



MGMT3028

Strategic Human Resource Management

Session 2, In person-scheduled-weekday, North Ryde 2026

Department of Management

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General Information

Unit convenor and teaching staff

Hector Viveros Tapia

hector.viveros@mq.edu.au

4ER, Room 607

Wednesday 11:30am-12:30pm or send me an email to organise a time

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 Submission Penalties

If you submit your assessment late, 5% of the total possible marks will be deducted for each day (including weekends), up to 7 days. Submissions more than 7 days late will receive a mark of 0.

Example 1 (out of 100):

If you score 85/100 but submit **20 hours late**, you will lose **5 marks** and receive **80/100**.

Example 2 (out of 30):

If you score 27/30 but submit **20 hours late**, you will lose **1.5 marks** and receive **25.5/30**.

Extensions

Automatic short extension: Some assessments are eligible for automatic short extension. You can only apply for an automatic short extension before the due date.

Special Consideration: If you need more time due to serious issues and for any assessments that are not eligible for Short Extension, you must apply for Special Consideration. Need help? Review the [Special Consideration page](#) for further details.

Assessment Tasks

Name	Weighting	Hurdle	Due	Groupwork/Individual	Short Extension	AI Approach
Professional practice: Strategic HRM	30%	No	04/09/2026	Individual	Yes	Open AI
Skills development: Developing strategic HR capability	30%	No	09/10/2026	Individual	Yes	Open AI
Professional practice: Strategic HRM in practice	40%	No	23/10/2026	Individual	No	Observed

Professional practice: Strategic HRM

Assessment Type ¹: Problem-based task

Indicative Time on Task ²: 15 hours

Due: **04/09/2026**

Weighting: **30%**

Groupwork/Individual: Individual

Short extension ³: Yes

AI Approach: Open AI

The purpose of the assessment is for you to deepen your expertise in Strategic Human Resource Management through conducting 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 and problem solving
- Communication skills

Deliverable(s): Written report [max 1500 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: Developing strategic HR capability

Assessment Type ¹: Reflection task

Indicative Time on Task ²: 15 hours

Due: **09/10/2026**

Weighting: **30%**

Groupwork/Individual: Individual

Short extension ³: Yes

AI Approach: Open AI

The purpose of this assessment is to develop your ability to evaluate your strategic contribution and professional judgement in people-management discussions, reflecting the role of HR as a strategic partner in organisations.

You will analyse your engagement and contributions throughout tutorials, evaluating how you applied Strategic HRM concepts, influenced discussion, and supported collective understanding of people-related strategic issues. You will assess the extent to which your contributions aligned people management considerations with broader organisational strategy, including workforce planning, capability development, and organisational performance. Your analysis will be supported by evidence and artefacts from your learning journey, demonstrating your readiness to contribute to strategic HR decision-making in professional contexts.

Skills in focus:

- Communication skills
- Critical thinking and problem solving

Deliverable(s): Written report [max 1800 words], excluding supporting materials and 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: Professional task

Indicative Time on Task ²: 25 hours

Due: **23/10/2026**

Weighting: **40%**

Groupwork/Individual: Individual

Short extension ³: No

AI Approach: Observed

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 thinking and problem solving
- Communication skills

Deliverable(s): Presentation (5 minutes), written report [max 1800 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
- [Academic Success](#) 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.

³ An automatic short extension is available for some assessments. Apply through the [Service Connect Portal](#).

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.

- [Ask a Study Coach](#)
- [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 <https://students.mq.edu.au/support/technology/service-desk>.

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.

Changes since First Published

Date	Description
07/07/2026	N/A

Unit information based on version 2026.02 of the [Handbook](#)