HRMT19016 *Contemporary HRM Issues*
Term 1 - 2023

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 - 2023

- 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. **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 Feedback Comments 'Have Your Say'

Feedback

The word count needs to be reconsidered for group assignment 2. If assignments contain a lot of sections in them, word count may need to be increased in order to sufficiently cover what is requested

Recommendation

Review all assessment pieces and revise them

Feedback from 'Have Your Say'

Feedback

Failed to access workshop recordings as they were deleted

Recommendation

Keep all workshop recordings until term ends

Feedback from 'Have Your Say'

Feedback

As all of other HRM units cover contemporary HRM issues, and this unit provides more of a 'snap-shot' of the other HRMT units, no specific new knowledge gained
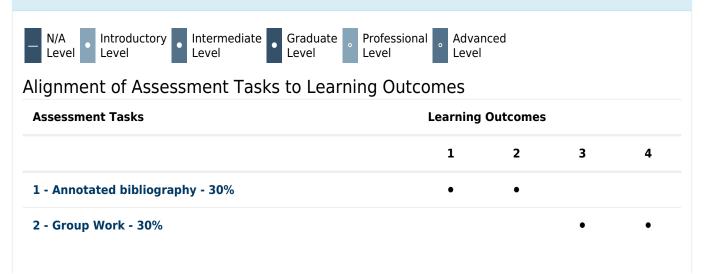
Recommendation

Review/Map the unit with a similar credit rating with another university and revise/redesign to match with contemporary needs with the world of work considering the VUCA context.

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

— 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
1 - Annotated bibliography - 30%	●	●		
2 - Group Work - 30%			●	●

Assessment Tasks	Learning Outcomes			
	1	2	3	4
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.

Additional Textbook Information
Given the nature of topics discussed, weekly lectures in this unit will be based on peer-reviewed journal articles and real-world cases.

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

Upamali Amarakoon Unit Coordinator
u.amarakoon@cqu.edu.au

Schedule

Week 1 - 06 Mar 2023

Module/Topic	Chapter	Events and Submissions/Topic
HRM in the contemporary workplace	The journal papers and study materials for Week 1 can be found on Moodle (see Tile: 1). Additional readings are also available in the eReading list.	

Week 2 - 13 Mar 2023

Module/Topic	Chapter	Events and Submissions/Topic
The changing nature of work: outsourcing, off-shoring and the gig economy	The journal papers and study materials for Week 2 can be found on Moodle (see Tile: 2). Additional readings are also available in the eReading list.	

Week 3 - 20 Mar 2023

Module/Topic	Chapter	Events and Submissions/Topic
Human resource management and the legal framework	The journal papers and study materials for Week 3 can be found on Moodle (see Tile: 3). Additional readings are also available in the eReading list.	

Week 4 - 27 Mar 2023

Module/Topic	Chapter	Events and Submissions/Topic

Workplace diversity	The journal papers and study materials for Week 4 can be found on Moodle (see Tile: 4). Additional readings are also available in the eReading list.	

Week 5 - 03 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic
Talent management	The journal papers and study materials for Week 5 can be found on Moodle (see Tile: 5). Additional readings are also available in the eReading list.	**Assessment 2 - Group Registration** Due: Week 5 Monday (3 Apr 2023) 11:45 pm AEST

Vacation Week - 10 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic

Week 6 - 17 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic
The psychological contract	The journal papers and study materials for Week 6 can be found on Moodle (see Tile: 6). Additional readings are also available in the eReading list.	**Annotated bibliography** Due: Week 6 Monday (17 Apr 2023) 11:45 pm AEST

Week 7 - 24 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic
Career management in the 21st century	The journal papers and study materials for Week 7 can be found on Moodle (see Tile: 7). Additional readings are also available in the eReading list.	

Week 8 - 01 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
HR disruption: Trends and opportunities	The journal papers and study materials for Week 8 can be found on Moodle (see Tile: 8). Additional readings are also available in the eReading list.	

Week 9 - 08 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
Employee health and well-being in the workplace	The journal papers and study materials for Week 9 can be found on Moodle (see Tile: 9). Additional readings are also available in the eReading list.	**Group Work** Due: Week 9 Monday (8 May 2023) 11:45 pm AEST

Week 10 - 15 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
Workplace behaviour, ethics, and integrity	The journal papers and study materials for Week 10 can be found on Moodle (see Tile: 10). Additional readings are also available in the eReading list.	

Week 11 - 22 May 2023

Module/Topic	Chapter	Events and Submissions/Topic

| Risk & Crisis Management | The journal papers and study materials for Week 11 can be found on Moodle (see Tile: 11). Additional readings are also available in the eReading list. | |

Week 12 - 29 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
HR analytics: Applications and challenges	The journal papers and study materials for Week 12 can be found on Moodle (see Tile: 12). Additional readings are also available in the eReading list.	

Review/Exam Week - 05 Jun 2023

Module/Topic	Chapter	Events and Submissions/Topic
		Presentation Due: Review/Exam Week Monday (5 June 2023) 11:45 pm AEST

Exam Week - 12 Jun 2023

Module/Topic	Chapter	Events and Submissions/Topic

Assessment Tasks

1 Annotated bibliography

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 2015 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 purpose/objectives, 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). Please note that 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. 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 Sustainable Development Goals (known as SDGs adopted by the United Nations) No 8 of Decent Work and Economic Growth. Please also refer to the Assessment information on Moodle before commencing this task.

Submissions must be uploaded through Turnitin on the Moodle site. This link can be found in the Assessment tile.

Assessment Due Date
Week 6 Monday (17 Apr 2023) 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

Research (20%): Demonstrate research undertaken of the academic literature and identify four (4) academic peer reviewed journal articles in total, published between 2015 and now, relevant to the Assessment 2 topic. Please note that 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 (50%): 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. Please note that these paragraphs must be written in third person.
Referencing (15%): 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 (15%): 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.

Note: Penalties for late submission will be applied according to the CQUniversity Policy.

Referencing Style

- American Psychological Association 7th Edition (APA 7th edition)

Submission
Online

Submission Instructions
Submissions must be uploaded through Turnitin on the Moodle site.

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 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

Each group will have two (2) members.

Assuming that you are Senior HR Advisors to an organisation intending to introduce a HRM initiative, you are to 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 justify your arguments with evidence from scholarly sources as well as other relevant reference material. 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 on or before, Monday Week 5 (i.e. 3 Apr 2023) 11:45 pm AEST to enable your group's submission.

This Assessment links to the Sustainable Development Goals (known as SDGs adopted by the United Nations) No 8 of Decent Work and Economic Growth.

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

Assessment Due Date

Week 9 Monday (8 May 2023) 11:45 pm AEST

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

Research (25%): The Business Case demonstrates extensive research and understanding of the topic. Students should have a minimum of (5) academic peered reviewed journal articles between 2015 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 articulated and well-developed argument throughout and includes supported recommendations.

Application of literature/theory (15%): The Business Case demonstrates application of the relevant concepts, frameworks, and theories. 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 7.0 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.

Note: Penalties for late submission will be applied according to the CQUniversity Policy.

Referencing Style

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

Submission

Online

Submission Instructions

Submissions must be uploaded through Turnitin on the Moodle site.

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

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 (as a 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 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 and record the presentation (with you and your voice, both) using an appropriate tool.
- The presentation should be 10 minutes in duration. The number of slides should be appropriate to a professional presentation of this duration.
- 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.

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

This Assessment links to the Sustainable Development Goals (known as SDGs adopted by the United Nations) No 8 of Decent Work and Economic Growth.

Assessment Due Date
Review/Exam Week Monday (5 June 2023) 11:45 pm AEST
Your voice-over presentation should be uploaded along with the script. Do not upload a PDF file.

Return Date to Students

Marks and feedback will be released after grade certification.

Weighting
40%

Assessment Criteria

CONTENT

- **Knowledge (15%)** - A thorough knowledge of the topic and critical analysis evident within the presentation and the associated script.
- **Analysis (20%)** - A critical review of the academic literature relevant to the topic integrated throughout to evidence the presentation and accompanying script.
- **Justification (10%)** - Appropriateness of the evidence based responses using relevant industry examples.
- **Research (15%)** - 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.
- **Overall presentation (5%)** - 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.

PRESENTATION

- **Professionalism (15%) -** 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.
- **Presentation skills (15%) -** appropriateness to audience of Senior Management Team; clarity of expression; voice projection; emphasis; engagement.
- **Referencing (5%) -** 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.

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

Note: Penalties for late submission will be applied according to the CQUniversity Policy.

Referencing Style

- American Psychological Association 7th Edition (APA 7th 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