



HRMT19016 Contemporary HRM Challenges

Term 1 - 2018

Profile information current as at 19/05/2022 10:00 pm

All details in this unit profile for HRMT19016 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 explores the management of human resources within the context of emerging challenges in future organisations. You will be engaged in locating and delineating contemporary issues within the internal and external organisational environments and the development of strategic HRM responses. You will make predictions about future challenges and rigorously analyse, research, and apply HRM models to address such concerns. You will be expected to develop a strategic mindset in this unit.

Details

Career Level: *Undergraduate*

Unit Level: *Level 3*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

Pre-requisites or Co-requisites

Pre-requisite: HRMT11011 and completion of 48 credit points

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
- Mackay
- Melbourne
- Perth
- Rockhampton
- 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. **Annotated bibliography**

Weighting: 25%

2. **Presentation**

Weighting: 30%

3. **Case Study**

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 End of term student feedback

Feedback

Moodle navigation and linked content

Recommendation

The unit content site in Moodle to feature instructional material that is squarely aligned to the text; and the presentation of the material needs to include recorded lectures, and tutorial content that gauges individual rather than group-based learning.

Feedback from End of term student feedback

Feedback

The main area for improvement in the unit extends to the assessment requirements for the major assignment

Recommendation

Assessments that require students to draw on theoretical and conceptual they are capable of addressing, rather than being challenged to collaborate and participate in workshops that tackle complex issues. Assessment requirements need to guide students to demonstrate or confirm knowledge and understanding of reframing for diagnostic purposes in today's organisations.

Feedback from End of term student feedback

Feedback

Access to feedback on marked assessments

Recommendation

Provide video demonstration on how to access feedback and assessment commentary in Feedback Studio. Include personalized follow-up to acknowledge high achievers, and offer one-to-one consultations for students whose achievement is below par, to establish point of error and clarify where gains can be made on the next attempt.

Feedback from Teaching team moderation meetings

Feedback

Teaching team expertise

Recommendation

The teaching team on the metropolitan campuses is suitably qualified and experienced to work with the incoming UC to reverse the downward trend in student experience. The teaching team ought to place emphasis on scaffolded learning, so that students are individually and collectively guided in developing critical appreciation of organisational reframing for diagnostic and functional purposes.

Unit Learning Outcomes

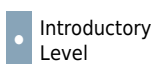
On successful completion of this unit, you will be able to:

1. Develop, communicate and apply an understanding of the role of HRM in contemporary organisations
2. Understand the internal and external organisational environments to which strategic HRM should be directed
3. Evaluate the magnitude of multi-directional influences on strategic HRM, and how HR professionals can use these influences to effectively manage contemporary challenges within organisations
4. Apply analytical skills appropriate to support the development of strategic HRM plans and policies
5. Demonstrate appropriate research skills required for HRM practices.

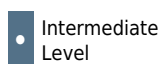
Alignment of Learning Outcomes, Assessment and Graduate Attributes



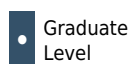
N/A
Level



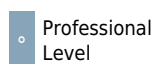
Introductory
Level



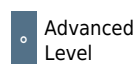
Intermediate
Level



Graduate
Level



Professional
Level



Advanced
Level

Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes				
	1	2	3	4	5
1 - Annotated bibliography - 25%	•	•	•	•	•
2 - Case Study - 45%	•	•	•	•	•
3 - Presentation - 30%	•	•	•	•	•

Alignment of Graduate Attributes to Learning Outcomes

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

Assessment Tasks	Graduate Attributes									
	1	2	3	4	5	6	7	8	9	10
1 - Annotated bibliography - 25%	○		○	○		○	●	○		
2 - Case Study - 45%	○	○	○	○		○	●	○		
3 - Presentation - 30%	○	○	○	○	○	○	●	○		

Textbooks and Resources

Textbooks

HRMT19016

Prescribed

Contemporary Issues and Challenges in HRM

Edition: 3rd Ed (2015)

Authors: Holland, P., Sheehan, C., Donohue, R., Pyman, A., & Allen, B

Tilde University Press

Prahran , VIC , Australia

ISBN: 9780734611475

Binding: Other

[View textbooks at the CQUniversity Bookshop](#)

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

Jacqueline Larkin Unit Coordinator

jacqueline.larkin@cqu.edu.au

Schedule

Week 1 - 05 Mar 2018

Module/Topic	Chapter	Events and Submissions/Topic
HRM in the contemporary workplace	1	

Week 2 - 12 Mar 2018

Module/Topic	Chapter	Events and Submissions/Topic
Managing the war for talent	2	

Week 3 - 19 Mar 2018

Module/Topic	Chapter	Events and Submissions/Topic
Older Workers	12	

Week 4 - 26 Mar 2018

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

Off-shoring - Reflections and new directions 3

Annotated Bibliography Due: Week 4 Tuesday (27 Mar 2018) 5:00 pm AEST

Week 5 - 02 Apr 2018

Module/Topic	Chapter	Events and Submissions/Topic
Psychological contracts	5	

Vacation Week - 09 Apr 2018

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

Week 6 - 16 Apr 2018

Module/Topic	Chapter	Events and Submissions/Topic
Career management in the 21 st century	6	

Week 7 - 23 Apr 2018

Module/Topic	Chapter	Events and Submissions/Topic
Managing emotional labour in the workplace	7	

Week 8 - 30 Apr 2018

Module/Topic	Chapter	Events and Submissions/Topic
Employee health and well-being in the workplace	8	Presentation Due: Week 8 Tuesday (1 May 2018) 5:00 pm AEST

Week 9 - 07 May 2018

Module/Topic	Chapter	Events and Submissions/Topic
The contested terrain of monitoring and surveillance in the workplace	10	

Week 10 - 14 May 2018

Module/Topic	Chapter	Events and Submissions/Topic
Risk and crisis management	11	

Week 11 - 21 May 2018

Module/Topic	Chapter	Events and Submissions/Topic
Greening of the workplace in the 21 st century	13	

Week 12 - 28 May 2018

Module/Topic	Chapter	Events and Submissions/Topic
The dark side of work	14	Case Study Report Due: Week 12 Tuesday (29 May 2018) 5:00 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
--------------	---------	------------------------------

Assessment Tasks

1 Annotated Bibliography

Assessment Type

Annotated bibliography

Task Description

Before you commence this assessment, you must read and follow all the instructions as per the assessment guidelines (including the assessment rubric) available from the Moodle site.

This assessment requires you to write an annotated bibliography that will form the basis for your Assessment Task 2 - Presentation.

You must choose one of the twelve (12) HRM topics from the Unit Profile (refer to the Unit Profile on the Moodle site). Once you have decided on the HRM topic, you are expected to research widely on your HRM topic within the academic literature from the CQU library databases and quality business press publications such as Harvard Business Review. You need to select four (4) relevant journal articles, that must be within the last five years, so **articles must be dated from 2013 or later**. Read the journal articles thoroughly, identify the main argument/s being presented, and write a concise and accurate summary of each article. After summarizing each article, construct a summary that presents the major issues raised in the four articles included in your annotated bibliography. This summary must present an argument or position in relation to the HRM topic.

Length: 1,200 words \pm 10%

Assessment Due Date

Week 4 Tuesday (27 Mar 2018) 5:00 pm AEST

Return Date to Students

Week 6 Tuesday (17 Apr 2018)

Assessments will be returned after the marking and moderation processes are completed. However, sometimes there might be a delay pending contingencies. Also, late submissions will result in significant delays in returning your assessments.

Weighting

25%

Assessment Criteria

Your annotated bibliography will be assessed on the extent to which it meets each of the following criteria: Introduction (10%); Source selection (30%); Annotations (30%); Evaluations (20%); Mechanics, Grammar and Proofing (10%).

Further details on each assessment criteria is outlined in the assessment rubric.

Penalty for late submission without approval if applicable [$(-5\% \times 25/\text{day} = -1.25 \text{ marks/day})$]

Important: Plagiarism will be reported to the Academic Services Centre of the University and may result in a "zero" mark.

Referencing Style

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

Submission

Online

Submission Instructions

Only MS Word document (doc and docx only). Other types are not acceptable. Documents that cannot go through Turnitin or cannot be opened will not be marked.

Learning Outcomes Assessed

- Develop, communicate and apply an understanding of the role of HRM in contemporary organisations
- Understand the internal and external organisational environments to which strategic HRM should be directed
- Evaluate the magnitude of multi-directional influences on strategic HRM, and how HR professionals can use these influences to effectively manage contemporary challenges within organisations
- Apply analytical skills appropriate to support the development of strategic HRM plans and policies
- Demonstrate appropriate research skills required for HRM practices.

Graduate Attributes

- Communication
- Critical Thinking
- Information Literacy
- Information Technology Competence
- Cross Cultural Competence
- Ethical practice

2 Presentation

Assessment Type

Presentation

Task Description

Before you commence this assessment, you must read and follow all the instructions as per the assessment guidelines (including the assessment rubric) available from the Moodle site.

This assessment requires you to prepare a MS PowerPoint presentation and a recorded voice-over based on the following scenario:

Imagine you are a HR consultant. You have been asked by a leading international organisation to make a presentation to the Board of Directors as to why your selected contemporary HRM topic (chosen for Assessment Task 1) is an important management issue. You are to devise your presentation using PowerPoint and voice-over.

Your presentation should contain the following elements:

1. Explain the contemporary HRM topic
2. Justify why the contemporary HRM topic is an important issue
3. Recommend strategies that will address the contemporary HRM topic

Length: Fifteen (15) PowerPoint slides (maximum) and ten (10) minutes duration of voice-over (maximum)

Assessment Due Date

Week 8 Tuesday (1 May 2018) 5:00 pm AEST

The PowerPoint Presentation should be submitted as a single MS PowerPoint document. PDF documents are not acceptable for submission for this assessment task. Please minimise the size of any graphics and images in the file so that the PowerPoint Presentation can be uploaded to Moodle. The audio file should be included/embedded in the MS PowerPoint file.

Return Date to Students

Week 10 Tuesday (15 May 2018)

Assessments will be returned after the marking and moderation processes are completed. However, sometimes there might be a delay pending contingencies. Also, late submissions will result in significant delays in returning your assessments.

Weighting

30%

Assessment Criteria

Your presentation will be assessed on the extent to which it meets each of the following criteria: Introduction (10%); Knowledge of content (30%); Presentation delivery (30%); Conclusion (10%); Visual aids (20%).

Further details on each assessment criteria is outlined in the assessment rubric.

Penalty for late submission without approval if applicable [$(-5\% \times 30/\text{day} = -1.5 \text{ marks/day})$]

Important: Plagiarism will be reported to the Academic Services Centre of the University and may result in a "zero" mark.

Referencing Style

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

Submission

Online

Learning Outcomes Assessed

- Develop, communicate and apply an understanding of the role of HRM in contemporary organisations
- Understand the internal and external organisational environments to which strategic HRM should be directed
- Evaluate the magnitude of multi-directional influences on strategic HRM, and how HR professionals can use these influences to effectively manage contemporary challenges within organisations
- Apply analytical skills appropriate to support the development of strategic HRM plans and policies
- Demonstrate appropriate research skills required for HRM practices.

Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy
- Team Work

- Information Technology Competence
- Cross Cultural Competence
- Ethical practice

3 Case Study Report

Assessment Type

Case Study

Task Description

Before you commence this assessment, you must read and follow all the instructions as per the assessment guidelines (including the assessment rubric) available from the Moodle site.

This assessment requires you to identify and discuss career management in a particular sector of the labour market. Select an industry (or specific organisation) as the case study for your report. Identify the key HRM challenges for career management in the selected industry or organisation, and discuss how career development of the workforce is being managed from either a human capital perspective or a resource-based perspective. At the conclusion of your report, outline how you are managing your career.

Length: 1,800 words \pm 10% (including executive summary, introduction, heading and subheadings, recommendations and conclusion but excluding title page and reference list)

Assessment Due Date

Week 12 Tuesday (29 May 2018) 5:00 pm AEST

Only MS Word document (doc and docx only). Other types are not acceptable. Documents that cannot go through Turnitin or cannot be opened will not be marked.

Return Date to Students

As this is the final written assessment for this unit, the marks for this assessment will be returned following certification of grades on Friday 6 July 2018.

Weighting

45%

Assessment Criteria

Your case study report will be assessed on the extent to which it meets each of the following criteria: Analysis (30%), Integration of literature with case (25%), Research (25%), Presentation, referencing, organisation, structure, communication (20%).

Further details on each assessment criteria is outlined in the assessment rubric.

Penalty for late submission without approval if applicable [$(-5\% \times 45/\text{day} = -2.25 \text{ marks/day})$]

Important: Plagiarism will be reported to the Academic Services Centre of the University and may result in a "zero" mark.

Referencing Style

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

Submission

Online

Submission Instructions

Only MS Word document (doc and docx only). Other types are not acceptable. Documents that cannot go through Turnitin or cannot be opened will not be marked.

Learning Outcomes Assessed

- Develop, communicate and apply an understanding of the role of HRM in contemporary organisations
- Understand the internal and external organisational environments to which strategic HRM should be directed
- Evaluate the magnitude of multi-directional influences on strategic HRM, and how HR professionals can use these influences to effectively manage contemporary challenges within organisations
- Apply analytical skills appropriate to support the development of strategic HRM plans and policies
- Demonstrate appropriate research skills required for HRM practices.

Graduate Attributes

- Communication
- Problem Solving
- Critical Thinking
- Information Literacy

- 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