HRMT20030 *Contemporary Human Resource Management and People Analytics*
Term 1 - 2024

Profile information current as at 29/07/2024 03:11 pm

All details in this unit profile for HRMT20030 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

In this unit, you will examine contemporary issues in human resource management (HRM) and explore the impact that new developments in people analytics have on an organisation's ability to strategically attract, recruit, retain and manage its human resources in a competitive environment. In addition, this unit will raise your awareness of the relevance of Aboriginal and Torres Strait Islander cultures in good business practices, as well as apply lessons from those cultures for good ethical, social, and governance outcomes in HRM contexts.

Details

Career Level: *Postgraduate*
Unit Level: *Level 8*
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 - 2024

- 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 Postgraduate 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. **Presentation**
Weighting: 15%
2. **Group Work**
Weighting: 35%
3. **Written Assessment**
Weighting: 50%

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 UC's reflection

Feedback
Ensure the contents of the unit is contemporary
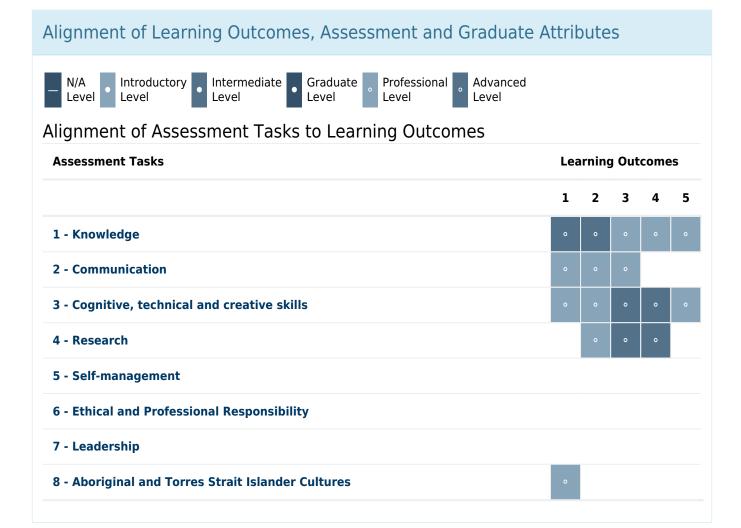
Recommendation
The unit contents will change to have a mix of contemporary HR topics and People Analytics from T1 2024.

Unit Learning Outcomes

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

1. Identify key contemporary issues throughout the employment cycle and evaluate those which could affect HRM effectiveness.
2. Critically analyse key contemporary HR issues and their implications for effective HRM.
3. Evaluate approaches that could be used to address contemporary HRM issues.
4. Develop an understanding of people analytics, its opportunities and risks in relation to HRM.
5. Analyse and interpret organisation's data to make evidence-based HRM decisions.

None

Alignment of Learning Outcomes, Assessment and Graduate Attributes

— N/A Level	∘ Introductory Level	∘ Intermediate Level	∘ Graduate Level	∘ Professional Level	∘ Advanced Level

Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes				
	1	2	3	4	5
1 - Knowledge	∘	∘	∘	∘	∘
2 - Communication	∘	∘	∘		
3 - Cognitive, technical and creative skills	∘	∘	∘	∘	∘
4 - Research		∘	∘	∘	
5 - Self-management					
6 - Ethical and Professional Responsibility					
7 - Leadership					
8 - Aboriginal and Torres Strait Islander Cultures	∘				

Textbooks and Resources

Textbooks
HRMT20030

Supplementary

Introduction to People Analytics: A Practical Guide to Data-Driven HR
(2023)
Authors: Khan, N., & Millner, D.
Kogan Page
London
Binding: eBook
HRMT20030

Supplementary

Predictive Analytics in Human Resource Management.
(2021)
Authors: Nijjer, S., & Raj, S.
Taylor & Francis Group
Milton
Binding: eBook

Additional Textbook Information
The unit contents will be drawn from these two textbooks
Nijjer, S., & Raj, S. (2021). Predictive Analytics in Human Resource Management. Milton: Taylor & Francis Group.
Khan, N., & Millner, D. (2023). Introduction to People Analytics: A Practical Guide to Data-Driven HR, Second Edition (Second Edition). London: Kogan Page, Limited

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

Huong Le Unit Coordinator
h.le@cqu.edu.au
Sardana Khan Unit Coordinator
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Schedule

Week 1 - 04 Mar 2024

Module/Topic	Chapter	Events and Submissions/Topic
Contemporary HRM and Introduction to People/HR Analytics	Week1 e-reading list on Moodle	

Week 2 - 11 Mar 2024

Module/Topic	Chapter	Events and Submissions/Topic

Diversity, Indigenisation and Talent Management	Week 2 e-reading list on Moodle	

Week 3 - 18 Mar 2024

Module/Topic	Chapter	Events and Submissions/Topic
Flexibility, Future of Work, and Career Management	Week 3 e-reading list on Moodle	

Week 4 - 25 Mar 2024

Module/Topic	Chapter	Events and Submissions/Topic
Sustainable HRM and Well-being	Week 4 e-reading list on Moodle	

Week 5 - 01 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Sourcing Data	Chapters 1 and 2 of Nijjer, S., & Raj, S. (2021) and other weekly readings on Moodle	**PPT Group presentation in class PPT slides submission on Moodle** **Presentation (Group)** Due: Week 5 Monday (1 Apr 2024) 9:00 am AEST

Vacation Week - 08 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
No class	No reading	

Week 6 - 15 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Modelling the Business Problem	Chapter 3 of Nijjer, S., & Raj, S. (2021) and other weekly readings on Moodle	

Week 7 - 22 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Predictive Analytical Tools, and Techniques	Chapter 4 of Nijjer, S., & Raj, S. (2021) and other weekly readings on Moodle	**Report (Group)** Due: Week 7 Monday (22 Apr 2024) 9:00 am AEST

Week 8 - 29 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Predictive HR Analytics in Recruitment, Selection, and Diversity (Part 1)	Chapters 6 and 7 of Nijjer, S., & Raj, S. (2021) and other weekly readings on Moodle	

Week 9 - 06 May 2024

Module/Topic	Chapter	Events and Submissions/Topic
Predictive HR Analytics in Recruitment, Selection, and Diversity (Part 2)	Chapters 6 and 7 of Nijjer, S., & Raj, S. (2021) and other weekly readings on Moodle	

Week 10 - 13 May 2024

Module/Topic	Chapter	Events and Submissions/Topic
Predictive HR Analytics in Engagement, Performance, and Turnover (Part 1)	Chapter 8 of Nijjer, S., & Raj, S. (2021) and other weekly readings on Moodle	

Week 11 - 20 May 2024

Module/Topic	Chapter	Events and Submissions/Topic
Predictive HR Analytics in Engagement, Performance, and Turnover (Part 2)	Chapter 8 of Nijjer, S., & Raj, S. (2021) and other weekly readings on Moodle	

Week 12 - 27 May 2024

Module/Topic	Chapter	Events and Submissions/Topic

| Emerging Trends in Predictive HR Analytics and Ethical Considerations | Chapter 9 of Nijjer, S., & Raj, S. (2021) and other weekly readings on Moodle | Preparation for the final report |

Review/Exam Week - 03 Jun 2024

Module/Topic	Chapter	Events and Submissions/Topic
		Portfolio (Individual) Due: Review/Exam Week Monday (3 June 2024) 9:00 am AEST

Exam Week - 10 Jun 2024

Module/Topic	Chapter	Events and Submissions/Topic

Assessment Tasks

1 Presentation (Group)

Assessment Type
Presentation

Task Description

In this assessment task, you are required to

- form a group of 3 to 4 students from the same workshop.
- prepare a 10-minute PowerPoint (PPT) presentation in class for the CEO and top management team, based on up to three topics noted below in relation to human resource management (HRM) challenges. This PPT presentation should be a preview of your written report for the CEO (see Assessment 2).

Your PowerPoint presentation should

- provide a comprehensive and critical analysis of contemporary HRM challenges and/or opportunities related to your chosen topic(s).
- have recommendations for short-term and long-term action to address the above HRM challenges.
- provide at least three real-world examples to support your analysis.
- cite recent (2019 to 2024), and relevant peer-reviewed academic journal articles throughout the PPT slides, and include them in a reference list, using the APA referencing style.

Other information

- Oral presentations: All members of the group should participate equally in the presentation.
- Submission: One member will submit the presentation on the Moodle site on behalf of the team.
- Feedback will be provided in the class after your presentation.

Assessment Due Date
Week 5 Monday (1 Apr 2024) 9:00 am AEST

Return Date to Students

Verbal feedback will be provided in class and marks will be released to students two working weeks after the submission.

Weighting
15%

Assessment Criteria

Your presentation will be assessed on the extent to which it meets each of the following criteria:

1) Quality of research and analysis: Draw from a topic from the unit and refer to recent and relevant peer-reviewed academic journal articles. (20%)

2) Application of theory: Incorporate theory and literature to identify key issues and provide recommendations to meet the assessment requirements. (20%)

3) Visual aid and structure: Quality of visual aids (PPT slides); Concise and structured presentation with an introduction, main presentation, and conclusion. In-text citations and the reference list using the APA referencing style. (20%)

4) Delivery: Quality and professionalism of the oral presentation delivered within the allocated time. (35%)

5) Teamwork: Work collaboratively as a team. (5%)

You will lose marks for this task if you are not present on the day.

Penalties for late submissions are applied according to policy (5% per day).

Important: Plagiarism (i.e., high Turnitin similarity index) and other academic misconduct are taken very seriously. Such incidents will be reported to the Academic Integrity Unit of the University and may result in a "zero" mark.

Submission
Online
Submission Instructions
ONE member of your group uploads PPT slides (no video) on Moodle.
Learning Outcomes Assessed

- Identify key contemporary issues throughout the employment cycle and evaluate those which could affect HRM effectiveness.
- Critically analyse key contemporary HR issues and their implications for effective HRM.
- Evaluate approaches that could be used to address contemporary HRM issues.

2 Report (Group)

Assessment Type
Group Work

Task Description

Based on the topic your group has selected in Assessment 1, develop a fully written report to the CEO.

In line with your PPT presentation, your report should

- provide a comprehensive and critical analysis of contemporary HRM challenges and/or opportunities related to your chosen topic(s).
- have recommendations for short-term and long-term action to address the above HRM challenges.
- provide at least three real-world examples to support your analysis.
- cite at least eight recent (2019 to 2024), and relevant peer-reviewed academic journal articles throughout the report, and include them in a reference list, using the APA referencing style.

Submission: One member can submit the report on the unit Moodle site on behalf of the group.

Important: Before commencing this task, carefully read the detailed assessment task and the marking rubric available on the unit Moodle site.

Assessment Due Date
Week 7 Monday (22 Apr 2024) 9:00 am AEST
Return Date to Students

Written feedback and marks will be released to students two working weeks after the submission.
Weighting
35%
Assessment Criteria

A full marking rubric will be available on the Moodle site. Your report will be assessed on the extent to which it meets each of the following criteria:

1) Executive summary: Clearly presented and summarised the report succinctly. (5%)

2) Research: A thorough knowledge of the relevant material demonstrated through the use of an appropriate body of quality sources. (25%)

3) Analysis: Identification of the issue(s), critical analysis, and clear argumentation supported by evidence. (25%)

4) Application of theory/literature: Application and/or integration of relevant theory and literature in the discussion to address the assessment task. (25%)

5) Communication: Logical structure including a clear introduction, conclusion, and recommendation; Clear and concise written communication. (15%)

6) Referencing: Correct use of the APA reference style. (5%)

Penalties for late submissions are applied according to policy (5% per day).

Important: Plagiarism (i.e., high Turnitin similarity index) and other academic misconduct are taken very seriously. Such incidents will be reported to the Academic Integrity Unit of the University and may result in a "zero" mark.

Submission
Online
Submission Instructions
One member can submit the report on the unit Moodle site on behalf of the group.
Learning Outcomes Assessed

- Identify key contemporary issues throughout the employment cycle and evaluate those which could affect HRM effectiveness.
- Critically analyse key contemporary HR issues and their implications for effective HRM.
- Evaluate approaches that could be used to address contemporary HRM issues.

3 Portfolio (Individual)

Assessment Type
Written Assessment

Task Description

This task requires you to write three (3) Portfolios in relation to HR analytics and HR challenges. You will be given a dataset (in Excel) on HRM challenges. You are required to analyse the dataset to answer a number of questions or tasks in each portfolio. You will then use the predictive analyses to discuss the implications of the findings for human resource managers (see Moodle for more details on questions and tasks in each Portfolio).

Assessment Due Date
Review/Exam Week Monday (3 June 2024) 9:00 am AEST
Return Date to Students

Feedback and marks will be released to students along with the certification of grades process
Weighting
50%
Assessment Criteria

Your portfolio will be assessed on the extent to which it meets each of the following criteria:

1) Data analysis: Completion of required statistical analyses (20%)

2) Interpretation of the results: Quality of descriptions and interpretations of the results; Identification of the issue(s). (20%)

3) Research: A thorough knowledge of the relevant material demonstrated through the use of an appropriate body of quality sources. (15%).

4) Discussion and application of theory/literature: Application and/or integration of relevant theory and literature in the discussion of the findings to address the assessment task; Provide appropriate implications. (30%)

5) Communication (written): Following the recommended format, structure, and presentation; Clear, concise, and correct written communication. (10%)

6) Referencing: Correct use of the APA reference style. (5%)

Penalties for late submissions are applied according to policy (5% per day).

Important: Plagiarism (i.e., high Turnitin similarity index) and other academic misconduct are taken very seriously. Such incidents will be reported to the Academic Integrity Unit of the University and may result in a "zero" mark.

Submission
Online
Submission Instructions
Your submission must be uploaded on the Unit Moodle site.
Learning Outcomes Assessed

- Develop an understanding of people analytics, its opportunities and risks in relation to HRM.
- Analyse and interpret organisation's data to make evidence-based HRM decisions.

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