



HRMT20026 Strategic Human Resource Management

Term 1 - 2020

Profile information current as at 19/05/2022 10:23 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. In this unit you will cover topics such as linking strategy and HRM, managing HRM activity to meet business goals and managing people in both global and domestic business contexts. You will also examine the role of the human resource management professional in the strategy development and implementation process. You will explore 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 - 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. **In-class Test(s)**

Weighting: 25%

2. **Group Work**

Weighting: 35%

3. **Written Assessment**

Weighting: 40%

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 survey

Feedback

The case study enhances practical knowledge of which HR strategies should be implemented in organisations and how. The case study exposes students to real world challenges and problems in organisations.

Recommendation

Retain case studies for use in assessment tasks and class activities.

Feedback from Student evaluation survey and personal reflections

Feedback

Online quizzes are not effective for assessment.

Recommendation

Change the assessment structure of the unit to remove the online quizzes, and replace them with more authentic assessment techniques.

Feedback from Personal reflections

Feedback

Game-based learning techniques are an effective way of engaging students in teaching the content of this unit.

Recommendation

Incorporate more game-based learning activities in tutorial activities.

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
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



Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes	
	1	5
1 - In-class Test(s) - 25%	•	•

Textbooks and Resources

Textbooks

HRMT20026

Prescribed

Strategic Human Resource Management

Edition: Second (2018)

Authors: Catherine Bailey, David Mankin, Clare Kelliher, and Thomas Garavan

Oxford University Press

Oxford, United Kingdom

ISBN: 9780198705406

Binding: Paperback

Additional Textbook Information

Copies are available for purchase at the CQUni Bookshop here: <http://bookshop.cqu.edu.au> (search on the Unit code)

[View textbooks at the CQUniversity Bookshop](#)

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)
- Zoom capacity (webcam and microphone) will be required for online students

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
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Schedule

Week 1 - 09 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
The global context of strategic human resource management	Chapter 1	

Week 2 - 16 Mar 2020

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

Week 3 - 23 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
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The strategic role of the human resource function	Chapter 4	In-class Test 1 for on campus students Online Quiz 1 for online students Closes on Sunday 29/03/20 at 11:55pm (AEST).
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Week 4 - 30 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
Human resource strategy	Chapter 5	

Week 5 - 06 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
The foundations of strategic human resource management	Chapter 6	In-class Test 2 for on campus students Online Quiz 2 for online students Closes on Sunday 12/04/20 at 11:55pm (AEST).

Vacation Week - 13 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic

Week 6 - 20 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
Resource-based and institutional perspectives on strategic human resource management	Chapter 7	Assessment 2 Presentations due in class for on campus students. Assessment 2 Presentations due via Zoom for online students.

Week 7 - 27 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
Strategic human resource management and performance	Chapter 8	In-class Test 3 for on campus students Online Quiz 3 for online students Closes on Sunday 03/05/20 at 11:55pm (AEST).

Week 8 - 04 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Strategic human resource development	Chapter 9	

Week 9 - 11 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Strategic human resource management and employment relations	Chapter 11	In-class Test 4 for on campus students Online Quiz 4 for online students Closes on Sunday 17/05/20 at 11:55pm (AEST).

Week 10 - 18 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Strategic human resource management and employee engagement	Chapter 12	

Week 11 - 25 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Strategic human resource management and change management	Chapter 15	

Week 12 - 01 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic
New forms of strategic human resource management	Chapter 16	In-class Test 5 for on campus students Online Quiz 5 for online students Closes on Sunday 07/06/20 at 11:55pm (AEST). Individual Case Study Report Due: Week 12 Friday (5 June 2020) 11:55 pm AEST

Review/Exam Week - 08 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic
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Exam Week - 15 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic
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Assessment Tasks

1 In-Class Tests

Assessment Type

In-class Test(s)

Task Description

Throughout the term, you will complete 5 in-class tests that will assess your understanding of the concepts and theories discussed in the unit.

Each test will last for 20 minutes, and will be comprised of 4 short-answer questions (you should spend about 5 minutes answering each question). Your answers typically will only need to be 2-3 sentences long. All questions will be based on information in the lecture slides and prescribed textbook.

Each test will be marked out of 20 (5 marks per question). Your four highest scores in the five tests will be added together and converted to a mark out of 25.

Online students will complete the tests via Moodle.

Assessment Due Date

Tests will be completed in class (via Moodle for Online students) in weeks 3, 5, 7, 9, and 12.

Return Date to Students

Results for each test will be available in the following week.

Weighting

25%

Assessment Criteria

Students will be assessed on the accuracy and relevance of their answers.

Each short-answer question will be marked out of 5, with high quality, accurate answers scoring 4-5, partial answers with some inconsistencies scoring 2-3, and answers that are largely irrelevant or incorrect scoring 0-1.

Relevance and accuracy will be determined on the basis of information provided in the prescribed textbook and lecture slides.

Referencing Style

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

Submission

No submission method provided.

Submission Instructions

Tests will be completed in class (via Moodle for Online students) in weeks 3, 5, 7, 9, and 12.

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 Group Presentation and Report

Assessment Type

Group Work

Task Description

Early in the term, your group will be assigned an organisation to research. Some information about the organisation will be provided to you, but you will also be required to conduct your own independent research into the organisation. Your group will take on the role of a team of Human Resource Management (HRM) consultants, and will be tasked with delivering a 'pitch' to the executive board of the company in an effort to convince them to hire your firm to assist with developing their HRM strategy.

Your pitch should be concise (a maximum of 10 minutes) but needs to demonstrate a good awareness of the company's background and their current situation. In addition, your pitch will need to make some well-justified recommendations for specific HRM strategies that your firm will implement should they hire you. Following the delivery of your pitch, your group will need to submit a short executive report (1000 words) that provides the rationale and justification of your proposed strategies. This document needs to demonstrate the in-depth understanding of the company that your group has developed, as well as clear support from a variety of scholarly sources.

Assessment Due Date

Presentation: Week 6, In class (via Zoom for Online students) Executive Report: Monday 27 April, 11:55PM AEST (Week 7)

Return Date to Students

Week 9 Monday (11 May 2020)

Marks and feedback will be returned within 2 university weeks from the date of submission.

Weighting

35%

Assessment Criteria

PRESENTATION:

1. Professionalism - Demonstrates an appropriate level of professionalism throughout the presentation - 20%
2. Content - Provides an accurate account of company details, and suggests effective and appropriate strategic HRM strategies - 20%

EXECUTIVE REPORT:

3. Analysis - Demonstrates the ability to engage in critical analysis in the context of contemporary strategic HR practices - 20%
4. Recommendations - Provides effective strategies and demonstrates justification for the recommended strategies - 20%
5. Research - Demonstration of additional research beyond the course material and textbook, including use of recent and relevant peer reviewed academic journal articles (minimum of 10) - 10%
6. Presentation - Overall presentation of the document, including referencing style, formatting, layout and grammar - 10%

Referencing Style

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

Submission

Offline Online Group

Submission Instructions

Presentation: Week 6, In class (via Zoom for Online students) Executive Report: Submit via Moodle - Monday 27 April, 11:55PM AEST (Week 7)

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
- 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 Individual Case Study Report

Assessment Type

Written Assessment

Task Description

You will review the specified case study provided in the prescribed textbook. The case will outline how a specific HR strategies have been adopted by the company, and what the outcome has been. Your report will address the points shown in the assessment instructions on the Moodle site. You will be expected to demonstrate significant independent research in the preparation of your case study report.

Assessment Due Date

Week 12 Friday (5 June 2020) 11:55 pm AEST

Submit via Moodle

Return Date to Students

Exam Week Friday (19 June 2020)

Results will be returned to students on the confirmation of grades date as per university policy.

Weighting

40%

Assessment Criteria

1. Knowledge - Demonstrates a comprehensive understanding of HR strategies and management concepts - 20%
2. Application - Demonstrates the application of strategic HR concepts to the case, and develops a convincing argument through the use of supporting evidence - 20%
3. Analysis - Demonstrates the ability to critically analyse the case in the context of contemporary strategic HR practices - 20%
4. Recommendations - Demonstrates consideration of the implementation steps required for the recommended strategies - 20%
5. Research - Demonstration of additional research beyond the course material and textbook, including use of recent and relevant peer reviewed academic journal articles (minimum of 15) - 10%
6. Presentation - Overall presentation of the document, including referencing style, formatting, layout and grammar - 10%

Referencing Style

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

Submission

Online

Submission Instructions

Submit via Moodle

Learning Outcomes Assessed

- Assess an organisation's current business strategies and objectives and identify strategic HRM issues
- 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

- 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

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