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**Disclaimer**

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[https://unitguides.mq.edu.au/unit_offerings/45379/unit_guide/print](https://unitguides.mq.edu.au/unit_offerings/45379/unit_guide/print)
General Information

Unit convenor and teaching staff
Teaching Assistant
John Truong
john.truong@mq.edu.au
Contact via Via email
Department of Marketing and Management, E4A
Via appointment

Credit points
3

Prerequisites

Corequisites

Co-badged status

Unit description
This unit provides an introduction to human resource management (HRM) in Australia, key policies and practices and contemporary environmental influences on strategy formation. Major HRM topic areas include: human resource planning and staffing; employee training and development; performance appraisal; managing workforce diversity; and occupational health and safety.

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

Learning Outcomes

1. Identify and define key terms, concepts and theories discussed in the HRM literature.
2. Demonstrate an understanding of the links between the different areas of HRM and how they may contribute to a coherent, strategically advantageous set of HR plans and policies.
3. Demonstrate an understanding of the contribution of HRM in businesses.
4. Understand the importance of and principles of good communication and evaluation strategies for effective HRM.
General Assessment Information

Important:

It is the responsibility of students to view their marks for each within session assessment on iLearn within 20 working days of posting. If there are any discrepancies, students must contact the unit convenor immediately. Failure to do so will mean that queries received after the release of final results regarding assessment marks (not including the final exam mark) will not be addressed.

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tutorial Assessed Coursework</td>
<td>30%</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Group Assignment</td>
<td>30%</td>
<td>Friday, May 1, 4:30pm (W8)</td>
</tr>
<tr>
<td>Final Examination</td>
<td>40%</td>
<td>Formal Examination Period</td>
</tr>
</tbody>
</table>

Tutorial Assessed Coursework

Due: **Ongoing**

Weighting: **30%**

Critical thinking exercise: arguing a point of view and substantiating your views in writing

Tutorial exercises combining written report and debate (weeks 4, 5, 12 and 13) and ongoing class engagement

This Assessment Task relates to the following Learning Outcomes:

- Identify and define key terms, concepts and theories discussed in the HRM literature.
- Demonstrate an understanding of the links between the different areas of HRM and how they may contribute to a coherent, strategically advantageous set of HR plans and policies.
- Demonstrate an understanding of the contribution of HRM in businesses.

Group Assignment

Due: **Friday, May 1, 4:30pm (W8)**

Weighting: **30%**

3000 word report on the strategic role of HR in modern organisations.

Submission details: Submit group assignment to drop box at business and economics student services (BESS) by 4:30pm, Friday May 1. Students are also required to submit an identical copy of the group assignment to the turnitin drop box on iLearn by 4:30pm, Friday May 1.
Extension requests: 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 disruption to studies 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/disruption_studies/policy.html

Late submissions: No extensions will be granted. There will be a deduction of 10% of the total marks available for the assignment for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for disruption to studies is made and approved.

This Assessment Task relates to the following Learning Outcomes:

- Demonstrate an understanding of the links between the different areas of HRM and how they may contribute to a coherent, strategically advantageous set of HR plans and policies.
- Understand the importance of and principles of good communication and evaluation strategies for effective HRM.

Final Examination

Due: Formal Examination Period

Weighting: 40%

Assessing understanding of themes discussed in the course. 2 hours. Format will be made later in the semester.

A final examination is included as an assessment task for this unit to provide assurance that:

1. The product belongs to the student and
2. The student has attained the knowledge and skills tested in the exam.

A 2 hour final examination for this unit will be held during the University Examination period.

The University Examination period in the First Half Year 2015 is from June 9 - 26.

This Assessment Task relates to the following Learning Outcomes:

- Identify and define key terms, concepts and theories discussed in the HRM literature.
- Demonstrate an understanding of the links between the different areas of HRM and how they may contribute to a coherent, strategically advantageous set of HR plans and policies.
- Demonstrate an understanding of the contribution of HRM in businesses.
Delivery and Resources

Classes

One 2-hour lecture each week plus one 1-hour tutorial each week. The tutorials commence in Week 2.

The timetable for classes can be found on the University web site at: [http://www.timetables.mq.edu.au/](http://www.timetables.mq.edu.au/)

- Once the tutorial groups are formed, students cannot change their classes.
- Attendance will be taken in all tutorials.
- Tutorial attendance is imperative.

**Warning:** If you do not attend at least 10 of the 12 tutorials your in-class assessment mark will be adversely affected.

Technology Used and Required

Students are required to learn how to use word processing, iLearn and the library journals catalogue

Unit web page

Course material is available on the learning management system (iLearn)

The web page for this unit can be found at: [https://ilearn.mq.edu.au/login/MQ/](https://ilearn.mq.edu.au/login/MQ/)

Required texts and materials

The Compulsory Text for the unit is:


Consultation Times

You are encouraged to seek help at a time that is convenient to you from a staff member teaching on this unit during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

Dr Sarina will be available for consultation on Friday 11am - 12pm by appointment. Contact: Building E4A, Room 652, [troy.sarina@mq.edu.au](mailto:troy.sarina@mq.edu.au).
Teaching staff will generally respond to emails within 48 hours (excluding weekends). Accordingly, students must organise their study schedules to ensure that they do not feel the need for urgent email replies.

## Unit Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Week Commencing</th>
<th>Lecture Topic (&amp; reading)</th>
<th>Tutorial Topic (see detailed program below)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>23 February</td>
<td>Unit Overview</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Evolution of HRM (ch 1)</td>
<td>No tutorial</td>
</tr>
<tr>
<td>2</td>
<td>2 March</td>
<td>The context of HRM (ch 2)</td>
<td>The evolution of HRM (ch 1)</td>
</tr>
<tr>
<td>3</td>
<td>9 March</td>
<td>Employment relationships, industrial relations and HRM (ch 3)</td>
<td>HRM contexts (ch 2)</td>
</tr>
<tr>
<td>4</td>
<td>16 March</td>
<td>The role of law and regulation in HRM (ch 3)</td>
<td>Employment relationships, industrial relations and HRM (ch 3)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Group Debate 1</td>
</tr>
<tr>
<td>5</td>
<td>23 March</td>
<td>HR planning in dynamic environments (ch 4,5)</td>
<td>HR and the Law (ch 3 and tutorial readings)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Group Debate 2</td>
</tr>
<tr>
<td>6</td>
<td>30 March</td>
<td>Reading week</td>
<td>No lectures and no tutorials</td>
</tr>
</tbody>
</table>

### MID SEMESTER BREAK

April 3 – April 17

<table>
<thead>
<tr>
<th>Week</th>
<th>Week Commencing</th>
<th>Lecture Topic (&amp; reading)</th>
<th>Tutorial Topic (see detailed program below)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>20 April</td>
<td>Attracting talent and effective employment selection (ch 6)</td>
<td>De-constructing argument exercise</td>
</tr>
<tr>
<td>8</td>
<td>27 April</td>
<td>Retaining and developing staff (ch 7)</td>
<td>Unpacking the selection process (ch 6)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Group Report Assignment Due: Friday May 1, 4:30pm</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>4 May</td>
<td>Managing Performance (ch 8)</td>
<td>Talent Development (ch 7)</td>
</tr>
<tr>
<td>10</td>
<td>11 May</td>
<td>Negotiation at the workplace (ch 9)</td>
<td>Examining issues related to managing performance (ch 8)</td>
</tr>
<tr>
<td>11</td>
<td>18 May</td>
<td>Strategic reward management (ch 10)</td>
<td>How to negotiate effectively with workers (Ch 9)</td>
</tr>
<tr>
<td>12</td>
<td>25 May</td>
<td>Workplace Health and Safety &amp; Employee Wellbeing (ch 11)</td>
<td>Group Debate 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Understanding the motivations of employees: reward management (ch 10)</td>
</tr>
</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.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: [https://students.mq.edu.au/support/student_conduct/](https://students.mq.edu.au/support/student_conduct/)

Results

Results shown in iLearn, 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.

**Extension requests:** 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 disruption to studies 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/disruption_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html)

**Late submissions:** No extensions will be granted. There will be a deduction of 10% of the total marks available for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for disruption to studies is made and approved.
Students are required to obtain an overall mark of 50% in order to pass this unit.

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 improve your marks and take control of your study.

- Workshops
- StudyWise
- Academic Integrity Module for Students
- Ask a Learning Adviser

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

Equity 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.

IT Help
For help with University computer systems and technology, visit 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.

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:

Learning outcome
- Demonstrate an understanding of the links between the different areas of HRM and how they may contribute to a coherent, strategically advantageous set of HR plans and policies.
Assessment tasks

• Tutorial Assessed Coursework
• 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 outcomes

• Identify and define key terms, concepts and theories discussed in the HRM literature.
• Demonstrate an understanding of the links between the different areas of HRM and how they may contribute to a coherent, strategically advantageous set of HR plans and policies.
• Demonstrate an understanding of the contribution of HRM in businesses.
• Understand the importance of and principles of good communication and evaluation strategies for effective HRM.

Assessment tasks

• Tutorial Assessed Coursework
• 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

• Identify and define key terms, concepts and theories discussed in the HRM literature.
Demonstrate an understanding of the links between the different areas of HRM and how they may contribute to a coherent, strategically advantageous set of HR plans and policies.

Demonstrate an understanding of the contribution of HRM in businesses.

Understand the importance of and principles of good communication and evaluation strategies for effective HRM.

Assessment tasks

- Tutorial Assessed Coursework
- 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

- Identify and define key terms, concepts and theories discussed in the HRM literature.
- Demonstrate an understanding of the links between the different areas of HRM and how they may contribute to a coherent, strategically advantageous set of HR plans and policies.
- Demonstrate an understanding of the contribution of HRM in businesses.
- Understand the importance of and principles of good communication and evaluation strategies for effective HRM.

Assessment tasks

- Tutorial Assessed Coursework
- Group Assignment
- Final Examination

Changes from Previous Offering

There are no significant changes since last Session.

Global and Sustainability

Developing sustainable organisations through the creation of innovative practices.
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

The Compulsory Text for the unit is:


Other useful texts which comprehensively cover the core material include:


The publications listed below are highly recommended for further reading on the topics covered in the unit. Students should also consult them for the research and preparation of assignments.

Books

These are suggested books in order to broaden your reading.

- Leopold, J., & Harris, L. (2009). The strategic managing of human resources (2nd ed.).
London: Pearson Education.

Journals
Apart from books, students will find it invaluable to get into the practice of reading relevant articles from journals. Below students will find a list of journals to start their reading and research. Those suggested can all be found within the university library system.

• Academy of Management Journal
• Journal of Industrial Relations
• Asia Pacific Journal of Human Resources
• Work, Employment & Society
• Australian Journal of Management
• Employee Relations
• Human Resource Management Journal
• Journal Harvard Business Review
• International Journal of Human Resource Management

Some useful websites:

• http://www.fwa.gov.au
• http://www.ilr.cornell.edu/
• http://www.ahri.com.au
• http://www.shrm.org
• http://www.deewr.gov.au
• http://www.hreoc.gov.au/
• http://www.ilo.org
• http://www.psmpc.gov.au/
• http://europa.eu.int/comm/dg05/index_en.htm
• http://www.innovations.gov.au