HRMT20024 *Managing Human Resources*
Term 2 - 2023

Profile information current as at 12/10/2024 01:20 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 - 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 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 SBL/HRM Discipline

Feedback

School of Business (SBL)/HRM DisciplineLevel Feedback

Recommendation

A comprehensive review of Assessments 1, 2, and 3 has been undertaken, and revisions are recommended to enhance their content and task descriptions, thereby mitigating the potential for future plagiarism cases. In alignment with this endeavour, Dr Amlan Haque and Dr Upamali Amarakoon have meticulously prepared forthcoming changes and valuable suggestions to improve these assessments further. These adjustments are poised to contribute significantly to the overall integrity and effectiveness of the assessment process, ensuring a more robust and enriching learning experience for all students.

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

— 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 - 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	∘	∘	∘	∘

Graduate Attributes	Learning Outcomes			
	1	2	3	4
2 - Communication	○	○	○	○
3 - Cognitive, technical and creative skills	○	○	○	○
4 - Research	○	○	○	○
5 - Self-management	○	○	○	○
6 - Ethical and Professional Responsibility	○	○	○	○
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%	○	○	○	○	○	○		
2 - Written Assessment - 30%	○	○	○	○	○	○	○	
3 - Written Assessment - 45%	○	○	○	○	○	○	○	

Textbooks and Resources

Textbooks

HRMT20024

Prescribed

Human Resource Management: Strategy and Practice
Edition: 10 (2019)
Authors: Alan Nankervis, Marian Baird, Jane Coffey, John Shields
Cengage Learning
ISBN: 9780170369862
Binding: Hardcover

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

Amlan Haque Unit Coordinator
a.haque@cqu.edu.au

Schedule

Week 1 - 10 Jul 2023

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

Week 2 - 17 Jul 2023

Module/Topic	Chapter	Events and Submissions/Topic
The context of human resource management	Chapter 2	

Week 3 - 24 Jul 2023

Module/Topic	Chapter	Events and Submissions/Topic
Industrial Relations: Frameworks and practices	Chapter 3	

Week 4 - 31 Jul 2023

Module/Topic	Chapter	Events and Submissions/Topic
Human resource planning in a changing environment	Chapter 4	Presentation on Week 4 Topic: Human resource planning in a changing environment

Week 5 - 07 Aug 2023

Module/Topic	Chapter	Events and Submissions/Topic
Work design challenges in a global environment	Chapter 5	Presentation on Week 5 Topic: Work design challenges in a global environment

Vacation Week - 14 Aug 2023

Module/Topic	Chapter	Events and Submissions/Topic

Week 6 - 21 Aug 2023

Module/Topic	Chapter	Events and Submissions/Topic
Talent attraction and selection	Chapter 6	Presentation on Week 6 Topic: Talent attraction and selection **Written Assessment** Due: Week 6 Monday (21 Aug 2023) 11:45 pm AEST

Week 7 - 28 Aug 2023

Module/Topic	Chapter	Events and Submissions/Topic
Talent retention and development	Chapter 7	Presentation on Week 7 Topic: Talent retention and development

Week 8 - 04 Sep 2023

Module/Topic	Chapter	Events and Submissions/Topic
Management of performance	Chapter 8	Presentation on Week 8 Topic: Management of performance
Week 9 - 11 Sep 2023		
Module/Topic	**Chapter**	**Events and Submissions/Topic**
Strategic reward management	Chapter 9	Presentation on Week 9 Topic: Strategic reward management
Week 10 - 18 Sep 2023		
Module/Topic	**Chapter**	**Events and Submissions/Topic**
Managing work health and safety	Chapter 10	Presentation on Week 10 Topic: Managing work health and safety
Week 11 - 25 Sep 2023		
Module/Topic	**Chapter**	**Events and Submissions/Topic**
Workplace negotiation processes	Chapter 11	Presentation on Week 11 Topic: Workplace negotiation processes
Week 12 - 02 Oct 2023		
Module/Topic	**Chapter**	**Events and Submissions/Topic**
Evaluating HRM: towards the future and and HR analytics	Chapter 12	Presentation on Week 12 Topic: Evaluating HRM- towards the future and and HR analytics **Written Assessment** Due: Week 12 Monday (2 Oct 2023) 11:45 pm AEST
Review/Exam Week - 09 Oct 2023		
Module/Topic	**Chapter**	**Events and Submissions/Topic**
Exam Week - 16 Oct 2023		
Module/Topic	**Chapter**	**Events and Submissions/Topic**

Assessment Tasks

1 Presentation

Assessment Type
Presentation

Task Description
Duration: 7-10 minutes
Weight: 25%
Due: During workshop sessions 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 and HR analytics
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, which includes a selected journal paper, will be assessed based on the following criteria, each representing a specific aspect:

- **Correct referencing (5%):** Accurate and proper citation of the selected paper within the presentation, demonstrating adherence to referencing conventions.
- **Research aim and question (10%):** Clarity and relevance of the research goal and the guiding question presented in the selected paper, indicating a clear purpose and focus.
- **Method (10%):** Appropriateness and soundness of the research methodology employed in the selected paper, reflecting a well-designed and rigorous approach.
- **Findings (10%):** Thoroughness and coherence of the research outcomes and results presented in the selected paper, showcasing comprehensive and logically structured findings.
- **Article conclusion (10%):** Effectiveness and logical alignment of the conclusions drawn from the research in the selected paper, demonstrating a coherent and insightful summary.
- **Contribution to the topic (10%):** The extent to which the presentation adds value and enhances understanding of the subject matter explored in the selected paper, offering unique insights or perspectives.
- **Quality of presentation (25%):** Overall proficiency in delivery, organization, eye contact, and engagement with the audience, ensuring a polished and engaging presentation.
- **Visual aids (20%):** Effectiveness and relevance of visual materials, such as PowerPoint slides, used to support the presentation, enhancing comprehension and illustrating key points effectively.

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 (i.e., PowerPoint) must be submitted as one file, prior to the live presentation. PDF documents are not acceptable.

assessmentOutcome

- 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.

assessmentGradAttribute

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

2 Written Assessment

Assessment Type
Written Assessment

Task Description
Length: 2000 words (excluding references and Appendix)
Weight: 30%
By reviewing the current literature of HRM, you are required to compile an Annotated Bibliography of recent five peer

reviewed journal articles. Hence, Assessment 2 will prepare you for Assessment 3 (Report). The primary purpose of this assessment is to enhance students' research, analysis and referencing skills. The secondary purpose is to give students the opportunity to demonstrate their critical thinking and written communication skills. The third purpose is to demonstrate that you have commenced appropriate research for Assessment 3. Before starting this assessment, please read the assessment rubric at the end of this document. You should always check the unit website for specific instructions, which may be updated continuously.
Step 1: Read the Assessment 3 (report) task description. You can choose one of two sectors (e.g., Retail or Financial sector) in the Australian context.
Step 2: Undertake research of the recent academic literature since 2014. Identify four (4) academic peer-reviewed journal articles relevant to your chosen sector (e.g., retail or financial). These must be aligned to the unit themes from Weeks 1 to 12 (e.g., the evolution of HRM, the context of HRM, industrial relations or HR planning and work design challenges in a global environment). It is recommended that you undertake your research via the online 'search' of CQUniversity Library. You cannot use the article from your Assessment 1 presentation for Assessment 2.
Step 3: Write 500 words on each article (500 x 4= 2000 words). For each journal article, write to the headings in the template. These include:

- Full reference
- Outline of research objective and research question
- Outline of the method
- Discussion of the findings
- Summary of the conclusions
- Indication of how this will be relevant for your Essay 3

Assessment Due Date
Week 6 Monday (21 Aug 2023) 11:45 pm AEST

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.

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
Your assignment will be assessed based on the following criteria, each representing a specific aspect:

- **Quality of the selected article published in reputable journals (15%):** Evaluation of the chosen articles based on their reliability, credibility, and adherence to academic standards.
- **Identification of research aims and methods for the study (30%):** Clear articulation and understanding of the research objectives and the appropriateness and robustness of the research methods employed.
- **Findings, results, and conclusions of the study (40%):** Thoroughness, coherence, and significance of the research outcomes, results, and the logical alignment of the conclusions drawn from the study.
- **Overall presentation and quality of writing (15%):** Proficiency in presenting the assignment, including the organization, clarity, coherence, and effectiveness of the writing style and structure.

A full rubric is available on the Moodle site. Penalty for late submission without approval if applicable [(-5%)× 30/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 7th Edition (APA 7th 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.

assessmentOutcome

- 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.

assessmentGradAttribute

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

3 Written Assessment

Assessment Type
Written Assessment

Task Description
Length: 2500 words (excluding references and Appendix)
Weight: 45%
Due: Week 12
Task: This assessment requires you to write a report on current human resource management challenges in the Australian context in any one of the two sectors (e.g., retail or financial sector). Refer to the Assessment Task Description and Marking Rubric available in the unit Moodle site prior to commencing this task. Your report should refer to at least eight (8) recent and relevant peer reviewed journal articles including the articles presented in your Assessment 2 (Reviewing the HRM Literature). You can cite other academic references such as books, magazines, news articles, conference papers, and book chapters.

Late penalty: Late submission without an extension results in a deduction of 5% marks allocated for the assessment, for each day of delay. More details about the assessment task are available at Moodle site and will be discussed over the workshops.

Assessment Due Date
Week 12 Monday (2 Oct 2023) 11:45 pm AEST

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.

Return Date to Students

As this is the final assessment item for this unit, submissions, along with marks and comments, will not be returned until the Certification of Grades date.

Weighting
45%

Assessment Criteria
Your report will be assessed based on the following criteria, each representing a specific aspect:

- **Knowledge of HRM literature and concepts (35%):** Demonstrated understanding and utilization of relevant HRM literature and concepts to support the analysis and arguments in the report.
- **Application of literature to your chosen sector (35%):** Effective integration and application of HRM literature to your specific sector/industry, showcasing the ability to draw connections and insights that are relevant and applicable.
- **Organization, structure, and referencing (15%):** Clarity and coherence in the organization and structure of the report, including the logical flow of ideas and accurate referencing of sources following appropriate citation guidelines.
- **Presentation and writing quality (15%):** Proficiency in the presentation and writing quality of the report, including clarity, coherence, grammar, and style, ensuring effective communication and engaging reading experience.

A full rubric is available on the Moodle site. Penalty for late submission without approval if applicable [(-5% per day × 40 marks = -2 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

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.

assessmentOutcome

- 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.

assessmentGradAttribute

- 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