



# HRMT11011 *Human Resource Management*

## Term 1 - 2025

Profile information current as at 26/03/2025 04:05 am

All details in this unit profile for HRMT11011 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

## General Information

### Overview

This unit introduces you to the concepts, functions, practices and contemporary issues of Human Resources Management (HRM), and its importance in the effective and ethical management of people within organisations. Topics covered include: strategic HRM, Human Resources Planning; Recruitment and Selection; HRM and the Law; Performance Management; Human Resources Development; Employee Remuneration and Benefits; to name a few. This unit will enable you to apply your understanding of all aspects of the HRM function to problems confronting managers and organisations through practice exercises and case analysis.

### Details

Career Level: *Undergraduate*

Unit Level: *Level 1*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

### Pre-requisites or Co-requisites

There are no requisites for this unit.

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

### Offerings For Term 1 - 2025

- Brisbane
- Melbourne
- Online
- Sydney

### Attendance Requirements

All on-campus students are expected to attend scheduled classes - in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

### Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

## Class and Assessment Overview

### Recommended Student Time Commitment

Each 6-credit Undergraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

### Class Timetable

#### [Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

#### [Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

### Assessment Overview

#### 1. **Annotated bibliography**

Weighting: 15%

#### 2. **Presentation**

Weighting: 40%

#### 3. **Written Assessment**

Weighting: 45%

### Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

## CQUniversity Policies

**All University policies are available on the [CQUniversity Policy site](#).**

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

## Previous Student Feedback

### Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

Feedback from Student survey, in-class feedback, email feedback.

#### **Feedback**

Students have requested more clarity between A2 and A3.

#### **Recommendation**

A2 scaffolds onto A3. However, there is overlap, as this was the perspective of many students (discussed in class and through email contact). Recommending to have more variation between A2 and A3, as students were concerned that the group work would be used for the individualise report and this would impact quality of submission.

Feedback from Student survey.

#### **Feedback**

Student has requested individualised feedback for Group Presentation.

#### **Recommendation**

Marking group presentations are done in real time during class, to give individualised feedback more time needs to be allocated to marking in class and students would need to wait for each individual student's marks and comments to be uploaded between presentations. Recommending more time is given to marker to give individualised feedback.

Feedback from Unit Coordinator

#### **Feedback**

Add gamification to enhance learning experience.

#### **Recommendation**

To enhance the learning experience for students, gamification would allow a more connected learning process for the cohort (who have grown up online and comfortable with gaming as a tool). Recommend using Kahoots or similar to develop deeper learning platform that is engaged.

## Unit Learning Outcomes

### **On successful completion of this unit, you will be able to:**

1. Identify and evaluate a number of HRM functions such as human resource planning, recruitment and selection, and employee health and safety
2. Explain how the primary functions of HRM relate to each other and to the broader organisational strategy
3. Discuss the importance of the strategic role that HRM plays in 21st century organisations
4. Analyse contemporary HRM issues including ethical, social, and sustainability issues using relevant HRM concepts and models.

NA

## Alignment of Learning Outcomes, Assessment and Graduate Attributes



### Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes			
	1	2	3	4
1 - Annotated bibliography - 15%	•	•		
2 - Presentation - 40%	•	•	•	•
3 - Written Assessment - 45%	•	•	•	•

### Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes			
	1	2	3	4
1 - Communication	•	•	•	•
2 - Problem Solving	•	•	•	•
3 - Critical Thinking	•	•	•	•
4 - Information Literacy	•	•	•	•
5 - Team Work	•	•	•	•
6 - Information Technology Competence	•	•	•	•
7 - Cross Cultural Competence			•	•
8 - Ethical practice			•	•
9 - Social Innovation				
10 - Aboriginal and Torres Strait Islander Cultures		•	•	

## Textbooks and Resources

### Textbooks

HRMT11011

#### Prescribed

#### Human Resource Management

Edition: 11th (2024)

Authors: Raymond J. Stone, Anne Cox, Mihajla Gavin, Joseph Carpini

Wiley

ISBN: 978-1-394-18360-9

Binding: Paperback

[View textbooks at the CQUniversity Bookshop](#)

### IT Resources

**You will need access to the following IT resources:**

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

## Referencing Style

No referencing style set.

## Teaching Contacts

**Prikshat Verma** Unit Coordinator

[p.verma3@cqu.edu.au](mailto:p.verma3@cqu.edu.au)

## Schedule

### Week 1 - 10 Mar 2025

Module/Topic	Chapter	Events and Submissions/Topic
Welcome to Human Resource Management Module		Welcome to the subject/Delivery Model/Student Responsibilities

### Week 2 - 17 Mar 2025

Module/Topic	Chapter	Events and Submissions/Topic
Lecture 1: What is HRM?	Chapter 1	

### Week 3 - 24 Mar 2025

Module/Topic	Chapter	Events and Submissions/Topic
Lecture 2: Human Resource Planning/Analytics/HRIS	Chapter 2 & 3	

### Week 4 - 31 Mar 2025

Module/Topic	Chapter	Events and Submissions/Topic
Lecture 3: Human Resource Management and industrial Relations	Chapter 4	

### Week 5 - 07 Apr 2025

Module/Topic	Chapter	Events and Submissions/Topic
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Lecture 4: Job Analysis, job design and quality of work life Chapter 5

**Written** Due: Week 5 Monday (7 Apr 2025) 11:45 pm AEST

### Vacation Week - 14 Apr 2025

Module/Topic	Chapter	Events and Submissions/Topic
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### Week 6 - 21 Apr 2025

Module/Topic	Chapter	Events and Submissions/Topic
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Lecture 5 : Recruitment and Selection Chapter 6 & 7

### Week 7 - 28 Apr 2025

Module/Topic	Chapter	Events and Submissions/Topic
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Lecture 6 : Performance Management (Chapter 8)

### Week 8 - 05 May 2025

Module/Topic	Chapter	Events and Submissions/Topic
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Lecture 7 :Career Planning and Human Resource Development (Chapter 9 & 10)

### Week 9 - 12 May 2025

Module/Topic	Chapter	Events and Submissions/Topic
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Lecture 8 Reward Management Chapter 11

**Group Presentation** Due: Week 9 Monday (12 May 2025) 11:45 pm AEST

### Week 10 - 19 May 2025

Module/Topic	Chapter	Events and Submissions/Topic
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Lecture 9:Change Management (Chapter 13)

### Week 11 - 26 May 2025

Module/Topic	Chapter	Events and Submissions/Topic
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Lecture 10:Managing diversity & IHRM (Chapter 14 & 15)

### Week 12 - 02 Jun 2025

Module/Topic	Chapter	Events and Submissions/Topic
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Subject review

### Review/Exam Week - 09 Jun 2025

Module/Topic	Chapter	Events and Submissions/Topic
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**Written Report (Individual)** Due: Review/Exam Week Monday (9 June 2025) 11:45 pm AEST

## Assessment Tasks

### 1 Written

#### Assessment Type

Annotated bibliography

#### Task Description

**Assessment type:** Individual Task

**Word limit:** 1000-word (+/- 10%)

**Weighting:** 15%

The objective of this task is to introduce students to the process of creating an annotated bibliography, which involves summarising, critically evaluating, and reflecting on the content and significance of academic articles. This task will help students to build their ability to engage with scholarly literature and develop a deeper understanding of HRM transformations in the post-pandemic era.

#### Assignment Brief:

Students are required to create an annotated bibliography for three academic journal articles related to HRM

transformations in the post-pandemic era. You should search the academic literature to identify academic peer reviewed journal articles. These articles should be published in top/reputed journals of HRM (For example, International Journal of Human Resource Management (IHRM), Human Resource Management Journal (HRMJ), Human Resource Management Review (HRMR), Personnel Review (PR), International Journal of Manpower, Journal of Organisational Change Management, or Leadership & Organization Development Journal (LODJ)). It is recommended that you undertake your research via the online 'search' of CQUniversity Library. These must be journal articles that are not already provided on Moodle for this Unit.

**Each annotation should consist of the following components:**

For Each Article (250 words for each article)

1.Citation

- Provide the full citation of the article in the required referencing style (APA style) on the top (These words won't be included towards total number of words)

2.Summary

- Summarise the article's purpose, research questions, methodology, and key findings.

2.Critical evaluation

- Assess the relevance of the article to the field of HRM in the post-pandemic context.
- Article's overall contribution to your understanding of HRM in post-pandemic transformations.

3. Final Reflection (250 words)

After completing the annotated bibliography for the three articles, write a consolidated reflection comprising:

- Synthesising the major insights and common themes across the three articles.
- Reflects on how these articles collectively contribute to understanding HRM transformations post-pandemic and their relevance to contemporary HR practices.

\*If you are using in-text references, then add a reference list separately (The references won't contribute towards number of words for the assessment)

**NOTE:** This assessment requires students to adhere to the guidelines on the use of artificial intelligence tools as specified in the Artificial Intelligence Assessment Scale (AIAS)(Provided in the folder). Any misuse or lack of disclosure regarding the use of AI tools will be considered a breach of academic integrity."

This assessment aligns with Level 2 (AI-Assisted idea generation and structuring) of the AI Assessment Scale, which enables students to use AI in the assessment for brainstorming, creating structures, and generating ideas for improving work. No AI content is allowed in the final submission

**Assessment Due Date**

Week 5 Monday (7 Apr 2025) 11:45 pm AEST

**Return Date to Students**

Week 7 Monday (28 Apr 2025)

**Weighting**

15%

**Assessment Criteria**

**Citation and Structure (5%) :** Citation is correctly formatted in APA style with no errors. All components of the annotation are clearly identified (summary, critical evaluation, reflection).

**Article Summary (30%):**Provides a comprehensive, clear, and concise summary of the article's purpose, research questions, methodology, and findings. Shows deep understanding of the article.

**Critical Evaluation (35%):**Provides a highly insightful critical evaluation, analysing the relevance, strengths, and limitations of the article. Makes strong connections to the post-pandemic HRM context.

**Final Reflection (25%):**The reflection synthesises insights from all articles, showing a deep understanding of HRM transformations and their real-world applicability.

**Academic Writing and Referencing (5%):**Writing is clear, concise, and well-organised. References and in-text citations are flawlessly formatted in APA style.

**Submission**

Online

**Learning Outcomes Assessed**

- Identify and evaluate a number of HRM functions such as human resource planning, recruitment and selection, and employee health and safety
- Explain how the primary functions of HRM relate to each other and to the broader organisational strategy

## 2 Group Presentation

### Assessment Type

Presentation

### Task Description

**Group Presentation: 3 to 4** students maximum

**Weighting: 40%**

This group presentation assessment is designed to help students explore how Artificial Intelligence(AI) has transformed HRM by analyzing its integration into specific HRM functions such as human resource planning, recruitment, selection, performance management, and career development. The students will critically assess the opportunities and challenges AI presents in the selected HRM area. This assessment encourages them to develop a deeper understanding of AI-driven HRM strategies, enhancing their analytical, critical thinking, and communication skills in the process. As an online submission, students will collaborate effectively in a virtual setting, ensuring a clear, professional, and engaging presentation that demonstrates their understanding and ability to apply HR concepts in real-world scenarios.

### Assignment Brief

In this group assessment (3 to 4 students maximum), will analyse and present a strategic evaluation of AI integration in a specific HRM function (e.g., human resource planning, recruitment, selection, performance management, career planning & development).

Each group will:

1. Research how AI is transforming the selected HRM function.
2. Analyse challenges and opportunities associated with AI adoption in the selected HRM function.
3. Provide strategic recommendations for businesses to implement and optimise AI-driven HRM in the selected function
4. Address ethical and practical concerns while implementing AI in the selected function.
5. Use real-world examples and industry trends to support your analysis (Provide apt references for the same)

### Assessment Components : Pre-recorded Video Presentation (12-15 minutes)

1. **Introduction** - Overview of the selected HRM function and how and why AI is relevant.
2. **Industry trends & real-world cases** - Insights from research, case studies, and reports, supported with references.
3. **Strategic recommendations** - For businesses to implement and optimise AI-driven HRM in the chosen function.
4. **Challenges & ethical considerations** - Discuss any issues arising such as AI bias, data privacy, employee trust, and regulatory concerns in the chosen function
5. **Best practices** - Best practices for HRM leaders to maximise AI benefits while mitigating risks.
6. **Conclusion** - Key takeaways and implications for HRM.

**NOTE:** This assessment requires students to adhere to the guidelines on the use of artificial intelligence tools as specified in the Artificial Intelligence Assessment Scale (AIAS)(Provided in the folder). Any misuse or lack of disclosure regarding the use of AI tools will be considered a breach of academic integrity."

This assessment aligns with Level 2 (AI-Assisted idea generation and structuring) of the AI Assessment Scale, which enables students to use AI in the assessment for brainstorming, creating structures, and generating ideas for improving work. No AI content is allowed in the final submission.

### Assessment Due Date

Week 9 Monday (12 May 2025) 11:45 pm AEST

### Return Date to Students

Week 11 Monday (26 May 2025)

### Weighting

40%

### Assessment Criteria

**Content & Research (30%)** : Depth of research, demonstrating thorough understanding of AI in the selected HRM function. Multiple high-quality sources, case studies, and real-world examples integrated with supporting references

**Critical Analysis (25%)** :Comprehensive and insightful analysis of AI's challenges, opportunities, and ethical considerations. Clearly identifies risks and solutions.

**Strategic Recommendations (20%)** : Relevant, practical, and well-supported recommendations. Directly linked to the challenges identified, demonstrating strong strategic thinking.

**Team Collaboration (15%)** : Demonstration of teamwork, with all members contributing equally. Effective use of online tools and seamless coordination.

**Presentation Quality (10%)** : Demonstration of appropriate understanding of presentation quality with clear



audio/video, professional visuals, and engaging delivery. Flawless timing within 12-15 minutes.

### **Submission**

Online

### **Learning Outcomes Assessed**

- Identify and evaluate a number of HRM functions such as human resource planning, recruitment and selection, and employee health and safety
- Explain how the primary functions of HRM relate to each other and to the broader organisational strategy
- Discuss the importance of the strategic role that HRM plays in 21st century organisations
- Analyse contemporary HRM issues including ethical, social, and sustainability issues using relevant HRM concepts and models.

## **3 Written Report (Individual)**

### **Assessment Type**

Written Assessment

### **Task Description**

**Word limit:** 2000-word (+/- 10%) (Excluding references)

**Weighting:** 45%

This assessment is designed to help students comprehensively understand the current scenario in Human Resource Management by conducting an in-depth analysis of an organisation of their choice. Students may select their current workplace or any other organisation that interests them. Through this research-driven task, students will evaluate the organisation's HRM strategies, identify key challenges, and propose practical solutions. This task will develop critical thinking, industry awareness, research skills, and problem-solving abilities in the context of HRM.

### **Assignment Brief:**

Each student will select an organisation (e.g., their current employer, a multinational corporation, a government agency, a startup, or a nonprofit) and conduct a research-driven analysis of its HRM practices. The report should integrate real-world organisational insights and academic research supported by scholarly references to examine HRM trends, challenges, and strategic recommendations.

**Report Structure (2,000 +/- 10% Words): With tentative word count for each section**

#### **1. Introduction (200 words)**

- Overview of the selected organisation.
- Importance of HRM in the organisation's operations.
- Purpose and scope of the report.

(You must cite at least one scholarly source to establish the relevance of HRM in organisational success)

#### **2. Current HRM Practices in the chosen organisation (400 words)**

- Analysis of the organisation's existing HRM policies and strategies.
- Discussion of various HRM practices in the organisations such as recruitment, selection, performance management, career management, training & development, DEI strategies, or AI integration.

(You must reference at least two scholarly sources to support your discussion on HRM best practices)

#### **3. Key HRM Challenges & Issues (around 500 words)**

- Identification of major HRM challenges faced by the organisation.
- Critical evaluation of factors such as talent shortages, employee retention, AI or technology adoption, compliance, and ethical concerns.
- Analysis supported by internal reports, external sources, and HRM theories (provide references)

#### **4. Strategic HRM Approaches & Best Practices (around 350 words)**

- Examination of how the organisation is addressing these challenges.
- Discuss the best HRM practices within the organisation to meet the above challenges.

#### **5. Strategic Recommendations (around 350 words)**

- Proposed strategies for HRM leaders in the organisation.

#### **6. Conclusion (around 200 words)**

- Summary of key findings.
- Final thoughts on HRM's evolving role in the organisation.

**NOTE:** This assessment requires students to adhere to the guidelines on the use of artificial intelligence tools as specified in the Artificial Intelligence Assessment Scale (AIAS)(Provided in the folder). Any misuse or lack of disclosure

regarding the use of AI tools will be considered a breach of academic integrity."

This assessment aligns with Level 2 (AI-Assisted idea generation and structuring) of the AI Assessment Scale, which enables students to use AI in the assessment for brainstorming, creating structures, and generating ideas for improving work. No AI content is allowed in the final submission

**Assessment Due Date**

Review/Exam Week Monday (9 June 2025) 11:45 pm AEST

**Return Date to Students**

**Weighting**

45%

**Assessment Criteria**

**Analysis of HRM Practices (20%)** : Detailed evaluation of HRM strategies in the chosen organisation, demonstrating deep insight and originality. Strong integration of scholarly sources and industry reports.

**Critical Evaluation of HRM Challenges (25%)** :Identification and critically analyses of complex HRM challenges with exceptional depth. Strong comparisons with industry trends and academic research.

**Strategic HRM Approaches & Best Practices (25%)** :Innovative and highly practical strategies. Justified with strong academic and industry sources. Examples are compelling and relevant.

**Strategic Recommendations (15%)** : Presentation of forward-thinking and well-researched discussion of HRM trends and strategic recommendations. Strong scholarly evidence.

**Report Structure & Clarity (10%)** : Evidence of well-structured report with logical flow, coherence, and professional presentation. Writing is clear, concise, and engaging.

**Referencing & Research Quality (5%)** : Use of at least 6 scholarly sources correctly formatted in APA. All arguments are well-supported.

**Submission**

Online

**Learning Outcomes Assessed**

- Identify and evaluate a number of HRM functions such as human resource planning, recruitment and selection, and employee health and safety
- Explain how the primary functions of HRM relate to each other and to the broader organisational strategy
- Discuss the importance of the strategic role that HRM plays in 21st century organisations
- Analyse contemporary HRM issues including ethical, social, and sustainability issues using relevant HRM concepts and models.

## Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

### What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

### Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

### Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

### What can you do to act with integrity?



#### Be Honest

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



#### Seek Help

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



#### Produce Original Work

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem