HRM 328
Strategic Human Resources Management
E2 2012
Marketing and Management

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General Information

Unit convenor and teaching staff
Unit Convenor
Louise Thornthwaite
louise.thornthwaite@mq.edu.au
Contact via louise.thornthwaite@mq.edu.au

Credit points
3

Prerequisites
48cp and HRM201 and (HRM250 or BBA250)

Corequisites
HRM307

Co-badged status

Unit description
This unit is aimed at teaching students to apply knowledge and skills gained during the HRM degree to real organisations. The unit can be thought of as a capstone covering three major areas: (1) A theoretical capstone—reviewing and refining perspectives on strategic HRM; (2) A practical capstone—teaching applied consulting skills and working to hone these skills on a project reviewing real issues in a real organisation; and (3) A reflective, critical practice capstone—providing the intellectual tools for students to evaluate various approaches to problem solving in key areas of the HRM field, both theoretical and practical, and giving students the opportunity to determine their own perspectives. The major activity/assessment exercise during the unit is a group based consulting project/review of a real HR issue in an organisation which some students will have access to via their work.

Important Academic Dates
Information about important academic dates including deadlines for withdrawing from units are available at http://students.mq.edu.au/student_admin/enrolmentguide/academicdates/

Learning Outcomes

1. Understand the importance of thinking strategically about HRM from at least 3 different theoretical perspectives
2. Identify key strategic areas of HR practice and their potential contribution to the success of the organisation
3. Understand the role of HR measurement and evaluation in strategic decision making.
4. Describe and explain key concepts relating to the organisation's accountabilities in different areas of HR
5. Think critically about the usefulness of various HR practices and how they might improve the effectiveness of HR in organisations that they work for
6. Be an informed and critical consumer of HR products (e.g. Consultancy services)

**Assessment Tasks**

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tutorial Participation</strong></td>
<td>20%</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Group Assignment</strong></td>
<td>40%</td>
<td>Week 10</td>
</tr>
<tr>
<td><strong>Final Examination</strong></td>
<td>40%</td>
<td>University Examination Period</td>
</tr>
</tbody>
</table>

**Tutorial Participation**

Due: **Ongoing**
Weighting: **20%**

Submission
Extension
Penalties

What is required to complete the unit satisfactorily

This Assessment Task relates to the following Learning Outcomes:
- Understand the importance of thinking strategically about HRM from at least 3 different theoretical perspectives
- Identify key strategic areas of HR practice and their potential contribution to the success of the organisation
- Think critically about the usefulness of various HR practices and how they might improve the effectiveness of HR in organisations that they work for

**Group Assignment**

Due: **Week 10**
Weighting: **40%**

Submission

Students submit two components:
1. a Group Report (in groups of 4-5) (3500 words) - worth 30%

2. an individual reflection (750 words) - worth 10%

Extension

Penalties:

What is required to complete the unit satisfactorily

This Assessment Task relates to the following Learning Outcomes:

- Understand the importance of thinking strategically about HRM from at least 3 different theoretical perspectives
- Understand the role of HR measurement and evaluation in strategic decision making.
- Describe and explain key concepts relating to the organisation’s accountabilities in different areas of HR
- Think critically about the usefulness of various HR practices and how they might improve the effectiveness of HR in organisations that they work for

Final Examination

Due: University Examination Period
Weighting: 40%

Examination conditions

What is required to complete the unit satisfactorily

This Assessment Task relates to the following Learning Outcomes:

- Identify key strategic areas of HR practice and their potential contribution to the success of the organisation
- Understand the role of HR measurement and evaluation in strategic decision making.
- Think critically about the usefulness of various HR practices and how they might improve the effectiveness of HR in organisations that they work for

Delivery and Resources

Classes

Number and length of classes: One 2-hour lecture each week plus one 1-hour tutorial each week. Tutorials commence in Week 2. The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/

Please do not change your tutorial class without the permission of the Unit Convenor.
Students must not miss more than 2 lectures and should attend all tutorials. A Doctor’s certificate should be produced for all cases of non-attendance. Special permission must be obtained if you envisage missing any other compulsory classes. The class roll will be taken in all tutorials.

**Required and Recommended Texts and/or Materials**

There is no textbook for this subject. Readings and cases for the course can be found on the iLearn website and accessed either from there or online via the library website.

In addition to the required reading for this unit, you should familiarise yourself with the relevant sections of the library.

Recommended books include:


Journals recommended for HRM study include:

- Academy of Management Journal
- Asia Pacific Journal of Human Resources
- Australian Journal of Management
- California Management Review
- Harvard Business Review
- Human Resource Management Journal
- International Journal of Employment Studies
- International Journal of Human Resource Management
- Labour & Industry
- Personnel Journal
- Personnel Management
• Personnel Review
• Work, Employment and Society

Key research databases for your study of human resource management include:

• Ebsco host: Academic Search Elite Business Source Premier
• Psychology and behavioral sciences collection

Also search the websites of well known consulting organisations such as Watson Wyatt, PWC, Deloitte, DDI, Hewitt Associates etc.

**Technology Used and Required**

**Unit Web Page**

The web page for this unit can be accessed via the “login” button on http://ilearn.mq.edu.au

Please check this website at least weekly for announcements and to access teaching materials that will be loaded onto the site as the course progresses.

**Teaching and Learning Strategy**

Students are expected to read and research each topic in advance, participate in class and tutorial discussions and to maintain a strong interest in current issues and changes in HRM. Material on case organisations can be found regularly in newspapers such as the Sydney Morning Herald, The Australian and The Financial Review and magazines such as BRW.

**Unit Schedule**

<table>
<thead>
<tr>
<th>Week</th>
<th>Lecture Topic</th>
<th>Tutorials</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to the unit; Lecture: Conceptual foundations</td>
<td>No tutorial</td>
</tr>
<tr>
<td>2</td>
<td>Applied strategic HRM 1: The Resource Based View</td>
<td>Introduction, the role of HRM in the modern firm and allocation of groups/presentations</td>
</tr>
<tr>
<td>3</td>
<td>Applied Strategic HRM2: The Best Practice View</td>
<td>The Resource Based View of the firm: application</td>
</tr>
<tr>
<td>4</td>
<td>Applied Strategic HRM3: Institutional Theory Convergence and Divergence</td>
<td>Best Practice view of HRM: application</td>
</tr>
<tr>
<td>5</td>
<td>Strategic Resourcing</td>
<td>Institutional Theory: weaknesses and strengths</td>
</tr>
<tr>
<td>6</td>
<td>Employee Development &amp; Talent Management</td>
<td>Strategic approaches to HR Planning, recruitment and selection: activities</td>
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</tbody>
</table>
Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central. Students should be aware of the following policies in particular with regard to Learning and Teaching:


In addition, a number of other policies can be found in the Learning and Teaching Category of Policy Central.

Academic Honesty

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged

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**Unit guide** HRM 328 Strategic Human Resources Management

<table>
<thead>
<tr>
<th>7</th>
<th>Performance, Rewards and Recognition 1</th>
<th>Considering the <em>Learning Organisation</em> and <em>Talent Management</em> strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Performance, Rewards and Recognition 2</td>
<td>Performance Management - case studies</td>
</tr>
<tr>
<td>9</td>
<td>Reading Week- No Lectures and Tutorials</td>
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<tr>
<td>10</td>
<td>Diversity Management</td>
<td>Strategic reward management - applications</td>
</tr>
<tr>
<td>11</td>
<td>Implementing Strategy and Change Management</td>
<td>Diversity management - implementation issues</td>
</tr>
<tr>
<td>12</td>
<td>Evaluating SHRM</td>
<td>Facilitating and embedding change</td>
</tr>
<tr>
<td>13</td>
<td>Course review and conclusion. Exam briefing</td>
<td>HRM- Where to from here?</td>
</tr>
</tbody>
</table>
• academic work is not falsified in any way
• when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

Grades
Macquarie University uses the following grades in coursework units of study:

• HD - High Distinction
• D - Distinction
• CR - Credit
• P - Pass
• F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:


Grading Appeals and Final Examination Script Viewing
If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandeconomics.mq.edu.au/new_and_current_students/undergraduate_current_students/how_do_i/grade_appeals/

Special Consideration Policy
The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at:

http://www.mq.edu.au/policy/docs/special_consideration/policy.html

Student Support
Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at: http://students.mq.edu.au/support/.
UniWISE provides:

- Online learning resources and academic skills workshops [http://www.mq.edu.au/learning_skills/](http://www.mq.edu.au/learning_skills/)
- Personal assistance with your learning & study related questions.
- The Learning Help Desk is located in the Library foyer (level 2).
- Online and on-campus orientation events run by Mentors@Macquarie.

Student Enquiry Service
Details of these services can be accessed at [http://www.student.mq.edu.au/ses/](http://www.student.mq.edu.au/ses/).

Equity Support
Students with a disability are encouraged to contact the Disability Support Unit who can provide appropriate help with any issues that arise during their studies.

IT Help
If you wish to receive IT help, we would be glad to assist you at [http://informatics.mq.edu.au/help/](http://informatics.mq.edu.au/help/).

When using the university's IT, you must adhere to the Acceptable Use Policy. The policy applies to all who connect to the MQ network including students and it outlines what can be done.

Graduate Capabilities

Creative and Innovative
Our graduates will also be capable of creative thinking and of creating knowledge. They will be imaginative and open to experience and capable of innovation at work and in the community. We want them to be engaged in applying their critical, creative thinking.

This graduate capability is supported by:

Assessment tasks
- Tutorial Participation
- Group Assignment

Problem Solving and Research Capability
Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:
Unit guide HRM 328 Strategic Human Resources Management

Learning outcome

• Understand the importance of thinking strategically about HRM from at least 3 different theoretical perspectives

Assessment tasks

• Tutorial Participation
• Group Assignment
• Final Examination

Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

Learning outcome

• Be an informed and critical consumer of HR products (e.g. Consultancy services)

Assessment tasks

• Tutorial Participation
• Group Assignment
• Final Examination

Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

Learning outcomes

• Understand the importance of thinking strategically about HRM from at least 3 different theoretical perspectives
• Identify key strategic areas of HR practice and their potential contribution to the success of the organisation

http://unitguides.mq.edu.au/unit_offerings/28247/unit_guide/print
Understand the role of HR measurement and evaluation in strategic decision making.

Describe and explain key concepts relating to the organisation's accountabilities in different areas of HR

Assessment tasks

• Tutorial Participation
• Group Assignment
• Final Examination

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

Learning outcomes

• Understand the importance of thinking strategically about HRM from at least 3 different theoretical perspectives
• Identify key strategic areas of HR practice and their potential contribution to the success of the organisation
• Think critically about the usefulness of various HR practices and how they might improve the effectiveness of HR in organisations that they work for

Assessment tasks

• Tutorial Participation
• Group Assignment
• Final Examination

Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

Learning outcome

• Understand the role of HR measurement and evaluation in strategic decision making.
Assessment task

• Group Assignment

Research and Practice

• This unit gives you practice in applying research findings in your assignments
• This unit gives you opportunities to conduct your own research

Changes since First Published

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<thead>
<tr>
<th>Date</th>
<th>Description</th>
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<tbody>
<tr>
<td>26/07/2012</td>
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<tr>
<td>13/07/2012</td>
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<td>30/01/2012</td>
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