HRMT20024 *Managing Human Resources*
Term 1 - 2024

Profile information current as at 14/05/2024 06:44 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 - 2024

- 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
Edition: 11 (2022)
Authors: Alan Nankervis, Marian Baird, Dr Jane Coffey, & John Shiel
Cengage
Binding: Paperback

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

Upamali Amarakoon Unit Coordinator
u.amarakoon@cqu.edu.au

Schedule

Week 1 - 04 Mar 2024

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

Week 2 - 11 Mar 2024

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

Week 3 - 18 Mar 2024

Module/Topic	Chapter	Events and Submissions/Topic
Industrial relations frameworks	Chapter 3	

Week 4 - 25 Mar 2024

Module/Topic	Chapter	Events and Submissions/Topic
Human resource planning	Chapter 4	Presentation on Week 4 Topic: Human Resource Information Management Systems (HRIMS)

Week 5 - 01 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Designing work	Chapter 5	Presentation on Week 5 Topic : Hybrid work arrangements

Vacation Week - 08 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic

Week 6 - 15 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Recruitment and selection	Chapter 6	Presentation on Week 6 Topic : Attracting underrepresented employee groups **Assessment 2 - Annotated Bibliography** Due: Week 6 Monday (15 Apr 2024) 11:45 pm AEST

Week 7 - 22 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Retention, learning and development	Chapter 7	Presentation on Week 7 Topic : Artificial intelligence for learning and development in organisations

Week 8 - 29 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Managing performance	Chapter 8	Presentation on Week 8 Topic : GIG Work

Week 9 - 06 May 2024

Module/Topic	Chapter	Events and Submissions/Topic
Strategic reward management	Chapter 9	Presentation on Week 9 Topic : Evaluating and/or recognizing innovative employee behaviours

Week 10 - 13 May 2024

Module/Topic	Chapter	Events and Submissions/Topic
Managing work health and safety	Chapter 10	Presentation on Week 10 Topic : Occupational health and safety (OH&S) and flexi-work

Week 11 - 20 May 2024

Module/Topic	Chapter	Events and Submissions/Topic
Evaluating SHRM: towards the future and HR analytics	Chapter 11	Presentation on Week 11 Topic: HR Analytics

Week 12 - 27 May 2024

Module/Topic	Chapter	Events and Submissions/Topic
Revise and review		

Review/Exam Week - 03 Jun 2024

Module/Topic	Chapter	Events and Submissions/Topic
		Assessment 3 – Business Report Due: Review/Exam Week Monday (3 June 2024) 11:45 pm AEST

Exam Week - 10 Jun 2024

Module/Topic	Chapter	Events and Submissions/Topic

Assessment Tasks

1 Assessment 1 - Presentation

Assessment Type
Presentation

Task Description
Purpose: The primary purpose of Assessment 1 is to help you develop a critical understanding of future trends in HRM within the context of current academic literature. The second purpose is to enhance your oral communication and presentation skills.

You are expected to deliver a presentation on an article from a peer-reviewed journal, published within the last five years, focusing on one of the following topics. Your presentation will take place during your weekly workshop, corresponding to the topic you have selected (for example, if you choose the Week 4 topic, your presentation will be scheduled for the Week 4 workshop).

- Week 4 - Human resource information management systems (HRIMS)
- Week 5 – Hybrid work arrangements
- Week 6 – Attracting underrepresented employee groups
- Week 7 – Artificial intelligence for T&D in organisations
- Week 8 – GIG Work
- Week 9 - Evaluating and/or recognizing innovative employee behaviours
- Week 10 – Occupational health and safety (OH&S) and flexi-work
- Week 11 – HR Analytics

Step 1: Nominate a topic - You will nominate for a topic in class in Week 2. Only 4-5 presentations can be held each week.

Step 2: Select one article for your presentation - Start gathering ideas for your topic. Review of the book chapter related to weekly topic and the references at the end of the chapter would assist your getting familiarized with the chosen topic. Identify one (1) peer-reviewed journal article on the chosen topic.

A few such journals include: Human Resource Management (US), Human Resource Management Journal (UK), International Journal of Human Resource Management, Personnel Review, and Asia Pacific Journal of Human Resources. The article must have been published within the last five years.

Step 3: Analysis - Critically review the chosen article to identify a key theme related to your topic, rather than simply summarising the article.

Step 4: Design your presentation - A template has been provided to guide your presentation.

Presentation is to be a maximum of seven (7) minutes with a maximum of seven to ten (7-10) PowerPoint slides. You need to communicate: the title, topic, objective of the chosen article, method of the research undertaken, argument/findings, conclusion, and how it contributes to the respective week's lecture theme.

Upload your slides before the presentation day to assist with prompt in-class marking.

Assessment Due Date

During workshops from weeks 4 -11 inclusive.

Return Date to Students

Presentations will be graded and written feedback will be given in one working week via the unit Moodle site.

Weighting
25%

Assessment Criteria
Your presentation on the chosen journal article will be assessed based on the following criteria:

- **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 journal article, offering unique insights or perspectives.
- **Quality of presentation (25%):** Overall proficiency in delivery, organisation, 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.

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

Assessment Type
Written Assessment

Task Description
Length: 2000 words (excluding references and Appendix)
Assessment Purpose: The primary purpose of Assessment 2 is to enhance your research, analysis, and referencing skills. This task will also provide you with the opportunity to demonstrate your critical thinking and written communication skills. Moreover, this task will enable you to begin your research related to Assessment 3.
You are required to compile an Annotated Bibliography of recent (publish in or after 2014) four peer-reviewed journal articles related to Assessment 3 (Business Report).
Step 1: Read the task description for Assessment 3 (Report) to understand the requirements, as Assessment 2 is designed to assist you with Assessment 3.
Step 2: Undertake research of the recent HRM literature (since 2014). Identify four (4) academic peer-reviewed journal articles relevant to Assessment 3. These articles must be aligned with at least three (3) of the HRM themes from Weeks 1 to 11 (e.g., the evolution of strategic HRM, the context of HRM, industrial relations or HR planning and work design). It is recommended that you undertake your research via the online 'search' of CQUniversity Library site. Some of the peer-reviewed journals would include:

- Human Resource Management (US),
- Human Resource Management Journal (UK),
- International Journal of Human Resource Management,
- Personnel Review, and
- Asia Pacific Journal of Human Resources.

Please note that you cannot use the article from your Assessment 1 presentation for Assessment 2.

Assessment Due Date
Week 6 Monday (15 Apr 2024) 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 with Assessment 3.
- **Overall presentation and quality of writing (15%):** Proficiency in presenting the assignment, including the organisation, 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.

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 – Business Report

Assessment Type
Written Assessment

Task Description
Length: 2500 words (excluding references and Appendix)
Assessment Purpose: Assessment 3 has been designed to enhance your research, analysis, critical thinking and written communication skills, particularly in the areas of argument development and report writing.
Task details: Assuming that you are a human resource consultant, critically analyze the video case/news feed provided on the unit's Moodle site. Based on the HRM challenges and/or opportunities identified during your analysis, you will need to prepare a business report for an Australian organisation of your choice. This report should outline how the chosen organisation could address the identified HRM challenges and/or leverage the opportunities.
Your report structure is provided in a template, and includes:

- Executive summary
- Table of contents
- Introduction
- Sector context
- Current human resource management challenges for the chosen sector in Australia
- Conclusion and recommendations
- References

Your report should refer to **at least eight (8) relevant peer-reviewed journal articles**, including those in your Assessment 2 (Annotated Bibliography).

Assessment Due Date
Review/Exam Week Monday (3 June 2024) 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, marks and feedback will be available after 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 utilisation 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 organisation 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.

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