



HRMT20030 Contemporary Human Resource Management and People Analytics

Term 1 - 2025

Profile information current as at 26/03/2025 05:52 am

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 - 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 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 Unit coordinator self reflection

Feedback

Continue to enhance new unit contents - People Analytics contents of the unit and Assessment 3

Recommendation

There is a need to appoint a new academic with a strong analytics background to manage this unit. This person should enhance teaching materials, including readings, case studies, statistics and new recordings on data analyses. These resources are to enhance students' understanding of statistics, predictive analysis, and decision-making. Ensure Assessment 3 is clear and easy to follow.

Feedback from Unit coordinator self reflection

Feedback

New lecture recording are required

Recommendation

New lecture recordings and updated lecture slides should be done in T1 2025 to provide students with a more comprehensive and clear explanation of HR analytics.

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

Edition: 2 (2023)

Authors: Khan, N., & Millner, D.

Kogan Page, Limited

London, UK

ISBN: 9781398610057

Binding: eBook

The 2023 e-book is accessible for on-line reading via CQUni Library.

HRMT20030

Supplementary

Predictive Analytics in Human Resource Management : A Hands-On Approach

Edition: 1 (2021)

Authors: Nijjer, S., & Raj, S.

Taylor & Francis Group

Milton

ISBN: 9781000208139

Binding: eBook

The 2021 e-book is accessible for on-line reading via CQUni Library.

IT Resources

You will need access to the following IT resources:

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

Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 7th Edition \(APA 7th edition\)](#)

For further information, see the Assessment Tasks.

Teaching Contacts

Kaushi Nallaperuma Unit Coordinator

k.nallaperuma@cqu.edu.au

Schedule

Week 1 - 10 Mar 2025

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

Week 2 - 17 Mar 2025

Module/Topic	Chapter	Events and Submissions/Topic
Diversity, Indigenisation and Talent Management	Week 2 e-reading list on Moodle	

Week 3 - 24 Mar 2025

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

Week 4 - 31 Mar 2025

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

Week 5 - 07 Apr 2025

Module/Topic	Chapter	Events and Submissions/Topic
Introduction to HR Analytics	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 (7 Apr 2025) 5:00 pm AEST

Vacation Week - 14 Apr 2025

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

Week 6 - 21 Apr 2025

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

Week 7 - 28 Apr 2025

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 (28 Apr 2025) 5:00 pm AEST

Week 8 - 05 May 2025

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

Week 9 - 12 May 2025

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

Week 10 - 19 May 2025

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

Week 11 - 26 May 2025

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

Week 12 - 02 Jun 2025

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 - 09 Jun 2025

Module/Topic	Chapter	Events and Submissions/Topic
		Portfolio Analysis and Report (Individual) Due: Review/Exam Week Monday (9 June 2025) 5:00 pm AEST

Exam Week - 16 Jun 2025

Module/Topic	Chapter	Events and Submissions/Topic
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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.

Important: For this assessment, students must adhere to the guidelines outlined in the Artificial Intelligence Assessment Scale (AIAS). You are permitted to use AI tools for planning, idea development, and research. However, your final submission should clearly demonstrate how you have developed, refined, and critically engaged with these ideas. Failure to properly disclose the use of AI tools or any misuse will be regarded as a breach of academic integrity and will be handled in accordance with the university's academic misconduct policies.

Assessment Due Date

Week 5 Monday (7 Apr 2025) 5:00 pm 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.

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

Plagiarism: Any detected plagiarism will be reported to the Academic Services Centre and may result in a "zero" mark.

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

Submission

Online Group

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 (2020 to 2025), 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.

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

Important: For this assessment, students must adhere to the guidelines outlined in the Artificial Intelligence Assessment Scale (AIAS). You are permitted to use AI tools for planning, idea development, and research. However, your final submission should clearly demonstrate how you have developed, refined, and critically engaged with these ideas. Failure to properly disclose the use of AI tools or any misuse will be regarded as a breach of academic integrity and will be handled in accordance with the university's academic misconduct policies.

Assessment Due Date

Week 7 Monday (28 Apr 2025) 5:00 pm 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%)

Additional Notes:

Late Submission: A penalty of 5% per day applies without prior approval.

Plagiarism: Any detected plagiarism will be reported to the Academic Services Centre and may result in a “zero” mark.

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

Submission

Online Group

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 Analysis and Report (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 discuss the implications of the findings for human resource managers (see Moodle for more details on questions and tasks in each Portfolio).

Important: For this assessment, students must adhere to the guidelines outlined in the Artificial Intelligence Assessment Scale (AIAS). You are permitted to use AI tools for planning, idea development, and research. However, your final submission should clearly demonstrate how you have developed, refined, and critically engaged with these ideas. Failure to properly disclose the use of AI tools or any misuse will be regarded as a breach of academic integrity and will be handled in accordance with the university's academic misconduct policies.

Assessment Due Date

Review/Exam Week Monday (9 June 2025) 5:00 pm 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. You are required to include the detail of the statistical analysis in the appendix section (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) 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%)

Additional Notes:

Late Submission: A penalty of 5% per day applies without prior approval.

Plagiarism: Any detected plagiarism will be reported to the Academic Services Centre and may result in a "zero" mark.

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

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