must be regularly updated or changed.

Feedback from SUTE comments and workshop/phone interactions.

Feedback

The 2-hours weekly workshops are considered difficult to commit, engage or even watch considering most students are working.

Recommendation

Compress the weekly workshops to one hour recorded sessions. Unrecorded weekly or fortnightly meetings may be introduced as optional drop-in sessions for additional assessment support and networking.

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

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

[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

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Schedule

Week 1 - 04 Mar 2024

Module/Topic	Chapter	Events and Submissions/Topic
Strategic Human Resource Management	Chapter 1	

Week 2 - 11 Mar 2024

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

Week 3 - 18 Mar 2024

Module/Topic	Chapter	Events and Submissions/Topic
Human Resource Management and the Law and Industrial Relations	Chapter 4 Other relevant resources in the unit Moodle site, Week 3 section.	

Week 4 - 25 Mar 2024

Module/Topic	Chapter	Events and Submissions/Topic
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Week 5 - 01 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Recruitment and selection in the new employment context	Chapter 6 and Chapter 7	Annotated Bibliography and Reflection (INDIVIDUAL) Due: Week 5 Monday (1 Apr 2024) 11:45 pm AEST

Vacation Week - 08 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
		Personal Review

Week 6 - 15 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Managing Performance	Chapter 8	

Week 7 - 22 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Employee Remuneration and Benefits	Chapter 11	

Week 8 - 29 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Managing Diversity and Indigenisation	Chapter 14 Recommended reading list in the unit Moodle site, Week 8 section	Academic Essay (INDIVIDUAL) Due: Week 8 Monday (29 Apr 2024) 11:45 pm AEST

Week 9 - 06 May 2024

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

Week 10 - 13 May 2024

Module/Topic	Chapter	Events and Submissions/Topic
Employee Health and Safety	Chapter 12	

Week 11 - 20 May 2024

Module/Topic	Chapter	Events and Submissions/Topic
International Human Resource Management	Recommended reading list and other resources in the unit Moodle site, Week 11 section	

Week 12 - 27 May 2024

Module/Topic	Chapter	Events and Submissions/Topic
Evaluating SHRM: Towards the Future	Recommended reading list and other resources in the unit Moodle site, Week 12 section	

Review/Exam Week - 03 Jun 2024

Module/Topic	Chapter	Events and Submissions/Topic
		Business Report (INDIVIDUAL) Due: Review/Exam Week Monday (3 June 2024) 11:45 pm AEST

Exam Week - 10 Jun 2024

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

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

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 role of alternative work arrangements in addressing the emerging HRM challenges in Australia'. One (1) of these journal articles is prescribed (please refer to the assessment 1 resource folder in Moodle) and you must use it.
- Search the academic literature to identify an additional two (2) academic peer reviewed journal articles published between 2016 and now. It is recommended that you undertake your research via the online 'search' of CQUniversity Library. If you do not identify a recently published academic peer-reviewed journal article you will not receive any mark in relation to that article across the relevant marking criteria. These additional two (2) recent peer reviewed journal articles must not be those already provided on the Moodle site. Unpublished/pre-prints/editorials/conference papers/book chapters are NOT acceptable in this task, even if they are listed/marked as peer reviewed in the CQU library.
- 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 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.

Notes:

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 CQU policy.

Assessment Due Date

Week 5 Monday (1 Apr 2024) 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

Mark and feedback will be returned approximately within two (2) working weeks from the submission date.

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) recent

academic peer-reviewed journal articles in addition to the article provided to you (total 3) published between 2016 and now, and are relevant to the Assessment 2 essay topic.

- **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 approximately 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.
- **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, 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 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

Graduate Attributes

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

2 Academic Essay (INDIVIDUAL)

Assessment Type

Written Assessment

Task Description

This assessment is designed to assist students to develop their analytical skills pertaining to 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 critical thinking, and written communication skills, particularly in the areas of developing an argument and essay writing. In this task, you are required to research and write an ACADEMIC ESSAY (1600 words +/- 10%). You should establish your argument and provide evidence from extensive research of academic and other appropriate scholarly sources to support your argument. A minimum of five (5) recent (2016-2024) scholarly peer reviewed academic journal articles and the prescribed text book must be used. Other sources that make a significant contribution to the analysis may include industry and organisation specific examples.

This new employment context in Australia is largely being shaped by the still developing 'Alternative Work Arrangements' (AWAs). While AWAs such as remote work and flexible work arrangements may help address some persisting human resource management (HRM) challenges (e.g., labour shortages, inclusiveness, performance management), many Australian industries are still struggling to attract and retain employees for a sustainable performance. In your essay titled 'The role of alternative work arrangements in addressing the emerging HRM challenges in Australia', you should:

- discuss how the unique aspects or variations of the emerging AWAs may influence the HRM practices in Australia in the new employment context

- critically discuss the strategic HRM implications of adapting AWAs for Australian organisations/industries.
- Focus on strategic implications for at least three of the related HR functions such as HR planning, job design, recruitment, HRIS, engagement, retention, training and development, work life balance, international HRM, performance management, diversity management/inclusion/indigenisation, health and safety, industrial relations, remunerations and benefits.
- critically discuss associated challenges and opportunities for employers and the employees (all employees in the workforce and not just the ones currently enjoying AWAs).
- incorporate examples from Australian organisations or industries (or international organisations operating in Australia) to support your discussion where possible.

Notes:

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 CQU policy.

Assessment Due Date

Week 8 Monday (29 Apr 2024) 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

As per the University policy, assessment tasks will be returned to students within two (2) weeks from the submission date.

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 (2016-2024) scholarly references, which must include the prescribed textbook and five (5) recent and relevant academic peer-reviewed journals to be eligible for a pass on this criterion. 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 comply 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

This assessment task provides students with 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. 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 (2016-2024) scholarly sources as well as other relevant reference material. A minimum of seven (7) recent scholarly references should be used which must include the prescribed textbook and six (6) academic peer reviewed journal articles.

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 by week 6. 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.

Notes:

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 CQUniversity policy.

Assessment Due Date

Review/Exam Week Monday (3 June 2024) 11:45 pm AEST

Return Date to Students

Assessment mark and feedback 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) recent academic peer reviewed journal articles, to be eligible for a pass on this criterion. 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 links to the appropriate recommendations. The strategic role of HR in the 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 comply 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