



HRMT20024 *Managing Human Resources*

Term 1 - 2018

Profile information current as at 14/12/2025 12:33 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 1 - 2018

- 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: Other

Additional Textbook Information

The textbook is essential for students to follow the materials and pass the unit. You can purchase from the CQU book shop here: <http://bookshop.cqu.edu.au/details.asp?ITEMNO=9781743070536> Or you can purchase the ebook for around \$54.95: <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 - 05 Mar 2018

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

Week 2 - 12 Mar 2018

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

Week 3 - 19 Mar 2018

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

Week 4 - 26 Mar 2018

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

Week 5 - 02 Apr 2018

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

Vacation Week - 09 Apr 2018

Module/Topic	Chapter	Events and Submissions/Topic
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Week 6 - 16 Apr 2018

Module/Topic	Chapter	Events and Submissions/Topic
		Assessment 1 - Presentations
Employment relations challenges	Chapter 5	Assessment 2 - Annotated bibliography (2000 words) Due: Week 6 Monday (16 Apr 2018) 5:00 pm AEST

Week 7 - 23 Apr 2018

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

Week 8 - 30 Apr 2018

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

Week 9 - 07 May 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 - 14 May 2018

Module/Topic

Chapter

Events and Submissions/Topic

Motivation, rewards and compensation

Chapters 13 and 14

Assessment 1 - Presentations

Week 11 - 21 May 2018

Module/Topic

Chapter

Events and Submissions/Topic

Employee turnover and retention

Chapter 17

Assessment 1 - Presentations

Week 12 - 28 May 2018

Module/Topic

Chapter

Events and Submissions/Topic

Evaluating and improving HRM

Chapter 18

Assessment 1 - Presentations

Assessment 3 - Essay: Attracting and retaining staff (2500 words)
Due: Week 12 Friday (1 June 2018)
5:00 pm AEST

Assessment Tasks

1 Assessment 1 - Presentation

Assessment Type

Presentation

Task Description

The primary purpose of this assessment is for you to develop a critical understanding of future trends in HRM within the context of current academic literature. The second purpose is to 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 marked 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 - Annotated bibliography (2000 words)

Assessment Type

Written Assessment

Task Description

For Assessment 2, you are required to compile an Annotated bibliography of five peer-reviewed journal articles, which will also support Assessment 3.

Step 1. Select an industry sector that you will study for Assessments 2 and 3 (e.g. agriculture; construction; financial services; health care; hospitality; manufacturing; mining; retail; transport).

Step 2 Undertake research of the recent academic literature since 2010, to identify five (5) academic peer reviewed journal articles relevant to the Assessment 3 Essay topic (and preferably aligned to Weeks 3-5 on job design, HR planning, recruitment and selection).

Step 3. For each journal article, you are to write 2 paragraphs within a total of approximately 400 words. The first paragraph will summarise the main ideas of the article, identifying the hypothesis, purpose, research methodology and conclusions. The second paragraph will identify how you will use that article in relation to the Assessment 3 Essay.

Assessment Due Date

Week 6 Monday (16 Apr 2018) 5:00 pm AEST

Return Date to Students

Week 8 Monday (30 Apr 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: Research (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 - Essay: Attracting and retaining staff (2500 words)

Assessment Type

Written Assessment

Task Description

You will write an essay on the key challenges in attracting and retaining a workforce in your selected sector. Your essay will draw on at least five themes from Week 1 to Week 11 of this unit, being those most relevant to your selected industry sector. Your essay will draw on the academic literature (including the annotated bibliography for Assessment 2), and develop an argument applying that literature to your selected sector. You must cite at least ten (10) relevant peer reviewed journal articles, and 3 chapters from the Kramar textbook. 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.

Assessment Due Date

Week 12 Friday (1 June 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