



MGMT3028

Strategic Human Resource Management

Session 2, Special circumstance 2020

Department of Management

Contents

General Information	2
Learning Outcomes	2
General Assessment Information	3
Assessment Tasks	3
Delivery and Resources	5
Unit Schedule	5
Policies and Procedures	5

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Notice

As part of [Phase 3 of our return to campus plan](#), most units will now run tutorials, seminars and other small group learning activities on campus for the second half-year, while keeping an online version available for those students unable to return or those who choose to continue their studies online.

To check the availability of face-to-face and online activities for your unit, please go to [timetable viewer](#). To check detailed information on unit assessments visit your unit's iLearn space or consult your unit convenor.

General Information

Unit convenor and teaching staff

Hector Viveros Tapia

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Credit points

10

Prerequisites

130cp at 1000 level or above including (HRM201 or MGMT2040) and (HRM250 or MGMT2050)

Corequisites

HRM300 or MGMT3002 or HRM308 or MGMT3007 or HRM317 or MGMT3017

Co-badged status

Unit description

This unit is aimed at teaching students to apply knowledge and skills gained in human resources management (HRM) in an integrated way to organisations. The unit reviews and applies theoretical perspectives on strategic HRM to case studies of organisations. It provides the intellectual and practical tools for students to evaluate various approaches to the conception, planning, implementation and evaluation of strategic policy and practice in key functional areas of HRM. Students will develop graduate capabilities in critical, analytical and integrative thinking and effective communication in relation to the development of strategic responses to contemporary HR issues.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

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

ULO1: Critically analyse and communicate the strategic role that key HR theories and practices have in determining the success of an organisation.

ULO2: Evaluate the role HR metrics play in strategic decision making within an organisation.

ULO3: Analyse the impact of strategic HRM in the context of the modern organisation.

General Assessment Information

Late Assessment Policy:

Late assessment submissions must be submitted through the appropriate submission link in [iLearn](#). No extensions will be granted unless an application for [Special Consideration](#) is made and approved. There will be a **deduction of 10%** of the total available marks made from the total awarded mark for each **24 hour period** or part thereof that the submission is late. Late submissions will not be accepted after solutions have been discussed and/or made available.

Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

Presentation:

No extensions will be granted. Students who are absent for the oral presentation and for the Turnitin submission of their slides will score **zero** for this assessment task. This penalty does not apply for cases in which an application for [Special Consideration](#) is made and approved.

Note: applications for [Special Consideration Policy](#) must be made within 5 (five) business days of the due date and time.

Assessment Tasks

Name	Weighting	Hurdle	Due
Essay	30%	No	Week 6
Case Study Presentation	20%	No	In tutorials weeks 8 - 12
Strategic HRM Project	50%	No	Week 13

Essay

Assessment Type ¹: Essay

Indicative Time on Task ²: 15 hours

Due: **Week 6**

Weighting: **30%**

The purpose of this assessment is to develop a critical understanding of how key theoretical and practical aspects of HR impact the strategic direction of organisations. The topic for this assignment will be provided on iLearn

On successful completion you will be able to:

- Critically analyse and communicate the strategic role that key HR theories and practices have in determining the success of an organisation.
- Evaluate the role HR metrics play in strategic decision making within an organisation.

Case Study Presentation

Assessment Type ¹: Case study/analysis

Indicative Time on Task ²: 15 hours

Due: **In tutorials weeks 8 - 12**

Weighting: **20%**

The purpose of this assessment is to develop your skills in case analysis and oral communication. You will be allocated a case study relating to a particular specific aspect of strategic HR. Topics will be provided on iLearn.

On successful completion you will be able to:

- Critically analyse and communicate the strategic role that key HR theories and practices have in determining the success of an organisation.
- Evaluate the role HR metrics play in strategic decision making within an organisation.
- Analyse the impact of strategic HRM in the context of the modern organisation.

Strategic HRM Project

Assessment Type ¹: Project

Indicative Time on Task ²: 25 hours

Due: **Week 13**

Weighting: **50%**

The purpose of this assessment is to develop your ability to analyse real-life HR issues and relate them to HR strategy and theory. For this assignment, you will be required to analyse three recent media articles that relate to HR and link these articles to HR theory and the material that we cover in class.

On successful completion you will be able to:

- Critically analyse and communicate the strategic role that key HR theories and practices have in determining the success of an organisation.
- Analyse the impact of strategic HRM in the context of the modern organisation.

¹ If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- the [Writing Centre](#) for academic skills support.

² Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

Delivery and Resources

Required text	Textbook: Boxall, P. and Purcell, J., (2015) <i>Strategy and Human Resource Management</i> , 4th ed., Palgrave Macmillan, Basingstoke. Available at Macquarie University Library
Unit web page	The web page for this unit can be found at: https://ilearn.mq.edu.au/login/
Technology Used and Required	Students are required to have access to a personal computer and familiarise themselves with iLearn (https://ilearn.mq.edu.au/login/). iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students.
Delivery Format and Other Details	<ul style="list-style-type: none"> Number and length of classes: 1 x 2 hour lecture and 1 x 1 hour tutorial, i.e. 3 hours online delivery per week unless indicated otherwise in the lecture schedule. Classes may vary due to public holiday(s) Tutorials will commence in Week 2. The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
Recommended readings	Recommended readings are provided via Leganto links on the iLearn Unit page
Inherent Requirements	Tutorial attendance is required in presentation week to complete the Case Study Presentation task. Attendance is required for scheduled Guest Lectures.

Unit Schedule

Please see iLearn.

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central>). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Students seeking more policy resources can visit the [Student Policy Gateway](https://students.mq.edu.au/support/study/student-policy-gateway) (<https://students.mq.edu.au/support/study/student-policy-gateway>). It is your one-stop-shop for the key policies you

need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central>).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/study/getting-started/student-conduct>

Results

Results published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit ask.mq.edu.au or if you are a Global MBA student contact globalmba.support@mq.edu.au

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to help you improve your marks and take control of your study.

- [Getting help with your assignment](#)
- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module](#)

The Library provides online and face to face support to help you find and use relevant information resources.

- [Subject and Research Guides](#)
- [Ask a Librarian](#)

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

If you are a Global MBA student contact globalmba.support@mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.