



MGMT3028

Strategic Human Resource Management

Session 1, In person-scheduled-weekday, North Ryde 2025

Department of Management

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General Information

Unit convenor and teaching staff

Hector Viveros Tapia

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Credit points

10

Prerequisites

130cp at 1000 level or above

Corequisites

MGMT3002 or MGMT3007 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 Submission Penalty

Unless a Special Consideration request has been submitted and approved, a 5% penalty (of the total possible mark) will be applied each day a written assessment is not submitted, up until the 7th day (including weekends). After the 7th day, a grade of '0' will be awarded even if the assessment is submitted. Submission time for all written assessments is set at 11.55pm. A 1-hour grace period is provided to students who experience a technical concern. For any late submissions of time-sensitive tasks, such as scheduled tests/exams, performance assessments/presentations, and/or scheduled practical assessments/labs, students need to apply for [Special Consideration](#).

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 |
|------------------------------------------------------------------|-----------|--------|------------|
| Professional practice: Strategic HRM | 30% | No | 04/04/2025 |
| Skills development: Managing human resources | 30% | No | 16/05/2025 |
| Professional practice: Strategic HRM in practice | 40% | No | 26/05/2025 |

Professional practice: Strategic HRM

Assessment Type ¹: Essay

Indicative Time on Task ²: 15 hours

Due: **04/04/2025**

Weighting: **30%**

The purpose of this assessment is to develop your critical thinking skills and understanding of contemporary issues in Strategic Human Resource Management (SHRM) through independent research and analysis. You will explore and critically evaluate a specific contemporary issue in SHRM, using independent research to identify key challenges, trends, and implications for organisations. Skills in focus: - Critical Thinking - Research and Analysis - Application of SHRM Concepts - Written Communication Deliverable: Written report [max. 1,500 words]
Individual assessment

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.

Skills development: Managing human resources

Assessment Type ¹: Reflective Writing

Indicative Time on Task ²: 15 hours

Due: **16/05/2025**

Weighting: **30%**

The purpose of this assessment is for you to critically reflect on your engagement and contributions during tutorials, as well as to develop a structured plan for your future learning and professional development. You will identify and analyse your contributions, evaluate your impact on group discussions and activities, and articulate your plans for continued growth, supported by evidence and artefacts from your learning journey. Skills in focus: Self-Reflection Communication Skills Goal Setting Application of theoretical concepts Deliverable: Written report [max. 1,800 words, excluding supporting materials in appendices] Individual assessment

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.

Professional practice: Strategic HRM in practice

Assessment Type ¹: Project

Indicative Time on Task ²: 25 hours

Due: **26/05/2025**

Weighting: **40%**

The purpose of this assessment is to develop your ability to analyse real-life Human Resource Management (HRM) issues and connect them to HRM strategy and theory. You will investigate a real-world HRM issue, analyse its alignment with HRM strategy, and apply relevant theoretical frameworks to propose solutions or insights. Skills in focus: Critical Analysis Application of HRM Strategy and Theory Problem-Solving Communication and Presentation Skills Deliverable: Presentation [5 minutes], written report [max. 1,800 words] Individual assessment

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

Please refer to this unit's iLearn page.

Unit Schedule

Please refer to this unit's iLearn page.

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au). 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](#)
- [Assessment Procedure](#)
- [Complaints Resolution Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#)

Students seeking more policy resources can visit [Student Policies \(https://students.mq.edu.au/support/study/policies\)](https://students.mq.edu.au/support/study/policies). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

To find other policies relating to Teaching and Learning, visit [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au) and use the [search tool](#).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/admin/other-resources/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 connect.mq.edu.au or if you are a Global MBA student contact globalmba.support@mq.edu.au

Academic Integrity

At Macquarie, we believe [academic integrity](#) – honesty, respect, trust, responsibility, fairness and courage – is at the core of learning, teaching and research. We recognise that meeting the expectations required to complete your assessments can be challenging. So, we offer you a range of resources and services to help you reach your potential, including free [online writing and maths support](#), [academic skills development](#) and [wellbeing consultations](#).

Student Support

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

Academic Success

[Academic Success](#) provides resources to develop your English language proficiency, academic writing, and communication skills.

- [Workshops](#)
- [Chat with a WriteWISE peer writing leader](#)
- [Access StudyWISE](#)
- [Upload an assignment to Studiosity](#)
- [Complete the 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

Macquarie University offers a range of [Student Support Services](#) including:

- [IT Support](#)
- [Accessibility and disability support](#) with study

- Mental health [support](#)
- [Safety support](#) to respond to bullying, harassment, sexual harassment and sexual assault
- [Social support including information about finances, tenancy and legal issues](#)
- [Student Advocacy](#) provides independent advice on MQ policies, procedures, and processes

Student Enquiries

Got a question? Ask us via the [Service Connect Portal](#), or contact [Service Connect](#).

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.

Unit information based on version 2025.03 of the [Handbook](#)