



HRMT20024 *Managing Human Resources*

Term 3 - 2017

Profile information current as at 14/12/2025 04:57 am

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 3 - 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	◦	◦	◦	◦

Graduate Attributes	Learning Outcomes			
	1	2	3	4
4 - Research	o	o	o	o
5 - Self-management	o	o	o	o
6 - Ethical and Professional Responsibility	o	o	o	o
7 - Leadership				
8 - 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
1 - Presentation - 25%	o	o	o	o	o	o		
2 - Written Assessment - 30%	o	o	o	o	o	o	o	
3 - Written Assessment - 45%	o	o	o	o	o	o	o	

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

Binding: Paperback

Additional Textbook Information

You can purchase from the CQU book shop here:

<http://bookshop.cqu.edu.au/details.asp?ITEMNO=9781743070536>

Or you can purchase the ebook:

<http://www.mheducation.com.au/9781760421762-aus-ebook-for-human-resource-management>



[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

Linda Colley Unit Coordinator

l.colley@cqu.edu.au

Schedule

Week 1 - 06 Nov 2017

Module/Topic	Chapter	Events and Submissions/Topic
HRM and Strategic HRM?	Chapters 1 & 2	

Week 2 - 13 Nov 2017

Module/Topic	Chapter	Events and Submissions/Topic
Legal and safety contexts of HRM	Chapters 3, 4 and 15	

Week 3 - 20 Nov 2017

Module/Topic	Chapter	Events and Submissions/Topic
Analysis and design of work	Chapter 6	

Week 4 - 27 Nov 2017

Module/Topic	Chapter	Events and Submissions/Topic
HR planning	Chapter 7	Assessment 1 - Presentations

Vacation Week - 04 Dec 2017

Module/Topic	Chapter	Events and Submissions/Topic
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Week 5 - 11 Dec 2017

Module/Topic	Chapter	Events and Submissions/Topic
Recruitment and selection	Chapter 8	Assessment 1 - Presentations

Week 6 - 18 Dec 2017

Module/Topic	Chapter	Events and Submissions/Topic
		Assessment 1 - Presentations
Employment relations challenges	Chapter 5	Assessment 2 - Report on HR Planning and Recruitment Due: Week 6 Monday (18 Dec 2017) 5:00 pm AEST

Week 7 - 01 Jan 2018

Module/Topic	Chapter	Events and Submissions/Topic
Managing diversity and work-life balance	Chapter 9	Assessment 1 - Presentations

Week 8 - 08 Jan 2018

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

Week 9 - 15 Jan 2018

Module/Topic	Chapter	Events and Submissions/Topic
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Learning, development and career management	Chapters 11 and 12	Assessment 1 - Presentations
Week 10 - 22 Jan 2018		
Module/Topic	Chapter	Events and Submissions/Topic
Motivation, rewards and compensation	Chapters 13 and 14	Assessment 1 - Presentations
Week 11 - 29 Jan 2018		
Module/Topic	Chapter	Events and Submissions/Topic
Employee turnover and retention	Chapter 17	Assessment 1 - Presentations
Week 12 - 05 Feb 2018		
Module/Topic	Chapter	Events and Submissions/Topic
		Assessment 1 - Presentations
Evaluating and improving HRM	Chapter 18	Assessment 3 - Report on managing and retaining staff Due: Week 12 Friday (9 Feb 2018) 5:00 pm AEST
Review/Exam Week - 12 Feb 2018		
Module/Topic	Chapter	Events and Submissions/Topic
Exam Week - 12 Feb 2018		
Module/Topic	Chapter	Events and Submissions/Topic
		No exam for this course

Assessment Tasks

1 Assessment 1 - Presentation

Assessment Type

Presentation

Task Description

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 topic is drawn from the unit profile for weeks 4 – 12 inclusive and are as follows:

Week 4 HR planning
 Week 5 Recruitment and selection
 Week 6 Employee relations challenges
 Week 7 Managing diversity and work-life balance
 Week 8 Performance management
 Week 9 Learning, development and career management
 Week 10 Motivation, rewards and compensation
 Week 11 Employee turnover and retention
 Week 12 Evaluating and improving the HRM function

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

Full instructions are available on the Moodle site, including instructions for distance students.

Assessment Due Date

During tutorial class from weeks 4 – 12 inclusive.

Return Date to Students

Assessments will be one returned within one week 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 must be submitted as a single MS PowerPoint document, prior to the presentation. PDF documents are not acceptable

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 2 - Report on HR Planning and Recruitment

Assessment Type

Written Assessment

Task Description

This assessment requires you to identify and discuss HR planning and recruitment in a particular sector of the labour market. Select an industry (or specific organisation) as the case study for your report. Identify the key challenges for planning and recruiting the workforce for this industry. Your report should draw on material from Weeks 1-5 of the unit, and make reference to factors such as HR strategies of the sector, the HR planning challenges for the sector (such as labour supply and demand, demographic issues such as ageing workforces and diversity), and the recruitment strategies and challenges for the sector (such as internal and external labour markets, employer branding etc).

Students are expected to engage in extensive research within the academic literature relating to the topic and 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: 1,750 words \pm 10% (including executive summary, introduction, heading and subheadings, recommendations and conclusion but excluding title page and reference list)

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.

Assessment Due Date

Week 6 Monday (18 Dec 2017) 5:00 pm AEST

Return Date to Students

Week 8 Monday (8 Jan 2018)

Assessments will be returned after the marking and moderation processes are completed.

Weighting

30%

Assessment Criteria

Your report will be assessed on the extent to which it meets each of the following criteria: content knowledge (40%), argument (30%), organisation and structure (15%) and presentation quality (15%). A full rubric is available on the Moodle site.

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

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 3 - Report on managing and retaining staff

Assessment Type

Written Assessment

Task Description

Throughout the term, we will discuss news stories and the HR implications arising from these stories. You will choose one of three news stories that will be provided on Moodle by Week 6, and discuss the challenges that arise for managing and retaining staff in that organisation/industry, drawing on at least three of the themes from Weeks 6 to Week 11 (i.e. employee relations challenges, managing diversity, performance management, learning and development, motivation and rewards, and employee turnover and retention).

You will be required 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.

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.

Length: 2,000 words \pm 10% (including executive summary, introduction, heading and subheadings, recommendations and conclusion but excluding title page and reference list)

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.

Assessment Due Date

Week 12 Friday (9 Feb 2018) 5:00 pm AEST

Return Date to Students

Assessments will be returned following certification of grades.

Weighting

45%

Assessment Criteria

Your report will be assessed on the extent to which it meets each of the following criteria: content knowledge 40%, argument 30%, organisation and structure 15%, and presentation quality 15%.

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

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