



# HRMT20024 *Managing Human Resources*

## Term 3 - 2020

Profile information current as at 24/02/2026 07:56 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 - 2020

- 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 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 Emails and zoom sessions/meetings

##### Feedback

Self reflection and staff feedback

##### Recommendation

Despite the unprecedented situation of COVID-19 pandemic, the students have shown an excellent effort. Perhaps, more time at home helped students to study online and put more effort into their assignments. During this 2020 pandemic, we worked together as a team. We tried our best to ensure all the possible support to our students through the HRMT20024 Moodle platform and additional online and recorded class/tutorial interactions. We were more concerned about the ongoing COVID-19 pandemic issues and provided all our best help and support to our students. Moreover, we emphasised on the online presentation sessions (Assessment 1) to get maximum students as an audience to not only follow the presentations also help them to comprehend the presented journal articles linked to their weekly lecture topics (over the 4-12 weeks). Therefore, it is recommended to continue the team effort to ensure maximum support and engagement for HRMT20024 in future terms as well.

## 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
<b>1 - Presentation - 25%</b>		•		•
<b>2 - Written Assessment - 30%</b>	•	•	•	•
<b>3 - Written Assessment - 45%</b>	•	•	•	•

### Alignment of Graduate Attributes to Learning Outcomes



## Textbooks and Resources

### Textbooks

HRMT20024

#### Prescribed

##### **Human Resource Management: Strategy and Practice**

Edition: 10th edn (2019)

Authors: Alan Nankervis, Marian Baird, Jane Coffey, John Shields

Cengage Learning

Sydney , NSW , Australia

ISBN: 9780170369862

Binding: Paperback

#### Additional Textbook Information

You will need access to the textbook, but the eBook is a good option for a lower price, and can be sourced through the Cengage site.

[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 7th Edition \(APA 7th edition\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

**Linda Colley** Unit Coordinator

[l.colley@cqu.edu.au](mailto:l.colley@cqu.edu.au)

## Schedule

### Week 1 - 09 Nov 2020

Module/Topic	Chapter	Events and Submissions/Topic
Evolution of strategic human resource management	Chapter 1	

### Week 2 - 16 Nov 2020

Module/Topic	Chapter	Events and Submissions/Topic
The context of human resource management	Chapter 2	Assessment 2 practice test (no marks)

### Week 3 - 23 Nov 2020

Module/Topic	Chapter	Events and Submissions/Topic
Industrial Relations: Frameworks and practices	Chapter 3	Assessment 2 - In-class test 1

<b>Week 4 - 30 Nov 2020</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Human resource planning in a changing environment	Chapter 4	Assessment 1 - Presentations Assessment 2 - In-class test 2
<b>Vacation Week - 07 Dec 2020</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
<b>Week 5 - 14 Dec 2020</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Work design challenges in a global environment	Chapter 5	Assessment 1 - Presentations Assessment 2 - In-class test 3
<b>Week 6 - 21 Dec 2020</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Talent attraction and selection	Chapter 6	Assessment 1 - Presentations Assessment 2 - In-class test 4
<b>Vacation Week - 28 Dec 2020</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
<b>Week 7 - 04 Jan 2021</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Talent retention, and development	Chapter 7	Assessment 1 - Presentations Assessment 2 - In-class test 5
<b>Week 8 - 11 Jan 2021</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Management of performance	Chapter 8	Assessment 1 - Presentations
<b>Week 9 - 18 Jan 2021</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Strategic reward management	Chapter 9	Assessment 1 - Presentations
<b>Week 10 - 25 Jan 2021</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Managing work health and safety	Chapter 10	Assessment 1 - Presentations
<b>Week 11 - 01 Feb 2021</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Workplace negotiation processes	Chapter 11	Assessment 1 - Presentations
<b>Week 12 - 08 Feb 2021</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>
Evaluating HRM: towards the future	Chapter 12	Assessment 1 - Presentations  <b>Assessment 3: Report</b> Due: Week 12 Wednesday (10 Feb 2021) 11:45 pm AEST
<b>Exam Week - 15 Feb 2021</b>		
<b>Module/Topic</b>	<b>Chapter</b>	<b>Events and Submissions/Topic</b>

## Assessment Tasks

# 1 Assessment 1: Presentation

## Assessment Type

Presentation

## Task Description

**Duration:** 7 minutes

**Weight:** 25%

**Due:** During tutorial session from Weeks 4 to 12. The presentation week depends on the topic chosen.

**Task:** You are expected to make a presentation on **one (1)** article from a peer-reviewed journal **or** high quality business publication (e.g. Harvard Business Review), published in the last five (5) years, on one of the following topics,

- Week 4 - Human resource planning in a changing environment
- Week 5 - Work design challenges in a global environment
- Week 6 - Talent attraction and selection
- Week 7 - Talent retention, and development
- Week 8 - Management of performance
- Week 9 - Strategic reward management
- Week 10 - Managing work health and safety
- Week 11 - Workplace negotiation processes
- Week 12 - Evaluating HRM: towards the future

Your presentation file should be uploaded to the unit Moodle site, prior to live delivery of your presentation.

**Note:** Refer to the Assessment Task Description and Marking Rubric available in the unit Moodle site prior to commencing this task.

## Assessment Due Date

During workshops from weeks 4-12 inclusive.

## Return Date to Students

Presentations will be graded and feedback will be given in one working week.

## Weighting

25%

## Assessment Criteria

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

- Correct referencing - 5%
- Research aim and question - 10%
- Method - 10%
- Findings - 10%
- Article conclusion - 10%
- Contribution to topic - 10%
- Quality of presentation - 25%
- Visual Aids - 20%

Further details on each assessment criteria are outlined in the assessment rubric.

## Referencing Style

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

## Submission

Online

## Submission Instructions

The presentation file must be submitted as one file, prior to the live 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 in-class tests

### Assessment Type

Written Assessment

### Task Description

**Length:** 5 in class tests

**Weight:** 30% (6% for each test)

**Due:** Weeks 3, 4, 5, 6, and 7

The Unit Coordinator has selected 5 readings, which are all relevant to the unit and to Assessment 3.

Step 1 - read the article prior to that week's in-class test.

Step 2 - prepare for the test, by making notes from the article, along the lines of the requirements for an annotated bibliography (including full reference, research objective, literature and theory used, research question, method, findings and conclusions).

Step 3 - complete the test in-class during the lecture timeslot.

Refer to the assessment task for more details.

### Assessment Due Date

in class tests in Week 3, 4, 5, 6 and 7

### Return Date to Students

Grades will be available on the day after the test is completed.

### Weighting

30%

### Assessment Criteria

see Moodle

### Referencing Style

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

### Submission

Online

### Submission Instructions

in-class test

### 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

### Assessment Type

Written Assessment

**Task Description**

**Length:** 2500 words

**Weight:** 45%

**Due:** Wednesday 10 February 2021 @ 11.45 p.m. AEST (Week 12)

**Task:** This assessment requires you to write a report on "Managing human resources in the post-COVID-19 context" in one of the sectors given below..

- health sector
- retail sector
- hospitality sector

Your report should refer to **at least ten** (10) relevant peer reviewed journal articles and the textbook (i.e. Nankervis et al., 2019). You may include the five articles used in Assessment 2.

You can cite other academic references such as books, conference papers, and book chapters, however these will NOT be counted as part of the 10 peer-reviewed journal articles mentioned above.

**Note:** Refer to the Assessment Task Description and Marking Rubric available in the unit Moodle site prior to commencing this task.

**Assessment Due Date**

Week 12 Wednesday (10 Feb 2021) 11:45 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:

- Knowledge of HRM literature and concepts - 35%,
- Argument applying literature to your chosen sector - 35%,
- Organisation, structure and referencing - 15%,
- Presentation and writing quality - 15%

Penalty for late submission without approval if applicable [(-5% per day × 45 marks = -2.25 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 7th Edition \(APA 7th edition\)](#)

**Submission**

Online

**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