



HRMT19016 Contemporary HRM Issues

Term 1 - 2020

Profile information current as at 14/12/2025 06:18 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 current and emerging issues in contemporary organisations. You will be engaged in identifying and delineating contemporary issues within the internal and external organisational environments and the development of strategic HRM responses. You will make predictions about HRM issues 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 - 2020

- Brisbane
- Melbourne
- Online
- 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: 30%

2. **Group Work**

Weighting: 30%

3. **Presentation**

Weighting: 40%

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 feedback comments

Feedback

The feedback indicates the value in the contemporary relevance of the unit and topics, including the practical and varied work related assessments.

Recommendation

Continue the focus on topic currency, and assessments that reflect professional practice in HR.

Feedback from unit evaluation

Feedback

More guidance on the assessment tasks and requirements.

Recommendation

Provide range of support for the requirements of the assessment tasks.

Feedback from student feedback comments

Feedback

The feedback would indicate while the range of resources provided assisted learning, there is a preference for a more directed learning guide.

Recommendation

Review the mix of resources for a more tailored approach. Consider additional scheduling of ZOOM sessions.

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 strategic HRM in contemporary organisations
2. Demonstrate professional understanding of the internal and external organisational environments to which strategic HRM should be directed
3. Analyse and critique organisational responses to manage HRM issues within contemporary organisations
4. Identify and critically evaluate different perspectives on, and approaches to contemporary HRM issues, and the theories, models and assumptions that underpin them.

Alignment of Learning Outcomes, Assessment and Graduate Attributes



Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes			
	1	2	3	4
1 - Annotated bibliography - 30%	•	•		
2 - Group Work - 30%			•	•
3 - Presentation - 40%	•			•

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes			
	1	2	3	4
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 - 30%	•	•	•	•			•	•		
2 - Group Work - 30%	•	•	•	•	•		•	•		
3 - Presentation - 40%	•	•	•	•			•	•		

Textbooks and Resources

Textbooks

There are no required textbooks.

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

Janice Ban Unit Coordinator

j.ban@cqu.edu.au

Schedule

Week 1 - 09 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
HRM in the contemporary workplace	Readings on Moodle	

Week 2 - 16 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
The changing nature of work: outsourcing, off-shoring and the gig economy	Readings on Moodle	

Week 3 - 23 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
Human resource management and the legal framework	Readings on Moodle	

Week 4 - 30 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
Workplace diversity	Readings on Moodle	

Week 5 - 06 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
Talent management	Readings on Moodle	GROUP REGISTRATION Assessment 2 Due: Week 5 Monday (6 Apr. 2020) 11:45 pm. AEST Annotated Bibliography (individual Task) Due: Week 5 Monday (6 Apr 2020) 11:45 pm AEST

Vacation Week - 13 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
		Personal Review

Week 6 - 20 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
The psychological contract	Readings on Moodle	

Week 7 - 27 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
Career management in the 21st century	Readings on Moodle	

Week 8 - 04 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
HR disruption: trends and opportunities	Readings on Moodle	

Week 9 - 11 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Employee health and well-being in the workplace	Readings on Moodle	Business Case (Group work) Due: Week 9 Monday (11 May 2020) 11:45 pm AEST

Week 10 - 18 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Workplace behaviour, ethics, and integrity	Readings on Moodle	

Week 11 - 25 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Monitoring and surveillance in the workplace	Readings on Moodle	

Week 12 - 01 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic
Risk and crisis management	Readings on Moodle	

Review/Exam Week - 08 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic
		PRESENTATION (Individual Task) Due: Review/Exam Week Monday (8 June 2020) 11:45 pm AEST

Exam Week - 15 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic

Assessment Tasks

1 Annotated Bibliography (individual Task)

Assessment Type

Annotated bibliography

Task Description**Purpose**

This written assessment is designed to assist students to develop a critical understanding in relation to human resource management (HRM) issues in contemporary organisations from research of the current academic literature. This assessment task also provides the opportunity for students to demonstrate skills and knowledge in researching and evaluating sources for academic work.

Task Details

Your task is to compile an **Annotated Bibliography** of four (4) recent academic peer reviewed journal articles, which link directly to your Assessment 2 topic for this Unit.

1. Identify four (4) academic peer reviewed journal articles, published between 2013 and now, relevant to the Assessment 2 topic. It is recommended that you undertake your research via the online 'search' of CQUniversity Library. The articles you select must not be those already posted on Moodle for this Unit.
2. Read the articles thoroughly.
3. Write a summary paragraph for each article: identify the main arguments presented, research methods (if applicable), and any conclusions made by the authors (min 100 - max 150 words for each article).
4. In a separate paragraph critique each article: discuss the respective strengths and weaknesses, and how you will

use the content in relation to the Assessment 2 topic (min 300 - max 350 words for each article). (Note: If the article is not relevant to the topic and to developing argument in your Assessment 2 Business Case, then I strongly recommend that you discard it.)

5. The total words for each article across the two paragraphs should not exceed 450. If your total for each article is 450 words, then your total word count for this assessment would be 1800 words. The min word count is 1600 words, which is 400 words in total for each article.
6. Use in text referencing (refer to the CQU APA Referencing Guide) as appropriate to support your discussion in each of the paragraphs using the respective journals that you have identified. You only need to identify four (4) journal articles for this assessment, however you will need additional research for Assessment 2.
7. Your Annotated Bibliography should be in the required format; please refer to the Guide to the Annotated Bibliography on Moodle.

This Assessment links to the UNSDG No 8 of *Decent Work and Economic Growth*.

Please also refer to the Assessment information on Moodle before commencing this task.

Penalties for late submission are applied according to the Policy.

Assessment Due Date

Week 5 Monday (6 Apr 2020) 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

30%

Assessment Criteria

Assessment Item 1 - Marking Criteria for the Annotated Bibliography

Research (20%): Demonstrate research undertaken of the academic literature and identify four (4) academic peer reviewed journal articles in total, published between 2013 and now, relevant to the Assessment 2 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 (56%): Provide a summary paragraph for each journal article of min 100 - max 150 words. Write a paragraph critiquing each journal article of min 300 - max 350 words identifying strengths and weakness and how you will use the content in relation to the Assessment 2 topic. (These paragraphs must be written in third person.)

Referencing (12%): Reference the journal articles according to the referencing protocol of the CQU APA Referencing Guide, for the reference list component, and the in text referencing.

Presentation and Communication (12%): Format as per the guidelines provided on the Moodle site; use clear and concise communication; structure sentences and paragraphs appropriately; use appropriate language, grammar, spelling (Australian English), and punctuation; paragraphs are written in third person.

Your assessment will be marked out of 100 and converted to a mark out of 30 as per the Assessment weighting.

Referencing Style

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

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

- Develop, communicate, and apply an understanding of the role of strategic HRM in contemporary organisations
- Demonstrate professional understanding of the internal and external organisational environments to which strategic HRM should be directed

Graduate Attributes

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

2 Business Case (Group work)

Assessment Type

Group Work

Task Description

Purpose

This assessment task gives students the opportunity to apply HRM frameworks and models to relevant HRM issues in the contemporary workplace. This assessment also 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 writing a Business Case.

Task Details

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

As a group (two (2) members), in your roles as Senior HR Advisors, you are to write a Business Case for the Executive Management Group of your organisation seeking approval to introduce a HRM initiative.

Your Business Case should follow the Guide provided on Moodle. The word count for the Business Case is 1600 words +/- 10% excluding the Reference List and any Appendices.

Additional Information

Ensure your group is registered on Moodle, or you will not be able to submit.

Review the journal articles you selected for Assessment 1 - Annotated Bibliography and where relevant ensure you use this research in the development of your Business Case.

This Assessment links to the UNSDG No 8 of *Decent Work and Economic Growth*.

Please also refer to the Assessment information on Moodle before commencing this task.

Penalties for late submission are applied according to the Policy.

Assessment Due Date

Week 9 Monday (11 May 2020) 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

30%

Assessment Criteria

Assessment Item 2 - Marking Criteria for the Business Case

Group Registration (5%): Registration of the group members on Moodle by the required date.

Research (25%): The Business Case demonstrates extensive research and understanding of the topic. Students should have a minimum of (5) academic peer reviewed journal articles between 2013 and now to be eligible for a pass on this criterion [12.5/25]. The research is used in an integrated manner to evidence the Business Case.

Analysis (35%): The Business Case demonstrates critical analysis and provides a clearly integrated and well-developed argument throughout and includes supported recommendations.

Application of literature/theory (10%): The Business Case demonstrates application of the relevant concepts, frameworks, and theories to the topic. Specific examples from industry/organisations have been incorporated to

highlight application in the real world setting to support the Business Case.

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

Presentation (15%): The Business Case is appropriately structured, uses relevant topic headings throughout, recommendations are stated, references are included.

Communication (5%): The Business Case uses clear and concise communication; structures sentences and paragraphs appropriately; uses appropriate language, grammar, spelling (Australian English), and punctuation; paragraphs are written in third person.

Your assessment will be marked out of 100 and converted to a mark out of 30 as per the Assessment weighting.

Referencing Style

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

Submission

Online Group

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

- Analyse and critique organisational responses to manage HRM issues within contemporary organisations
- Identify and critically evaluate different perspectives on, and approaches to contemporary HRM issues, and the theories, models and assumptions that underpin them.

Graduate Attributes

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

3 PRESENTATION (Individual Task)

Assessment Type

Presentation

Task Description

Purpose

This assessment will assist students to develop skills in analysing a HRM specific issue, and providing a workplace solution, based on HRM frameworks and models relevant to the contemporary workplace. It also will provide students with the opportunity to develop skills in analytical, critical thinking, problem solving, and written and personal communication, appropriate to the workplace context.

Task Details

You (the Senior HR Advisor) have identified a need to introduce a HRM program into your workplace. The HR Manager has asked you to present on this program to the monthly meeting of the Senior Management Team to gain approval to implement.

Your presentation should as a minimum:

- identify the program to be introduced;
- explain the nature and scope of the program;
- justify why the program should be introduced and the HRM issue/s that it addresses in the specific organisational context;
- identify and discuss the financial implications of the program;
- discuss any risks with the program and associated risk management practices; and
- recommend strategies to support the successful implementation and sustainability of the program.

Additional Information

This is an individual task:

- Develop and submit a visual presentation via a presentation tool (e.g. PowerPoint).
- Deliver a personal presentation (you and your voice) using the voice-over PowerPoint tool.
- The presentation should be 10 minutes in duration. The number of slides should be appropriate to a professional presentation of this duration (suggest max 15).
- The accompanying presentation script (referenced throughout as appropriate) to the PowerPoint should be provided in a separate word document. As a guide, for a 10 minute presentation, you would need 1600 - 2000 words.
- ALL STUDENTS are to submit their voice-over PowerPoint and the accompanying script via Moodle.

This Assessment links to the UNSDG No 8 of *Decent Work and Economic Growth*.

Please also refer to the Assessment information on Moodle before commencing this task.

Penalties for late submission are applied according to the Policy.

Assessment Due Date

Review/Exam Week Monday (8 June 2020) 11:45 pm AEST

Your voice-over PowerPoint should be uploaded as a .ppt or .pptx file; the accompanying script should be uploaded as a .doc or .docx file. Do not upload a PDF file.

Return Date to Students

Marks and feedback will be released after grade certification.

Weighting

40%

Assessment Criteria

Assessment Item 3 - Marking Criteria for the Presentation and associated script

CONTENT

- A thorough knowledge of the topic and critical analysis evident within the presentation and the associated script. (15%)
- A critical review of the academic literature relevant to the topic integrated throughout to evidence the presentation and accompanying script. (20%)
- Appropriateness of the evidence based responses using relevant industry examples. (10%)
- Relevant and accurate use of the academic literature; Minimum to pass this criterion [7.5/15] is SIX (6) academic peer reviewed journals. Relevant additional sources, including additional academic peer reviewed journals and industry/business sources, are cited in an integrated manner. (15%)
- The written script must contain in text referencing and a full reference list presented according to the referencing protocol of the CQU APA Referencing Guide. (5%)

PRESENTATION

- Professionalism of the PowerPoint for the workplace context - overall design, nature and type of information presented, structure demonstrates introduction, body, and conclusion, format and layout, appropriate language, grammar, punctuation, and correct spelling using Australian English. (15%)
- Presentation skills: appropriateness to audience of Senior Management Team; clarity of expression; voice projection; emphasis; engagement. (15%)
- Referencing: strict conformity to the referencing protocol of the CQU APA Referencing Guide. References are used throughout the PowerPoint slides as appropriate and a dedicated slide provides the reference list. (5%)

You will be marked out of 100 and converted to a mark out of 40 as per the Assessment weighting.

Referencing Style

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

Submission

Online

Submission Instructions

Your voice-over PowerPoint should be uploaded as a .ppt or .pptx file; the accompanying script should be uploaded as a .doc or .docx file. Do not upload a PDF file.

Learning Outcomes Assessed

- Develop, communicate, and apply an understanding of the role of strategic HRM in contemporary organisations
- Identify and critically evaluate different perspectives on, and approaches to contemporary HRM issues, and the theories, models and assumptions that underpin them.

Graduate Attributes

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