



HRMT20024 *Managing Human Resources*

Term 2 - 2017

Profile information current as at 27/04/2024 02:52 pm

All details in this unit profile for HRMT20024 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

Organisations are facing a crisis in productivity and global business competition which is threatening their very existence in the market. Coupled with this challenge is the demand that organisations deliver an increased quality of work life to employees and comply with an intricate and complex set of laws, regulations and court decisions. This unit provides you with an introduction to human resource management (HRM), and to frameworks and models that explain the core functions of HRM such as planning, recruitment, development, reward and motivating employees. In this unit, you will examine how human resources functions, strategies, and practices help an organisation to perform efficiently and effectively, and assist organisations to achieve a sustained competitive advantage. You will also examine the role of HRM in diverse organisations and different cultural contexts to understand what constitutes ethical human resource management.

Details

Career Level: *Postgraduate*

Unit Level: *Level 8*

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 2 - 2017

- Brisbane
- Distance
- Melbourne
- 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 Postgraduate 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. **Presentation**

Weighting: 25%

2. **Written Assessment**

Weighting: 30%

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 Have Your Say survey

Feedback

Student evaluations and comments confirm that the use of case studies and news stories was valued by students.

Recommendation

Continue use of contemporary and relevant case studies and news stories

Unit Learning Outcomes

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

1. Critically assess the role and functions of HRM for strategic integration and achieving organisational objectives
2. Analyse contemporary issues in managing human resources within the context of current professional and academic literature
3. Identify and evaluate human resource management strategies and practices to plan, attract, recruit, develop, motivate and reward employees and respond to internal and external changes
4. Develop a critical understanding of contemporary human resources issues including ethical issues.

Alignment of Learning Outcomes, Assessment and Graduate Attributes



Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes			
	1	2	3	4
1 - Presentation - 25%		•		•
2 - Written Assessment - 30%	•	•	•	•
3 - Written Assessment - 45%	•	•	•	•

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes			
	1	2	3	4
1 - Knowledge	○	○	○	○
2 - Communication	○	○	○	○
3 - Cognitive, technical and creative skills	○	○	○	○

Textbooks and Resources

Textbooks

HRMT20024

Prescribed

Human Resource Management: Strategy, People, Performance

Edition: 5th (2014)

Authors: Robin Kramar, Timothy Bartram, Helen De Cieri, Raymond Noe, John Hollenbeck, Barry Gerhart, Patrick Wright
McGraw Hill Education

North Ryde, NSW, Australia

ISBN: 9781743070536

Binding: Paperback

Additional Textbook Information

Students: How to purchase and download your McGraw-Hill eBook

1.) Download Vitalsource Bookshelf ON YOUR LAPTOP OR DESKTOP FIRST from <https://support.vitalsource.com/hc/en-us> if you don't already have it on your computer.

You may access your eBook on a tablet or your smartphone but only AFTER you have downloaded bookshelf and the eBook onto your desktop or laptop.

2.) To purchase your eBook open the link given to you by your lecturer:

<https://create.mheducation.com/shop/#/catalog/details/?isbn=9781308447520>

Click on the orange box 'Add to cart'

- If you don't have a McGraw-Hill account under 'Do you have an Account?' click 'Register Now'

- Under Create Account enter your details including your email address and create your own password (make a note of this) and fill in all other fields.

**NOTE: Please ensure that you use the same username (email address) and password in both Vitalsource AND eBookstore accounts! If they are not exactly the same you will not be able to download the eBook.*

2.a.) Check Out Once you have selected your eBook and are now at the Shopping Cart click on 'check out'.

Please note that the price WILL BE IN US DOLLARS. This is because the site is American (just like Amazon.com), however, you are simply being charged the Australian price given to you by your lecturer that has been converted.

- Enter Billing Info to purchase with a Credit Card

3.) Downloading your eBook:

Click download to your computer (you can view online as soon as you have downloaded)

Click 'Download', if "You do not have a license" appears in a box, click 'Update'

Wait for your eBook to download (this may take some time)

4.) Your eBook list appears - Once book has downloaded it is available for viewing!

For instructions on how to view online, share notes, highlight text, install the app on your iPhone or tablet, and go to:

<http://support.vitalsource.com/>

If you have any problems, please do not hesitate to contact our Customer Care Centre at www.mhhe.com/support

Paper copies are still available, if preferred, and can be purchased at the CQUni Bookshop [here](#).

[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 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 - 10 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
What is Human Resource Management?	Chapter 1	

Week 2 - 17 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
Strategic Human Resource Management	Chapter 2	

Week 3 - 24 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
HR Planning	Chapter 7	

Week 4 - 31 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
Ethical and Legal contexts of HRM	Chapters 3, 4 and 15	Assessment Task 1 - Presentations

Week 5 - 07 Aug 2017

Module/Topic	Chapter	Events and Submissions/Topic
Industrial challenges for HRM	Chapter 5	Assessment Task 1 - Presentations

Vacation Week - 14 Aug 2017

Module/Topic	Chapter	Events and Submissions/Topic
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Week 6 - 21 Aug 2017

Module/Topic	Chapter	Events and Submissions/Topic
		Assessment Task 1 - Presentations
Diversity and Work-Life Balance	Chapter 9	Assessment Task 2 - Case Study Report Due: Week 6 Friday (25 Aug 2017) 5:00 pm AEST

Week 7 - 28 Aug 2017

Module/Topic	Chapter	Events and Submissions/Topic
Analysis and Design of Work	Chapter 6	Assessment Task 1 - Presentations

Week 8 - 04 Sep 2017

Module/Topic	Chapter	Events and Submissions/Topic
Employee Recruitment and Selection	Chapter 8	Assessment Task 1 - Presentations

Week 9 - 11 Sep 2017

Module/Topic	Chapter	Events and Submissions/Topic
Performance Management	Chapter 10	Assessment Task 1 - Presentations

Week 10 - 18 Sep 2017

Module/Topic	Chapter	Events and Submissions/Topic
Human Resource Development	Chapters 11 and 12	Assessment Task 1 - Presentations

Week 11 - 25 Sep 2017

Module/Topic	Chapter	Events and Submissions/Topic
Motivation, rewards and compensation	Chapters 13 & 14	Assessment Task 1 - Presentations

Week 12 - 02 Oct 2017

Module/Topic	Chapter	Events and Submissions/Topic
Contemporary Issues in HRM	Chapter 18	Assessment Task 3 - Report on Recruitment in an Industry/Organisation Due: Week 12 Monday (2 Oct 2017) 5:00 pm AEST

Review/Exam Week - 09 Oct 2017

Module/Topic	Chapter	Events and Submissions/Topic

Exam Week - 16 Oct 2017

Module/Topic	Chapter	Events and Submissions/Topic
		No exam for this course

Assessment Tasks

1 Assessment Task 1 - 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.

The purpose of this assessment is for you to develop a critical understanding of future trends in HRM within the context of current professional and academic literature, as well as develop your oral communication and presentation skills. You will explore the question: **“What is the current research for the HRM topic?”**

The HRM topics is from the unit profile for weeks 4 – 11 inclusive and are as follows:

- Week 4: Ethical and Legal Contexts of HRM
- Week 5 Industrial Challenges for HRM
- Week 6 Diversity and Work-Life Balance
- Week 7 Analysis and Design of Work
- Week 8 Employee Recruitment and Selection
- Week 9 Performance Management
- Week 10 Human Resource Development
- Week 11 Motivation, Rewards and Compensation

Length: Presentation (maximum of eight (8) minutes) PowerPoint slides (maximum of six (6) slides)

Assessment Due Date

During tutorial class from weeks 4 – 11 inclusive.

Return Date to Students

Assessments will be returned after two weeks of the presentation in the tutorial class.

Weighting

25%

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 are outlined in the assessment rubric.

Referencing Style

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

Submission

Online

Submission Instructions

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

Learning Outcomes Assessed

- Analyse contemporary issues in managing human resources within the context of current professional and academic literature
- Develop a critical understanding of contemporary human resources issues including ethical issues.

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility

2 Assessment Task 2 - Case Study Report

Assessment Type

Written Assessment

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 analyse and write a business report based on the discussion questions for the case study titled: The role of HR in creating sustainable organisations (pages 35-36 of the textbook): Human Resource Management in Australia (5th Ed.) by Kramar, Bartram, De Cieri, Noe, Hollenbeck, Gerhart & Wright, McGraw-Hill Australia).

Based on this case study, write a business report that answers all of the following questions:

1. What course of action would you recommend to the CEO in the first hospital as a way to improve the operation of HRM at the hospital?
2. What are the key features of building a sustainable HR capability?

Students are expected to engage in extensive research within the academic literature relating to employment relations, managerial styles, communication and performance management, to develop an argument with appropriate theoretical discussion and references. You must cite at least five (5) relevant peer reviewed journal articles (absolute minimum requirement). You can cite other academic references such as books, conference papers, and book chapters but these will NOT be counted as part of the 5 journal articles.

Length: 1,200 words \pm 10% (including executive summary, introduction, heading and subheadings, recommendations and conclusion but excluding title page and reference list)

Assessment Due Date

Week 6 Friday (25 Aug 2017) 5:00 pm AEST

Assessment Task 2- Case Study Report

Return Date to Students

Week 8 Friday (8 Sept 2017)

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 assignments.

Weighting

30%

Assessment Criteria

Your 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%)

Penalty for late submission without approval if applicable [(-5% × 35/day = -1.5 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

- Critically assess the role and functions of HRM for strategic integration and achieving organisational objectives
- Analyse contemporary issues in managing human resources within the context of current professional and academic literature
- Identify and evaluate human resource management strategies and practices to plan, attract, recruit, develop, motivate and reward employees and respond to internal and external changes
- Develop a critical understanding of contemporary human resources issues including ethical issues.

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

3 Assessment Task 3 - Report on Recruitment in an Industry/Organisation

Assessment Type

Written Assessment

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 will assist students to develop skills in analysing an organisational/industry environment, identifying specific issues, and suggesting practical solutions. It will give students the opportunity to enhance their research, analysis, critical thinking and written communication skills; particularly in the areas of argument development and report writing.

Instructions:

Select an organisation or industry as the case study for your report. Identify some of the key challenges for recruiting the workforce for this organisation/industry, and recommend strategies to address these challenges. Your report should make reference to factors such as labour supply/demand, organisational image, demographic issues (such as an ageing workforce, generations, diversity etc), as well as recruitment strategies such as employer branding and types of advertising.

You should be familiar with concepts outlined in Modules 3, 6, 7 and 8, and related chapters of your textbook Human Resource Management in Australia (5th Ed.) by Kramar et al.

You should also engage in extensive research within the academic literature to develop an argument with appropriate theoretical discussion and references. You must cite at least ten (10) relevant peer reviewed journal articles (absolute minimum requirement). You can cite other academic references such as books, conference papers, and book chapters but these will NOT be counted as part of the 10 journal articles.

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

Assessment Due Date

Week 12 Monday (2 Oct 2017) 5:00 pm AEST

Assessment Task 3 - Report on Recruitment in an Industry/Organisation

Return Date to Students

Assessments will be returned following certification of grades on Friday 3 November 2017.

Weighting

45%

Assessment Criteria

Your report will be assessed on the extent to which it meets each of the following criteria:

- Analysis (35%)
- Integration of Literature with case (25%)
- Research (20%)
- Presentation, referencing, organisation, structure, communication (20%)

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

- Critically assess the role and functions of HRM for strategic integration and achieving organisational objectives
- Analyse contemporary issues in managing human resources within the context of current professional and academic literature
- Identify and evaluate human resource management strategies and practices to plan, attract, recruit, develop, motivate and reward employees and respond to internal and external changes
- Develop a critical understanding of contemporary human resources issues including ethical issues.

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

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