HRMT20026 *Strategic Human Resource Management*
Term 1 - 2017

Profile information current as at 14/12/2025 03:36 pm

All details in this unit profile for HRMT20026 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

Strategic Human Resource Management seeks to ensure that HRM activity is clearly linked to business goals and that it is accountable for its services. This unit also intends to bridge theory and practice in HRM to create a vehicle for adding value to an organisation. The need for sustained competitive advantage has made the strategic management of HRM increasingly important for business success as it focuses on linking all HRM activities with an organisation's business objectives. Topics to be covered include linking strategy and HRM, managing HRM activity to meet business goals and managing people in both global and domestic business contexts. The unit also examines the role of the human resource management professional in the strategy development and implementation process. A range of concepts, theories and models which aim to integrate the various functional areas of human resource management with business strategy are examined. If you have successfully completed the unit HRMT20008 you should not enrol in this unit.

Details

Career Level: *Postgraduate*
Unit Level: *Level 9*
Credit Points: *6*
Student Contribution Band: *10*
Fraction of Full-Time Student Load: *0.125*

Pre-requisites or Co-requisites

Pre-requisite: HRMT20024 Managing Human Resources
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 - 2017

- Brisbane
- Distance
- Melbourne
- Sydney

Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

Website

This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.

Class and Assessment Overview

Recommended Student Time Commitment

Each 6-credit Postgraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

Class Timetable

Regional Campuses

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

Metropolitan Campuses

Adelaide, Brisbane, Melbourne, Perth, Sydney

Assessment Overview

1. **Online Quiz(zes)**
Weighting: 20%
2. **Written Assessment**
Weighting: 35%
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 Student evaluation

Feedback

Discussion is always the best time, because it shows you the difference between those who are paying attention and those who are not.

Recommendation

Ensure that all students, whether they are on campus or enrolled in flex mode, have the opportunity to engage in discussion focused on the course content.

Action

Discussion was incorporated into all class activities, and while there was only minimal opportunity for distance students to discuss the unit due to a very small distance enrolment, these students still had access to the discussion forums.

Feedback from Student evaluation

Feedback

The resources which are provided didn't assist students in online quizzes that much

Recommendation

Review online quiz questions to ensure that the material provided is relevant to the questions asked.

Action

Online quiz questions were reviewed to ensure their relevance to the material provided.

Unit Learning Outcomes

On successful completion of this unit, you will be able to:

1. critically analyse the role of strategy and human resource management within a contemporary organisational framework;
2. assess an organisation's current business strategies and objectives and identify strategic HRM issues;
3. develop and incorporate appropriate individual and organisational human resource management strategies within an organisational context;
4. interpret and construct detailed, practical recommendations supported by relevant academic literature on HRM in response to changing business strategy in organisations; and
5. interpret the role of human resources in developing an organisation's competitive advantage and sustainable performance.

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	**5**			
1 - Online Quiz(zes) - 20%	●	●			
2 - Written Assessment - 35%	●		●	●	●

Assessment Tasks	Learning Outcomes				
	1	5			
3 - Written Assessment - 45%	•		•	•	•

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes				
	1	5			
1 - Knowledge	○	○	○	○	○
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 - Online Quiz(zes) - 20%	○		○	○	○			
2 - Written Assessment - 35%	○	○	○	○	○	○	○	
3 - Written Assessment - 45%	○	○	○	○	○	○	○	

Textbooks and Resources

Textbooks
HRMT20026

Prescribed

Strategic Human Resource Management
4th Edition (2015)
Authors: Mello, Jeffrey A
Cengage Learning
Melbourne , VIC , Australia
ISBN: 1285426797
Binding: Hardcover
HRMT20026

Supplementary

Strategy and Human Resource Management
Edition: 3rd (2011)
Authors: Boxall, P and Purcell, J
Palgrave Macmillan
Basingstoke , UK
ISBN: 9780230579354
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 6th Edition (APA 6th edition)
For further information, see the Assessment Tasks.

Teaching Contacts

Geoffrey Chapman Unit Coordinator
g.chapman@cqu.edu.au

Schedule

Week 1 - 06 Mar 2017

Module/Topic	Chapter	Events and Submissions/Topic
Introduction to HRM Strategy		

Week 2 - 13 Mar 2017

Module/Topic	Chapter	Events and Submissions/Topic
Human Resource Management and Business Performance		

Week 3 - 20 Mar 2017

Module/Topic	Chapter	Events and Submissions/Topic
Strategy and Process of Strategic Management		Online Quiz for Week 3 closes Friday 11.45pm AEST

Week 4 - 27 Mar 2017

Module/Topic	Chapter	Events and Submissions/Topic
Strategic HRM: 'Best Fit' or 'Best Practice'?		

Week 5 - 03 Apr 2017

Module/Topic	Chapter	Events and Submissions/Topic
Strategic HRM and Sustained Competitive Advantage		Online Quiz for Week 5 closes Friday 11.45pm AEST

Vacation Week - 10 Apr 2017

Module/Topic	Chapter	Events and Submissions/Topic

Week 6 - 17 Apr 2017

Module/Topic	Chapter	Events and Submissions/Topic
Work Systems and the Changing Economics of Production		

Week 7 - 24 Apr 2017

Module/Topic	Chapter	Events and Submissions/Topic
Managing Employee Voice		**Written Assessment - Essay** Due: Week 7 Monday (24 Apr 2017) 11:45 pm AEST

Week 8 - 01 May 2017

Module/Topic	Chapter	Events and Submissions/Topic
Managing Individual Employment Relationships, Performance and Development		

Week 9 - 08 May 2017

Module/Topic	Chapter	Events and Submissions/Topic
Linking HR Systems to Organisational Performance		Online Quiz for Week 9 closes Friday 11.45pm AEST

Week 10 - 15 May 2017

Module/Topic	Chapter	Events and Submissions/Topic
Humanh Resource Strategy and the Dynamics of Industry-Based Competition		

Week 11 - 22 May 2017

Module/Topic	Chapter	Events and Submissions/Topic
Corporate Human Resource Strategy in the Global Economy		Online Quiz for Week 11 closes Friday 11.45pm AEST

Week 12 - 29 May 2017

Module/Topic	Chapter	Events and Submissions/Topic
Implications for the Strategic Management Process		**Written Assessment - Report** Due: Week 12 Friday (2 June 2017) 11:45 pm AEST

Review/Exam Week - 05 Jun 2017

Module/Topic	Chapter	Events and Submissions/Topic

Assessment Tasks

1 Online Quizzes

Assessment Type
Online Quiz(zes)

Task Description
Assessment 1 - Online Quizzes
This assessment comprises of four (4) online quizzes, each worth five (5) marks, to comprise 20% of the total assessment.
Each test is based on chapters from the textbook. The quizzes can be accessed from the "Assessment block" or from the weekly schedule. Please click the FAQ link in Moodle to understand the quiz details, or contact your course co-ordinator, Geoff Chapman (g.chapman@cqu.edu.au).
The tests are available from 9am (AEST) on the first day of Week 3, and are available 24 hours a day. Please note that each test closes at 11.45pm (AEST) on the Friday of the week that the text is due.
Information relevant to the quizzes (such as which chapters are covered in each Quiz) will be provided on the Moodle website.

Number of Quizzes
4

Frequency of Quizzes
Other

Assessment Due Date

On-line quizzes will be conducted in Weeks 3, 5, 9 and 11

Return Date to Students

Result is shown on completion of the test

Weighting
20%

Assessment Criteria
Each test has 10 questions and each correct answer earns you 0.5 marks.
The test must be completed and the answer registered on the system within 20 minutes. Please time yourself carefully because going over time may result in a zero score.
While technological issues with these quizzes are rare, they can happen occasionally. Accordingly, please contact me if the test 'freezes', or doesn't record your answers. I will check to see what the system has recorded, and if warranted, I will reset the quiz for you so that you can attempt it again. Please note that running out of time and not submitting your answers before the time limit expires is not a valid reason for your quiz attempt to be reset. The system will register attempts that have exceeded the time limit.
It is impossible to reopen the quiz for you once the quiz has closed, so it's best to complete your attempt well before the cut-off time for the quiz. That way, if something genuinely does go wrong, I will be able to fix it for you. If you leave it until the Friday night, and there is an issue, I won't be able to reopen the quiz for you to attempt the quiz again.

Referencing Style

- American Psychological Association 6th Edition (APA 6th edition)

Submission
Online

Learning Outcomes Assessed

- critically analyse the role of strategy and human resource management within a contemporary organisational framework;
- assess an organisation's current business strategies and objectives and identify strategic HRM issues;

Graduate Attributes

- Knowledge
- Cognitive, technical and creative skills
- Research
- Self-management

2 Written Assessment - Essay

Assessment Type
Written Assessment

Task Description

Assessment item 2 - Essay on Work Design Challenges
Length: 1500 words ±10% (excluding title page, reference list, appendices), presented in essay format
Reference Style: Author-Date Style (APA Referencing Style) only

Objectives
This assessment item relates to course learning outcomes numbers 1, 2, 4 and 5.

Purpose
The primary purpose of this assessment is to assist students develop skills in the use of HRM strategies, theories and models in the analysis of a typical business situation that has human resource consequences (e.g. work life balance, flexible working arrangements). The assignment requires you to analyse the current situation, identify and specify the business issues, and suggest a practical and probable HR solution. The secondary purpose of this assignment is to give students the opportunity to enhance their research, analysis, critical thinking and written communication skills; particularly in the areas of argument development and essay writing.

Description
Assessment task 2 requires the writing of an academic essay (1500 words). This essay should be an 'argumentative/ academic essay', and must therefore contain an argument that is used as the structuring element of the paper. The assignment is based on a case study that describes the impact of business scenario on managing human resources in organisational context. The purpose of the essay is to identify the roles of strategic HRM and other HRM challenges in managing human resources. Students are expected to engage in extensive research within the academic literature relating to strategic human resource management and other relevant areas (work life/ family balance, flexible work arrangements etc.).

Details
The assessment item is based on the case study provided on the Moodle site**.** Both the case study and the assignment requirements can be accessed through the course website (Moodle) under the Assessments tab. You should read, and carefully analyse, the case and respond to the issues presented in the case study within the context of an argumentative/academic essay. You are required to support your argument with appropriate **theoretical discussion and references.** The assignment should be a properly constructed academic essay. It should contain an effective introduction, discussion body and conclusion. The introduction should introduce the essay, thesis statement (main objective of the assignment) and include your argument. The main body of the assignment should present the evidence you have collected to support your arguments, and the conclusion should restate your arguments, summarise the evidence and make a conclusion regarding your arguments. The assignment should contain a coherent, but necessarily restricted review of the academic literature on the Strategic Human Resource Management topics in question. The literature review should be integrated into the assignment. A reference list formatted in the prescribed APA style is compulsory.

Assessment Due Date
Week 7 Monday (24 Apr 2017) 11:45 pm AEST

All assignments must be submitted through Moodle site.

Return Date to Students
Week 9 Friday (12 May 2017)

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

Weighting
35%

Assessment Criteria

Marking criteria for Essay on Work Design Challenges
Your essay will be assessed on the extent to which it meets the following criteria (detailed main and sub criteria are provided on the Moodle site):

- A thorough knowledge and critical analysis of the HRM topics/ strategies expressed in a coherent format. Appropriateness of responses to the task requirements (20%)

- Persuades the reader that the point of views developed in the answers are well supported by ideas and information drawn from academic literature and reflection. (20%)
- Overall application of relevant theories, models and concepts to address the topics. An in-depth knowledge, application of the linkages to different approaches to Strategic HRM (20%)
- Demonstrates an understanding, application of HR challenges, issues and practices associated with various directional strategies. (20%)
- Demonstration of additional research beyond the course material and textbook including use of recent and relevant peer reviewed academic journal articles, academic references (minimum of eight (8)). (10%)
- Presentation, including referencing, formatting, layout and grammar. (10%)

Referencing Style

- [American Psychological Association 6th Edition (APA 6th edition)](#)

Submission
Online

Submission Instructions
Through Moodle site

Learning Outcomes Assessed

- critically analyse the role of strategy and human resource management within a contemporary organisational framework;
- develop and incorporate appropriate individual and organisational human resource management strategies within an organisational context;
- interpret and construct detailed, practical recommendations supported by relevant academic literature on HRM in response to changing business strategy in organisations; and
- interpret the role of human resources in developing an organisation's competitive advantage and sustainable performance.

Graduate Attributes

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

3 Written Assessment - Report

Assessment Type
Written Assessment

Task Description

Assessment item 3 - Report on Performance Management
Length: 2000 words ±10% (excluding title page, executive summary, table of contents, reference list, appendices), presented in report format
Reference Style: Author-Date Style (APA Referencing Style) only
Objectives. This assessment item relates to course learning outcomes numbers 1 to 5.
Purpose. The primary purpose of this assessment task is to help students develop skills to apply HRM strategies within a contemporary organisational framework. The assignment also develops insights into implementation of performance management strategies and helps to understand the importance of those insights for the HR professionals, incorporate appropriate individual and organisational HRM strategies within an organisational context by way of analytical report and finally critically and analytically evaluate the relevance of new theories, design methods, HR laws and concepts within human resource management. The secondary purpose of this assignment is to give students the opportunity to develop research, analysis, self-management and problem identification skills, as well as skills in presenting an argument for performance management within the framework of a business report.
Description. Assessment task 3 requires the writing of a business report (2000 words). The report should be designed as a management document that can be used to implement recommended changes. It should include a comprehensive analysis of the current situation using HRM theory, performance management models, strategies and frameworks. The report should clearly explain the various options available and analyse the consequences of these. Students are expected to engage in extensive research within the academic literature relating to strategic human resource management, performance management, employee performances, employee feedback and other relevant theories,

models and frameworks.

Details. The assessment item is based on the case study provided on the Moodle site for the course. Both the case study and the assignment requirements can be accessed through the course website (Moodle) under the assessments tab. You should read and carefully analyse the case and respond to the issues presented in the case study within the context of a professionally presented business report. You are required to support your argument with appropriate **theoretical discussion and references.** This assessment item involves researching your assigned topic to enhance your understanding of Human Resource Management (HRM) concepts, strategies and utilisation of academic literature. Whilst you should avoid using only textbooks, the prescribed textbook for the course should be cited in regard to broad human resource management principles. You will be expected to present information and evidence from, and cite, at least fifteen (15) relevant peer-reviewed, academic journal articles, academic references (minimum requirement). The quality and number of citations will demonstrate the breadth and depth of the literature used to answer the questions.

Assessment Due Date
Week 12 Friday (2 June 2017) 11:45 pm AEST

All assignments must be submitted through Moodle site.

Return Date to Students
Exam Week Friday (16 June 2017)

As this assessment task takes the place of an exam, assignments will be returned after the certification of grades.

Weighting
45%

Assessment Criteria

Your report will be assessed on the extent to which it meets the following criteria (detaiedl main and sub criteria are provided on the Moodle site):

- A thorough knowledge and understanding of the problem(s) identified in the case study. Report demonstrates an understanding of HR strategies, performance management strategies and Management concepts. (20%)
- Appropriateness of responses to the case study problem. Solving the problem, development of a convincing report, using supporting evidence; recommending practical and creative solutions to the HR problems. (20%)
- Report demonstrates the application of strategic HR or Management concepts to solve the HR problems in the case. Implementation steps of recommended strategies mentioned in the report. (20%)
- Demonstrates an understanding, application of HR challenges, issues and practices associated with various directional strategies. (20%)
- Demonstration of additional research beyond the course material and textbook including use of recent and relevant peer reviewed academic journal articles, academic references (minimum of fifteen (15)). (10%)
- Presentation, including referencing, formatting, layout and grammar. (10%)

Referencing Style

- American Psychological Association 6th Edition (APA 6th edition)

Submission
Online

Submission Instructions
Through Moodle site

Learning Outcomes Assessed

- critically analyse the role of strategy and human resource management within a contemporary organisational framework;
- develop and incorporate appropriate individual and organisational human resource management strategies within an organisational context;
- interpret and construct detailed, practical recommendations supported by relevant academic literature on HRM in response to changing business strategy in organisations; and
- interpret the role of human resources in developing an organisation's competitive advantage and sustainable performance.

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