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Disclaimer
Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.
General Information

Unit convenor and teaching staff
Unit Convenor
Troy Sarina
troy.sarina@mq.edu.au
Contact via troy.sarina@mq.edu.au
E4A, 652
Friday 10am - 11am

Administrator
John Truong
john.truong@mq.edu.au
Contact via john.truong@mq.edu.au
Department of Marketing and Management
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 HR strategy formation. Major topic areas include: human resource planning and staffing; employee training and development; performance appraisal; managing workforce diversity; and occupational health and safety. On completion of this unit students will be able to demonstrate the links between the different areas of HRM and the contribution of HRM in businesses. Students will develop graduate capabilities in a range of areas including critical thinking, creativity and innovation and communication skills.

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 concepts and theories in Human Resource Management.
2. Explain and evaluate the connection between Human Resource Management and organisational processes, plans and policies.

3. Recognise and apply the principles of communication and evaluation.

4. Develop and apply effective critical thinking and argument-making skills.

**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.

Please note there will be no transfer of marks from other assessments (e.g. group debate) to the final examination.

**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 6, 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%**

Develop critical thinking: arguing and substantiating a point of view (class debate).

Understanding argument making: Tutorial online activity and ongoing class engagement (see Assessment guide on iLearn).

This Assessment Task relates to the following Learning Outcomes:

- Identify and define key concepts and theories in Human Resource Management.
- Recognise and apply the principles of communication and evaluation.
- Develop and apply effective critical thinking and argument-making skills.

**Group Assignment**

Due: **Friday May 6, 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 6. 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 6.

**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 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:

- Identify and define key concepts and theories in Human Resource Management.
- Explain and evaluate the connection between Human Resource Management and organisational processes, plans and policies.
- Recognise and apply the principles of communication and evaluation.
- Develop and apply effective critical thinking and argument-making skills.

**Final Examination**

**Due:** Formal Examination Period

**Weighting:** 40%

2 hours. Assessing understanding of themes discussed in the course. 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 Second Half Year 2015.

This Assessment Task relates to the following Learning Outcomes:

- Identify and define key concepts and theories in Human Resource Management.
- Explain and evaluate the connection between Human Resource Management and
organisational processes, plans and policies.

• Recognise and apply the principles of communication and evaluation.

• Develop and apply effective critical thinking and argument-making skills.

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/

• 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 80% of your 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/

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.

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**

Topics to be covered each week are as follows:

<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>29 February</td>
<td>Unit Overview</td>
<td>No tutorial</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Evolution of HRM (ch 1)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>The context of HRM (ch 2)</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>7 March</td>
<td>The context of HRM (ch 2)</td>
<td>The evolution of HRM (ch 1)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Employment relationships, industrial relations and HRM (ch 3)</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>14 March</td>
<td>The role of law and regulation in HRM (ch 3)</td>
<td>HRM contexts (ch 2)</td>
</tr>
<tr>
<td>4</td>
<td>21 March Good Friday Public Holiday</td>
<td>Researching effectively</td>
<td>Deconstruction argument online activity – grade mark (online marking)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>No tutorials</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Listen to echo recordings on effective research</td>
</tr>
<tr>
<td>5</td>
<td>28 March Easter Monday Public Holiday</td>
<td>HR planning in dynamic environments (ch 4,5)</td>
<td>Assignment planning and teamwork preparation</td>
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<td></td>
<td></td>
<td></td>
<td>No tutorials</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Listen to echo recording on HR planning and dynamic environments</td>
</tr>
<tr>
<td>6</td>
<td>4 April</td>
<td>Attracting talent and effective employment selection (ch 6)</td>
<td>Group Debate 1</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Employment relationships, industrial relations and HRM (ch 3)</td>
</tr>
<tr>
<td></td>
<td><strong>MID SEMESTER BREAK</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>25 April Anzac Monday Public Holiday</td>
<td>Assignment preparation week due to public holiday</td>
<td>No lectures/no tutorials</td>
</tr>
</tbody>
</table>

https://unitguides.mq.edu.au/unit_offerings/56319/unit_guide/print
<table>
<thead>
<tr>
<th></th>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>2 May</td>
<td>Retaining and developing staff (ch 7)</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Group Report Assignment Due: Friday May 6, 4:30pm</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Group Debate 2</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Unpacking the selection process (ch 6)</td>
</tr>
<tr>
<td>9</td>
<td>9 May</td>
<td>Managing Performance (ch 8)</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Group debate 3</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Talent Development (ch 7)</td>
</tr>
<tr>
<td>10</td>
<td>16 May</td>
<td>Negotiation at the workplace (ch 9)</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Group Debate 4</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Examining issues related to managing performance (ch 8)</td>
</tr>
<tr>
<td>11</td>
<td>23 May</td>
<td>Strategic reward management (ch 10)</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Understanding the processes underpinning effective negotiations (Ch 9)</strong></td>
</tr>
<tr>
<td>12</td>
<td>30 May</td>
<td>Workplace Health and Safety &amp; Employee Wellbeing (ch 11)</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Group Debate 5</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Motivating workers: reward management (ch 10)</td>
</tr>
<tr>
<td>13</td>
<td>6 June</td>
<td>Subject Review and Exam Preparation</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>WHS &amp; employee wellbeing</strong></td>
</tr>
</tbody>
</table>

**** Proposed outline for debate topic and weeks is subject to change. See Assessment guide on iLearn for final version.

**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](https://students.mq.edu.au/support/)

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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/](http://students.mq.edu.au/support/)

**Learning Skills**

Learning Skills ([mq.edu.au/learningskills](http://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](https://students.mq.edu.au/support/)
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://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.

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 outcomes

• Identify and define key concepts and theories in Human Resource Management.
• Explain and evaluate the connection between Human Resource Management and organisational processes, plans and policies.
• Recognise and apply the principles of communication and evaluation.
• Develop and apply effective critical thinking and argument-making skills.

Assessment tasks

• Tutorial Assessed Coursework
• Group Assignment
• Final Examination

Socially and Environmentally Active and Responsible
We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

Learning outcome

• Identify and define key concepts and theories in Human Resource Management.
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:

**Learning outcomes**

- Explain and evaluate the connection between Human Resource Management and organisational processes, plans and policies.
- Recognise and apply the principles of communication and evaluation.

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**

- Explain and evaluate the connection between Human Resource Management and organisational processes, plans and policies.
- Recognise and apply the principles of communication and evaluation.
- Develop and apply effective critical thinking and argument-making skills.

**Assessment tasks**

- Tutorial Assessed Coursework
- Group Assignment
- Final Examination

Commitment to Continuous Learning

Our graduates will have enquiring minds and a literate curiosity which will lead them to pursue knowledge for its own sake. They will continue to pursue learning in their careers and as they participate in the world. They will be capable of reflecting on their experiences and relationships with others and the environment, learning from them, and growing - personally, professionally and socially.

This graduate capability is supported by:
Learning outcome

- Identify and define key concepts and theories in Human Resource Management.

Engaged and Ethical Local and Global citizens

As local citizens our graduates will be aware of indigenous perspectives and of the nation's historical context. They will be engaged with the challenges of contemporary society and with knowledge and ideas. We want our graduates to have respect for diversity, to be open-minded, sensitive to others and inclusive, and to be open to other cultures and perspectives: they should have a level of cultural literacy. Our graduates should be aware of disadvantage and social justice, and be willing to participate to help create a wiser and better society.

This graduate capability is supported by:

Learning outcome

- Explain and evaluate the connection between Human Resource Management and organisational processes, plans and policies.

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 concepts and theories in Human Resource Management.
- Explain and evaluate the connection between Human Resource Management and organisational processes, plans and policies.
- Develop and apply effective critical thinking and argument-making skills.

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**

- Explain and evaluate the connection between Human Resource Management and organisational processes, plans and policies.
- Recognise and apply the principles of communication and evaluation.
- Develop and apply effective critical thinking and argument-making skills.

**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.


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
- Harvard Business Review
- International Journal of Human Resource Management

Some useful websites:

https://unitguides.mq.edu.au/unit_offerings/56319/unit_guide/print
Unit guide HRM 107 Introduction to Human Resources

- http://europa.eu.int/comm/dg05/index_en.htm
- http://www.innovations.gov.au