



UNSW Course Outline

MGMT3724 Strategic Human Resource Management - 2024

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General Course Information

Course Code : MGMT3724

Year : 2024

Term : Term 3

Teaching Period : T3

Is a multi-term course? : No

Faculty : UNSW Business School

Academic Unit : School of Management and Governance

Delivery Mode : In Person

Delivery Format : Standard

Delivery Location : Kensington

Campus : Sydney

Study Level : Undergraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

This course deals with the ways in which strategic thinking can be applied to Human Resource Management. It aims to provide students with opportunities to synthesise managerial strategy issues with HRM processes, in a considered and reflective manner. The course focuses on the

way strategies can be formed and enacted in organisations, and on the internal and external environmental contexts from which human resource strategies emerge. It also deals with a range of contemporary issues in human resource management against a backdrop of new and changing people management practices. In this course how can people manage and enhance organisational performance? How can we integrate stakeholder concerns into organisational decisions and strategies? How can strategic thinking underpin HRM activities? What are the barriers to strategic thinking in organisations? What does it mean to be a HR professional?

Course Aims

In this course, students will examine, from applied and theoretical perspectives, the linkage among firm strategies, business environments, firm performance, and human resource management. In other words, students will investigate how human resource management can drive firm performance in the current business environments. An introductory course of human resource management is prerequisite for this course.

By the end of the course, students should be able to:

- Intelligently discuss the linkages among firm strategies, business environments, organizational outcomes and human resource management.
- Analyse and resolve situations involving the role of human resource management in achieving organizational goals.
- Develop an in-depth knowledge of different perspectives on the relationship between human resource management practices and firm performance

Relationship to Other Courses

This course aims to develop students abilities to analyse modern organisations human resource systems from a strategic perspective. At the completion of the course, students should be familiar with key human resource theories and practices and should be able to examine the fit between these practices so as to influence strategic decision making within an organisation.

Course Learning Outcomes

Course Learning Outcomes
CL01 : Competently discuss the value of key strategic human resource management concepts
CL02 : Evaluate the strengths and weaknesses of SHRM practices across contexts
CL03 : Persuasively communicate appropriate (i.e., theoretically sound and practical) recommendations

Course Learning Outcomes	Assessment Item
CLO1 : Competently discuss the value of key strategic human resource management concepts	<ul style="list-style-type: none"> • Quizzes • Examination
CLO2 : Evaluate the strengths and weaknesses of SHRM practices across contexts	<ul style="list-style-type: none"> • Quizzes • Examination
CLO3 : Persuasively communicate appropriate (i.e., theoretically sound and practical) recommendations	<ul style="list-style-type: none"> • Recommendations Report 1 • Recommendations Report 2

Learning and Teaching Technologies

Moodle - Learning Management System

Learning and Teaching in this course

The study of strategic human resource management (SHRM) is best undertaken by appreciating the key ideas (e.g., concepts, frameworks, theories) and data (e.g., empirical research findings) that support it. Thus, you are expected to read the course text which covers both these elements in a very accessible way. Throughout the course you are also expected to meaningfully engage with a range of important: i) practitioner focused materials and, ii) academic research, that will be presented outside the confines of the course text. The learning outcomes of this course are best achieved through active student participation and experiential learning (i.e., learning by doing). As such, the tutorials will be interactive and there is an expectation that you will come to class having read the weekly readings so that you can actively participate. Active participation means asking relevant questions, expressing opinions, and engaging in learning activities. Both lectures and tutorials will be delivered in an online or in-person format and will run at the same time that they are officially scheduled by UNSW (e.g., be delivered synchronously).

Additional Course Information

Please note that lectures and tutorials will be delivered face to face not online.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates
Quizzes Assessment Format: Individual	25%	Due Date: Weeks 1-5, 7-10. Assigned Monday 4pm and due Wednesday 4pm.
Recommendations Report 1 Assessment Format: Individual	20%	Start Date: Week 5 Due Date: Video submission: Week 5. Peer feedback: Week 7
Recommendations Report 2 Assessment Format: Individual	35%	Start Date: Not Applicable Due Date: Week 10
Examination Assessment Format: Individual	20%	Due Date: During formal exam period

Assessment Details

Quizzes

Assessment Overview

Each quiz aims to encourage you to read the week's assigned readings before the lecture. The readings provide you with the core knowledge required to gain the most from this course. So, your pre-reading will allow the lectures and tutorials to provide greater value for all by extending upon that foundation. Participation in lectures and tutorials will thus be focused on refining this core knowledge and applying the concepts.

Assesses: PL01, PL05, PL06

Course Learning Outcomes

- CL01 : Competently discuss the value of key strategic human resource management concepts
- CL02 : Evaluate the strengths and weaknesses of SHRM practices across contexts

Detailed Assessment Description

Format

- In weeks 1-5, 7-10, a quiz will be made available via the Moodle subject website.
- Ten minutes have been allocated to complete each quiz.
- Each quiz may contain multiple-choice, true/false, or short answer questions.
- The score of your quizzes will be added to provide an overall mark.
- Each quiz contains questions about the content of the week's readings. Thus, you should prepare by reading the assigned readings and taking notes so as to engage in active learning (to enhance recall and understanding of what was read). Ensure that you ask questions if you

do not understand any of the materials.

Submission

- Via a link within the course Moodle site (<https://moodle.telt.unsw.edu.au/login/index.php>)
- There is no opportunity to retake the quiz or do a quiz that you missed unless an application for Special Considerations is made and approved.

Assessment Length

10 minutes each

Assignment submission Turnitin type

Not Applicable

Generative AI Permission Level

No Assistance

This assessment is designed for you to complete without the use of any generative AI. You are not permitted to use any generative AI tools, software or service to search for or generate information or answers.

For more information on Generative AI and permitted use please see [here](#).

Recommendations Report 1

Assessment Overview

VIDEO

Purpose: To analyse an organisation and develop SHRM recommendations applicable to it.

VIDEO PEER REVIEW AND FEEDBACK

Overview

You will provide feedback on the video report of three classmates who examined different organisations than yours. This will allow you to learn from your peer's insights, approach to analysing organisations, and presentation style. Thus, the peer review process will help you to prepare your Report 2 by confirming if you are approaching your organisational analysis in the right direction or if you need to be more specific with your recommendations and their justifications.

Assesses: PLO1, PLO2, PLO3, PLO5, PLO6

BCom students: myBCom course points for PL05

Course Learning Outcomes

- CLO3 : Persuasively communicate appropriate (i.e., theoretically sound and practical) recommendations

Assessment Length

Video submission

Assignment submission Turnitin type

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

Generative AI Permission Level

No Assistance

This assessment is designed for you to complete without the use of any generative AI. You are not permitted to use any generative AI tools, software or service to search for or generate information or answers.

For more information on Generative AI and permitted use please see [here](#).

Recommendations Report 2

Assessment Overview

Prepare an evidence-based analysis of the situation of people who “do” or “receive” HRM and a set of recommendations for what should be done to improve the situation.

Assesses: PLO1, PLO2, PLO3, PLO6, PLO7

BCom students: myBCom course points for PL03

Course Learning Outcomes

- CLO3 : Persuasively communicate appropriate (i.e., theoretically sound and practical) recommendations

Detailed Assessment Description

TOPIC: Please refer to Assessment Overview document.

Assessment Length

2000 word report

Assignment submission Turnitin type

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

Generative AI Permission Level

No Assistance

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Examination

Assessment Overview

The purpose of the exam is to evaluate your understanding of the course concepts that you have been exposed to during the Term. All material in the course is examinable. Thus, completing all readings and regular lecture and tutorial attendance are crucial in preparing. Further details about the examination will be provided on Moodle later in the Term.

Assesses: PLO1, PLO2, PLO5, PLO6, PLO7

BCom students: myBCom course points for PLO2

Course Learning Outcomes

- CLO1 : Competently discuss the value of key strategic human resource management concepts
- CLO2 : Evaluate the strengths and weaknesses of SHRM practices across contexts

Assessment Length

To be advised

Assignment submission Turnitin type

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

Generative AI Permission Level

No Assistance

This assessment is designed for you to complete without the use of any generative AI. You are not permitted to use any generative AI tools, software or service to search for or generate information or answers.

For more information on Generative AI and permitted use please see [here](#).

General Assessment Information

Grading Basis

Standard

Requirements to pass course

Obtain 50% or more in course assessment.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 9 September - 15 September	Topic	Week 1 Textbook and assigned readings: See Moodle Assessment: See "Assessment Overview" document in Moodle
Week 2 : 16 September - 22 September	Topic	Week 2 Textbook and assigned readings: See Moodle Assessment: See "Assessment Overview" document in Moodle
Week 3 : 23 September - 29 September	Topic	Week 3 Textbook and assigned readings: See Moodle Assessment: See "Assessment Overview" document in Moodle
Week 4 : 30 September - 6 October	Topic	Week 4 Textbook and assigned readings: See Moodle Assessment: See "Assessment Overview" document in Moodle
Week 5 : 7 October - 13 October	Topic	Week 5 Textbook and assigned readings: See Moodle Assessment: See "Assessment Overview" document in Moodle
Week 6 : 14 October - 20 October	Other	Flexibility Week: No classes scheduled
Week 7 : 21 October - 27 October	Topic	Week 7 Textbook and assigned readings: See Moodle Assessment: See "Assessment Overview" document in Moodle
Week 8 : 28 October - 3 November	Topic	Week 8 Textbook and assigned readings: See Moodle Assessment: See "Assessment Overview" document in Moodle
Week 9 : 4 November - 10 November	Topic	Week 9 Textbook and assigned readings: See Moodle Assessment: See "Assessment Overview" document in Moodle
Week 10 : 11 November - 17 November	Topic	Week 10 Textbook and assigned readings: See Moodle Assessment: See "Assessment Overview" document in Moodle

Attendance Requirements

Students are strongly encouraged to attend all classes and review lecture recordings.

General Schedule Information

Please note that lectures and tutorials are face to face, not online.

Course Resources

Prescribed Resources

Textbook:

Kulik, C. T., & Perry, E. L. (2023). Human Resources for the Non-HR Manager (2nd Edition). Routledge.

Storey, J., & Wright, P. M. (2023). Strategic human resource management: A research overview (2nd Edition). Routledge.

Readings, lectures and tutorial materials are accessible via the Moodle course website.

Course Evaluation and Development

The term's subject includes updated case studies, readings, textbooks, lecture and tutorial content. Informal feedback will be sought throughout the term regarding student understanding of the concepts presented and delivery methods. Formal student feedback will be gathered at the end of the term to identify opportunities to further improve future offerings of the unit.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Lecturer	Hugh Bainbridge				By appointment	No	Yes

Other Useful Information

Academic Information

COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct

- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the [Policies and Guidelines](#) page.

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to [UNSW graduate capabilities](#). More information on Coursework PLOs is available on the [Policies and Guidelines](#) page. For PG Research PLOs, including MPDBS, please refer to [UNSW HDR learning outcomes](#).

Academic Honesty and Plagiarism

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Code of Conduct](#) with respect to academic integrity, the University may take disciplinary action. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Code of Conduct, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Submission of Assessment Tasks

SHORT EXTENSIONS

Short Extension is a new process that allows you to apply for an extended deadline on your

assessment without the need to provide supporting documentation, offering immediate approval during brief, life-disrupting events. Requests are automatically approved once submitted.

Short extensions are ONLY available for some assessments. Check your course outline or Moodle to see if this is offered for your assessments. Where a short extension exists, all students enrolled in that course in that term are eligible to apply. Further details are available the UNSW [Current Students](#) page.

SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable.

Applications can only be made online and will NOT be accepted by teaching staff. Applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application. The majority of applications will be processed within 3-5 working days.

For further information, and to apply, see Special Consideration on the UNSW [Current Students](#) page.

LATE SUBMISSION PENALTIES

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For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. In the case of an approved Equitable Learning Plan (ELP) provision, special consideration or short extension, the late penalty applies from the date of approved time extension. After five days from the extended deadline, the assessment cannot be submitted.

An assessment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the 'wrong' assessment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers

are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

Faculty-specific Information

PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).
- Students in the **School of Information Systems & Technology Management** should also refer to [this page](#).

COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

QUALITY ASSURANCE

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.