



HRM 328

Strategic Human Resources Management

S1 Day 2019

Department of Management

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General Information

Unit convenor and teaching staff

Unit Convenor/Lecturer

Hector Viveros

hector.viveros@mq.edu.au

Contact via Email

Please view consultation hours via iLearn - <https://ilearn.mq.edu.au/login/>

Credit points

3

Prerequisites

(48cp at 100 level or above) including (HRM201 and HRM250)

Corequisites

3cp from HRM300-HRM317

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:

Critically analyse and communicate key HR theories and practices and their potential contribution to the strategy and success of the organisation.

Demonstrate an in-depth understanding of the role of HR metrics in strategic decision making, both within HR, and as part of the overall strategic direction of an organisation.

Work in teams to provide solutions to the challenges facing HRM in specific contexts.
Demonstrate an understanding of team processes.

Assessment Tasks

Name	Weighting	Hurdle	Due
Tutorial Participation	10%	No	Weeks 3-12
Individual Essay	20%	No	Week 6
Case study/group presentation	20%	No	Weeks 8
Final Examination	50%	No	Exam period

Tutorial Participation

Due: **Weeks 3-12**

Weighting: **10%**

Tutorial Participation Assessment Summary Task Description The tutorial is an integral part of this unit. Tutorials give students an opportunity to clarify material covered in lectures and readings, explore and apply key concepts in discussion, exercises and case studies, and prepare for the assessment for this unit. The tutorial program is divided into two parts.

Completion of tutorial homework encourages students to be engaged and active learners in discussions

Type of Collaboration Individual **Submission In Tutorial Format** [Please refer to the iLearn Unit page](#)

Length **Inherent Task Requirements** You are required to remain in class for the duration of the tutorial, during which time the material will be discussed collectively.

No e-mail submission will be accepted **Late Submission**

No extensions will be granted. Students who do not attend and participate in these tutorials will be **awarded zero** for this part of the participation marks.

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.

On successful completion you will be able to:

- Critically analyse and communicate key HR theories and practices and their potential contribution to the strategy and success of the organisation.
- Demonstrate an in-depth understanding of the role of HR metrics in strategic decision making, both within HR, and as part of the overall strategic direction of an organisation.
- Work in teams to provide solutions to the challenges facing HRM in specific contexts.

Individual Essay

Due: **Week 6**

Weighting: **20%**

Individual Essay Assessment Summary Task Description The purpose of this assessment is to develop a critical understanding of key theoretical and practical aspects of HR in relation to the strategic direction of organisations. The topic for this assignment will be provided on iLearn in week 1. **Type of Collaboration** Individual **Submission** [Please Submit Via Turnitin Link on iLearn](#) **Format** [Please refer to the iLearn Unit page](#) **Length** 1500 words excluding the reference list. **Inherent Task Requirements** None **Late Submission**

Late essays must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** of the total available marks for each **24 hour period** or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time.

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.

On successful completion you will be able to:

- Critically analyse and communicate key HR theories and practices and their potential contribution to the strategy and success of the organisation.
- Demonstrate an in-depth understanding of the role of HR metrics in strategic decision making, both within HR, and as part of the overall strategic direction of an organisation.

Case study/group presentation

Due: **Weeks 8**

Weighting: **20%**

Case Study & Group Presentation Assessment Summary Task Description The purpose of this assessment is to develop your skills in team building and case analysis. You will be allocated a case study relating to a particular organization and a specific aspect of strategic HR. Topics and organizations will be provided on [iLearn](#) by the end of Week 2 **Type of Collaboration** Individual (10%) & Group (10%) **Submission** Please Submit Case Study Report Via Turnitin Link on [iLearn](#). Reports must be submitted via Turnitin in **Week 8**. Presentations in tutorials **(weeks 8-12)** **Format** Please refer to the [iLearn](#) Unit page **Length** Report - 2,000 words excluding the reference list. **Inherent Task Requirements** None **Late Submission**

Students who are not present for their group's presentation will be awarded a mark of 0 for the presentation. No extensions will be granted.

Late reports must also be submitted through Turnitin. 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 (for example, 25 hours late in submission incurs a 20% penalty).

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.

On successful completion you will be able to:

- Critically analyse and communicate key HR theories and practices and their potential contribution to the strategy and success of the organisation.
- Demonstrate an in-depth understanding of the role of HR metrics in strategic decision making, both within HR, and as part of the overall strategic direction of an organisation.
- Work in teams to provide solutions to the challenges facing HRM in specific contexts.
- Demonstrate an understanding of team processes.

Final Examination

Due: **Exam period**

Weighting: **50%**

Task Description The Exam questions will assess students' understanding of the theoretical concepts covered in the course, functional areas of SHRM, and issues associated with management and organization of SHRM in different corporate contexts. This is a closed book exam. **Type of Collaboration** Individual **Submission** You are expected to present yourself for examination at the time and place designated in the University Examination Timetable **Format** Please refer to the iLearn Unit page **Length** 2 Hour **Inherent Task Requirements** None **Late Submission**

Please see Assessment Policy Schedule 4.

The only exception to not sitting an examination at the designated time in the University Examination Timetable is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying 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.

On successful completion you will be able to:

- Critically analyse and communicate key HR theories and practices and their potential contribution to the strategy and success of the organisation.
- Demonstrate an in-depth understanding of the role of HR metrics in strategic decision making, both within HR, and as part of the overall strategic direction of an organisation.

Delivery and Resources

Required text	<ul style="list-style-type: none"> Boxall, P and Purcell, J., (2015) <i>Strategy and Human Resource Management</i>, 4th ed., Palgrave Macmillan, Basingstoke. This is a capstone course. There is a textbook set for the Unit (see below) but this does <i>not</i> cover <i>every</i> topic. A detailed reading list pertinent to each topic is located on iLearn. All required readings will be available through eReserve.
Unit web page	The web page for this unit can be found at: https://ilearn.mq.edu.au/login/MQ/
Technology Used and Required	Students will need to be familiar with a web browser to access the unit web page.
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 face to face 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	See Research & Practice, Global contexts & Sustainability section.

Unit Schedule

A Unit schedule is included as a separate document on iLearn. This is where students will find the weekly schedule of lectures, tutorials and details of required readings.

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.*)

Undergraduate 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](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://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 improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

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.

Graduate Capabilities

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

- Critically analyse and communicate key HR theories and practices and their potential contribution to the strategy and success of the organisation.
- Demonstrate an in-depth understanding of the role of HR metrics in strategic decision making, both within HR, and as part of the overall strategic direction of an organisation.
- Work in teams to provide solutions to the challenges facing HRM in specific contexts.
- Demonstrate an understanding of team processes.

Assessment tasks

- Tutorial Participation
- Individual Essay
- Case study/group presentation
- 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

- Critically analyse and communicate key HR theories and practices and their potential contribution to the strategy and success of the organisation.
- Demonstrate an in-depth understanding of the role of HR metrics in strategic decision making, both within HR, and as part of the overall strategic direction of an organisation.

- Work in teams to provide solutions to the challenges facing HRM in specific contexts.
- Demonstrate an understanding of team processes.

Assessment tasks

- Tutorial Participation
- Individual Essay
- Case study/group presentation
- Final Examination

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

- Work in teams to provide solutions to the challenges facing HRM in specific contexts.
- Demonstrate an understanding of team processes.

Assessment tasks

- Tutorial Participation
- Case study/group presentation

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

- Work in teams to provide solutions to the challenges facing HRM in specific contexts.
- Demonstrate an understanding of team processes.

Assessment tasks

- Tutorial Participation
- Individual Essay

- Case study/group presentation
- Final Examination

Research & Practice, Global contexts & Sustainability

Additional Recommended Reading

On the ilearn site, students will find a Reading List which contains recommended readings for each topic covered in the Unit. The Unit relies heavily on recent scholarly journal articles and also classic theoretical and research publications.

There are also a number of excellent texts on the subject which cover some, but rarely all the topics in the course. Strongly recommended books include:

- * Boselie P., (2010), *Strategic Human Resource Management: A Balanced Approach*, McGraw-Hill, Berkshire. (*)
- * Armstrong, M. (2011) *Armstrong's Handbook of Strategic Human Resource Management*, Kogan Page Publishers.
- Marchington, M. and Wilkinson, A., (2002) *People Management and Development: Human Resource Management at Work*, 2nd ed, CIPD, London.
- Mello, J. (2010) *Strategic Human Resource Management*, Cengage Learning.
- * Millmore, M, Lewis, P. et al (2007) *Strategic Human Resource Management*, Prentice-Hall, Essex.
- Salaman, G. Storey, J., and Billsbery, J., (2005) *Strategic Human Resource Management: Theory and Practice*, Sage, London.
- Schuler, R. and Jackson, S., (2007) *Strategic Human Resource Management*, 2nd ed, Blackwell.
- Stone, R., (2010) *Managing Human Resources*, John Wiley & Sons, Milton.
- Storey, J., Wright, P., and Ulrich, D., (2009) *The Routledge Companion to Strategic Human Resource Management*, Routledge, Abingdon.

Note. * where this book examines topics covered in the course, the relevant chapter is listed in the reading guide.

Journals recommended for HRM study include:

- Human Resource Management Journal
- International Journal of Human Resource Management
- Academy of Management Journal
- Asia Pacific Journal of Human Resources
- Work, Employment and Society
- Australian Journal of Management

- California Management Review
- Economic and Labour Relations Review
- Harvard Business Review
- International Journal of Employment Studies
- Labour & Industry
- Personnel Journal
- Personnel Management
- Personnel Review

Key research databases for your study of human resource management include:

- Ebsco host: Academic Search Elite Business Source Premier
- Psychology and behavioral sciences collection

Also search the websites of well-known **consulting organisations** such as Watson Wyatt, PWC, Deloitte, DDI, Hewitt Associates etc. These can be an excellent source for information on contemporary techniques and practices.

Sustainability

Students should be aware that sustainability has a much broader meaning than 'green' issues, such as renewable energy and recycling. Companies today must consider their Triple Bottom Line, which means that they must focus on the sustainability of People, Profits and the Planet. Clearly, the people aspect is of interest to HR practitioners and will include discussions on flexible working, employee rights, equity, diversity and inclusion. In turn, these topics may inform discussion on outsourcing, offshoring and recruitment practices, to name a few. Students should familiarise themselves with the ten principles of the UN Global Compact and the Principles of Responsible Management Education, as well as company annual reports that provide insights into these areas.