



## UNSW Course Outline

# ZBUS8103 Strategic Human Resources - 2024

Published on the 11 Feb 2024

## General Course Information

Course Code : ZBUS8103

Year : 2024

Term : Semester 1

Teaching Period : Z1

Is a multi-term course? : No

Faculty : UNSW Canberra

Academic Unit : UC School of Business

Delivery Mode : Online

Delivery Format : Standard

Delivery Location : UNSW Canberra at ADFA

Campus : UNSW Canberra

Study Level : Postgraduate

Units of Credit : 6

### Useful Links

[Handbook Class Timetable](#)

## Course Details & Outcomes

### Course Description

This course adopts a general management approach to strategic human resources. The course complements courses in management strategy. The course is beneficial to those seeking an advanced level of human resource knowledge. The course is beneficial to professionals working

in human resource management as well as professionals working globally.

## Course Aims

The purpose of this course is to deepen students' understanding of strategic human resources. Students will gain an understanding of the context within which strategic human resource management operates as well as knowledge of the HRM functions and their application to a broad range of HRM challenges. Students will be exposed to a range of theories relating to strategic human resources, and will apply these to cases and to their workplaces.

The course builds on students' foundational knowledge of human resource management, enabling them to apply more complex concepts. The course is beneficial for managers, as well as those who do not have managerial or supervisory responsibilities.

## Relationship to Other Courses

Prior knowledge of Human Resource Management gained through undergraduate studies will be beneficial to students undertaking this course, however, this is not an essential prerequisite.

## Course Learning Outcomes

Course Learning Outcomes
CL01 : Demonstrate knowledge of the concepts and techniques applied in human resource management
CL02 : Investigate and critically evaluate scholarly literature
CL03 : Apply theoretical or applied insights to workplace situations and/or a case study
CL04 : Demonstrate effective written communication

Course Learning Outcomes	Assessment Item
CL01 : Demonstrate knowledge of the concepts and techniques applied in human resource management	<ul style="list-style-type: none"><li>• Short essay</li><li>• Main essay</li><li>• Presentation and reflection</li></ul>
CL02 : Investigate and critically evaluate scholarly literature	<ul style="list-style-type: none"><li>• Short essay</li><li>• Main essay</li><li>• Presentation and reflection</li></ul>
CL03 : Apply theoretical or applied insights to workplace situations and/or a case study	<ul style="list-style-type: none"><li>• Main essay</li><li>• Presentation and reflection</li></ul>
CL04 : Demonstrate effective written communication	<ul style="list-style-type: none"><li>• Short essay</li><li>• Main essay</li></ul>

# Learning and Teaching Technologies

Moodle - Learning Management System | Blackboard Collaborate

## Learning and Teaching in this course

Several teaching strategies are used in this course. These are:

- Vodcasts - each weekly topic is introduced by the Course Convenor.
- Readings - relevant textbook chapters and articles expand upon the themes in the vodcast.
- Collaborate sessions - online, interactive sessions will be held throughout the semester to enable students to discuss issues with the Course Convenor and their classmates.
- Forum posts - students engage with, and learn from each other in the online forums.

### Workload

Students are expected to undertake an average of 10 hours of study per week for a 6 UOC course. This includes engagement with course readings and other activities, assessment preparation and research, as well as contact time with the lecturer and fellow students.

## Other Professional Outcomes

### Developing Program Attributes

Students will be encouraged to develop the following School of Business program attributes by undertaking the course activities and mastering the knowledge content:

#### 1: Business knowledge

Students will apply disciplinary knowledge to business situations in a local and global environment.

#### 2: Problem solving

Students will identify and research issues in business situations, analyse the issues, and propose appropriate and well-justified solutions.

#### 3: Business communication

Students will prepare written documents that are clear and concise, using appropriate style and presentation for the intended audience, purpose and context.

#### 4: Teamwork

Students will participate within a virtual classroom, and will reflect on their contribution to

increasing the knowledge of the group.

### 5: Responsible business practice

Students will identify and assess ethical, and/or environmental, and/or sustainability considerations in business decision-making and practice.

### 6: Global and cultural competence

Students will identify social and cultural implications of international human resource management.

### 7: Leadership development

Students will use initiative and develop innovative approaches to solving human resource management problems.

### Developing Graduate Capabilities

Successful completion of this course contributes to the acquisition of UNSW graduate capabilities. UNSW aspires to develop globally focused graduates who are **rigorous scholars**, capable of **leadership** and **professional practice** in an **international** community.

## Assessments

### Assessment Structure

Assessment Item	Weight	Relevant Dates
Short essay Assessment Format: Individual	30%	Start Date: Not Applicable Due Date: 24/03/2024 11:59 PM Post Date: 07/04/2024 06:00 PM
Main essay Assessment Format: Individual	40%	Start Date: Not Applicable Due Date: 12/05/2024 11:59 PM Post Date: 26/05/2024 06:00 PM
Presentation and reflection Assessment Format: Individual	30%	Start Date: Not Applicable Due Date: 09/06/2024 11:59 PM Post Date: 10/07/2024 03:00 PM

# Assessment Details

## Short essay

### Assessment Overview

Essay critiquing human resource management theories and what this means for the role of HRM.

### Course Learning Outcomes

- CL01 : Demonstrate knowledge of the concepts and techniques applied in human resource management
- CL02 : Investigate and critically evaluate scholarly literature
- CL04 : Demonstrate effective written communication

### Detailed Assessment Description

Please see the course Moodle site for a detailed description of this assessment. Information will be made available on 12 February.

### **Permitted use of Generative AI: SIMPLE EDITING ASSISTANCE**

For this assessment task, you may use AI-based software to prepare prior to completing your assessment. You are permitted to use standard editing and referencing functions in word processing software (this is limited to spelling and grammar checking and reference citation generation) in the creation of your submission. You must not use any functions that generate or paraphrase passages of text, whether based on your own work or not.

Please note that your submission will be passed through an AI-generated text detection tool. If your marker has concerns that your answer contains passages of AI-generated text you may be asked to explain your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

### Assessment Length

1,500 (+/-10%) words

### Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

## Main essay

### Assessment Overview

Essay examining a current human resource management issue, applying theory to practice.

### Course Learning Outcomes

- CL01 : Demonstrate knowledge of the concepts and techniques applied in human resource management
- CL02 : Investigate and critically evaluate scholarly literature
- CL03 : Apply theoretical or applied insights to workplace situations and/or a case study
- CL04 : Demonstrate effective written communication

### Detailed Assessment Description

Please see the course Moodle site for a detailed description of this assessment. Information will be made available on 12 February.

### **Permitted use of Generative AI: SIMPLE EDITING ASSISTANCE**

For this assessment task, you may use AI-based software to prepare prior to completing your assessment. You are permitted to use standard editing and referencing functions in word processing software (this is limited to spelling and grammar checking and reference citation generation) in the creation of your submission. You must not use any functions that generate or paraphrase passages of text, whether based on your own work or not.

Please note that your submission will be passed through an AI-generated text detection tool. If your marker has concerns that your answer contains passages of AI-generated text you may be asked to explain your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

### Assessment Length

2,500 (+/-10%) words

### Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

## **Presentation and reflection**

### Assessment Overview

Students will make a short presentation on a human resource management practice or issue. Students will also write a short reflection on how they can apply learnings to their workplace.

### Course Learning Outcomes

- CL01 : Demonstrate knowledge of the concepts and techniques applied in human resource management
- CL02 : Investigate and critically evaluate scholarly literature
- CL03 : Apply theoretical or applied insights to workplace situations and/or a case study

### Detailed Assessment Description

Please see the course Moodle site for a detailed description of this assessment. Information will be made available on 12 February.

### **Permitted use of Generative AI: SIMPLE EDITING ASSISTANCE**

For this assessment task, you may use AI-based software to prepare prior to completing your assessment. You are permitted to use standard editing and referencing functions in word processing software (this is limited to spelling and grammar checking and reference citation generation) in the creation of your submission. You must not use any functions that generate or paraphrase passages of text, whether based on your own work or not.

Please note that your submission will be passed through an AI-generated text detection tool. If your marker has concerns that your answer contains passages of AI-generated text you may be asked to explain your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

### Assessment Length

Video presentation: 8-10 minutes; Reflection: 750 words (+/-10%)

### Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

## **General Assessment Information**

### **General**

Please read the marking criteria before you start each assessment. These can be found on Moodle. Also watch the assessment vodcasts on Moodle.

### **Referencing**

Students are required to use [APA 7 referencing](#).

Information on academic misconduct and plagiarism can be found [here](#).

### **Extensions and Special Consideration (School of Business, Postgraduate)**

**For assessment due during the semester:** Your course convenor may approve extensions of up

to five working days by email. Extension requests exceeding five working days must be submitted as a Special Consideration application.

**For final assessments:** All extension requests for final assessment items must be submitted as a Special Consideration application.

Extension requests and Special Consideration applications should be submitted BEFORE the assessment due date.

If extenuating circumstances prevent you from submitting an application before the due date, please notify your course convenor by email and submit the application as soon as possible.

If your application is approved, the outcome may be one of the following:

- A supplementary or alternative assessment,
- An extended deadline for the assessment (note the extension granted is normally equivalent to the period of impact outlined in your supporting documentation),
- An aggregated or averaged mark derived from other comparable completed assessments.

Please note, applying for Special Consideration does not automatically mean that you will be granted additional assessment, or that you will be awarded an amended result.

### **More information**

Special consideration and application process: <https://www.student.unsw.edu.au/special-consideration>.

### **Late submission of assessment**

UNSW has a standard late submission penalty of:

- 5% per day,
- for all assessments where a penalty applies,
- capped at five days (120 hours) from the assessment deadline, after which a student cannot submit an assessment, and
- no permitted variation.

Students are expected to manage their time to meet deadlines and to request extensions as early as possible before the deadline.



## Grading Basis

Standard

## Requirements to pass course

Students must achieve at least 50% overall to pass the course. Students are expected to engage actively in course learning activities and attempt all assessment requirements in the course.

# Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 26 February - 1 March	Topic	HRM in Australia
Week 2 : 4 March - 8 March	Topic	Strategic HRM
Week 3 : 11 March - 15 March	Topic	HRM and Organisational Performance
Week 4 : 18 March - 22 March	Topic	Managing Diversity
Week 5 : 25 March - 29 March	Topic	Digital Disruption, Social Media and HRM
Week 6 : 1 April - 5 April	Topic	Regulation and Employment Relations
Week 7 : 22 April - 26 April	Topic	Workplace Health and Safety
Week 8 : 29 April - 3 May	Topic	Job Design and the Future of Work
Week 9 : 6 May - 10 May	Topic	Recruitment and Selection
Week 10 : 13 May - 17 May	Topic	Performance Management
Week 11 : 20 May - 24 May	Topic	Reward Management
Week 12 : 27 May - 31 May	Topic	Learning and Development
Week 13 : 3 June - 7 June	Topic	International HRM

## Attendance Requirements

Not Applicable - as no class attendance is required

## General Schedule Information

Collaborate sessions will be held throughout the semester. See Moodle site for the dates of sessions. Students are strongly encouraged to attend.

# Course Resources

## Prescribed Resources

Roper, I, Prouska, R and Ayudhya, UCN. (2020). *Critical Issues in Human Resource Management: Contemporary Perspectives*. Bloomsbury.

## Recommended Resources

Nankervis et al. (2020). *Human Resource Management: Strategy and Practice* (11th ed.). Cengage. (For those unfamiliar with HRM.)

See Moodle for additional recommended readings.

## Course Evaluation and Development

Student evaluation will be conducted at the end of the semester in the form of myExperience evaluations. Previous evaluations, as well as comments made by students throughout the previous courses have been considered, and where appropriate, incorporated into course design. The Course Convenor welcomes feedback based on the topics, materials, and assessment activities used in this course. Constructive feedback will be used to improve future courses.

## Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Sue Williamson		Building 27, Room 316, School of Business, UNSW Canberra	+61 2 5114 5686	Email for appointments	Yes	Yes

## Other Useful Information

### Academic Information

#### Course Evaluation and Development

One of the key priorities in the 2025 Strategy for UNSW is a drive for academic excellence in education. One of the ways of determining how well UNSW is progressing towards this goal is by listening to our own students. Students will be asked to complete the myExperience survey towards the end of each course.

Students can also provide feedback during the semester via: direct contact with the lecturer, the “On-going Student Feedback” link in Moodle, Student-Staff Liaison Committee meetings in schools, informal feedback conducted by staff, and focus groups (where applicable). Student opinions really do make a difference. Refer to the Moodle site for your course to see how the feedback from previous students has contributed to the course development.

Important note: Students are reminded that any feedback provided should be constructive and professional and that they are bound by the Student Code of Conduct.

<https://www.gs.unsw.edu.au/policy/documents/studentcodepolicy.pdf>

## Equitable Learning Services (ELS)

Students living with neurodivergent, physical and/or mental health conditions or caring for someone with these conditions may be eligible for support through the Equitable Learning Services team. Equitable Learning Services is a free and confidential service that provides practical support to ensure your mental or physical health conditions do not adversely affect your studies.

Our team of dedicated **Equitable Learning Facilitators (ELFs)** are here to assist you through this process. We offer a number of services to make your education at UNSW easier and more equitable.

Further information about ELS for currently enrolled students can be found at: <https://www.student.unsw.edu.au/equitable-learning>

## Academic Honesty and Plagiarism

UNSW has an ongoing commitment to fostering a culture of learning informed by academic integrity. All UNSW staff and students have a responsibility to adhere to this principle of academic integrity. All students are expected to adhere to UNSW's Student Code of Conduct. Find relevant information at: [Student Code of Conduct \(unsw.edu.au\)](https://www.student.unsw.edu.au/student-code-of-conduct)

Plagiarism undermines academic integrity and is not tolerated at UNSW. It is defined as using the words or ideas of others and passing them off as your own, and can take many forms, from deliberate cheating to accidental copying from a source without acknowledgement.

For more information, please refer to the following:

<https://student.unsw.edu.au/plagiarism>

## Submission of Assessment Tasks

### Special Consideration

Special Consideration is the process for assessing and addressing the impact on students of short-term events, that are beyond the control of the student, and that affect performance in a specific assessment task or tasks.

Applications for Special Consideration will be accepted in the following circumstances only:

- Where academic work has been hampered to a substantial degree by illness or other cause;
- The circumstances are unexpected and beyond the student's control;
- The circumstances could not have reasonably been anticipated, avoided or guarded against by the student; and either:

(i) they occurred during a critical study period and was 3 consecutive days or more duration, or a total of 5 days within the critical study period; or

(ii) they prevented the ability to complete, attend or submit an assessment task for a specific date (e.g. final exam, in class test/quiz, in class presentation)

Applications for Special Consideration must be made as soon as practicable after the problem occurs and at the latest within three working days of the assessment or the period covered by the supporting documentation.

By sitting or submitting the assessment task the student is declaring that they are fit to do so and cannot later apply for Special Consideration (UNSW 'fit to sit or submit' requirement).

Sitting, accessing or submitting an assessment task on the scheduled assessment date, after applying for special consideration, renders the special consideration application void.

Find more information about special consideration at: <https://www.student.unsw.edu.au/special/consideration/guide>

Or apply for special consideration through your [MyUNSW portal](#).

### **Late Submission of assessment tasks (other than examinations)**

UNSW has a standard late submission penalty of:

- 5% per day,
- capped at five days (120 hours) from the assessment deadline, after which a student cannot submit an assessment, and
- no permitted variation.

Students are expected to manage their time to meet deadlines and to request extensions as early as possible before the deadline.

### **Electronic submission of assessment**

Except where the nature of an assessment task precludes its electronic submission, all

assessments must be submitted to an electronic repository, approved by UNSW or the Faculty, for archiving and subsequent marking and analysis.

### **Release of final mark**

All marks obtained for assessment items during the session are provisional. The final mark as published by the university following the assessment review group meeting is the only official mark.

### **School Contact Information**

**Email:** [Business@adfa.edu.au](mailto:Business@adfa.edu.au)