



UNSW Course Outline

MGMT2718 Human Resource Management - 2024

Published on the 12 May 2024

General Course Information

Course Code : MGMT2718

Year : 2024

Term : Term 2

Teaching Period : T2

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 introduces you to the central processes that make up human resource management practice in organisations. We consider various options for attracting, retaining and developing employees and ensuring that employers meet their legal and ethical obligations in relation to

workforce management. You will cover the key HR functions of recruitment and selection, learning and development, workforce planning, performance and reward management, occupational health and safety, and diversity management. In this course students have the opportunity to develop their professional skills and knowledge in managing the employment cycle.

Course Aims

MGMT2718 provides students with an introduction to the major functions and processes that make up human resource management. The course aims to:

- facilitate an understanding of what it is that HR Managers do and how they do it, and
- promote an evidence-based approach to examining the effectiveness of the various options for managing an organisation's workforce.

Relationship to Other Courses

A prerequisite for this course is the completion of any of the following courses: MGMT1001 OR MGMT1101 OR MGMT1002 OR COMM1100 OR COMM1150 OR COMM1170. MGMT2718 builds on these courses by focusing on human resource management, especially its functional aspects. This complements the content covered in the course MGMT3724 (which focuses more on the strategic aspects of human resource management). Furthermore, MGMT2718 provides an introduction to specific HR topics that are covered more extensively in other specialist courses, such as managing pay and performance (MGMT3728) and managing workplace training (MGMT3729).

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Demonstrate an awareness of and knowledge about HRM, including: <ul style="list-style-type: none">• the role of HRM in modern workplaces,• key HRM functions and how they relate to each other,• options for implementing HRM functions,• advantages and disadvantages of different HRM options	<ul style="list-style-type: none">• PLO1 : Business Knowledge
CLO2 : Engage in group discussions and conduct group work based on human resource management activities.	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO3 : Business Communication• PLO4 : Teamwork• PLO7 : Leadership Development
CLO3 : Access, evaluate and apply findings from the evidence-based literature to address problems arising in human resource management.	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving

Course Learning Outcomes	Assessment Item
CLO1 : Demonstrate an awareness of and knowledge about HRM, including: <ul style="list-style-type: none">• the role of HRM in modern workplaces,• key HRM functions and how they relate to each other,• options for implementing HRM functions,• advantages and disadvantages of different HRM options	<ul style="list-style-type: none">• Article Reviews• Tutorial Participation• Final Examination
CLO2 : Engage in group discussions and conduct group work based on human resource management activities.	<ul style="list-style-type: none">• Article Reviews• Tutorial Participation• Final Examination
CLO3 : Access, evaluate and apply findings from the evidence-based literature to address problems arising in human resource management.	<ul style="list-style-type: none">• Article Reviews• Tutorial Participation• Final Examination

Learning and Teaching Technologies

Moodle - Learning Management System | Blackboard Collaborate | Echo 360

Learning and Teaching in this course

This course emphasises both the acquisition and application of knowledge. I believe that learning occurs most effectively when theory is taught in conjunction with application. This is

reflected in my teaching approach to this course, which combines conceptual knowledge about the functions of human resource management (covered in lectures) along with practical activities illustrating how such functions are performed in practice (covered synchronously in tutorials).

I believe that teaching should take into account individual differences in the needs and attributes of learners and should be responsive to feedback. I seek on-going feedback from students in relation to the positive and negative aspects of my teaching approach and I attempt to adapt my approach to better meet student needs. I also encourage students to actively take responsibility for their own learning and to critically evaluate the ideas presented.

Additional Course Information

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Article Reviews Assessment Format: Individual	40%	Start Date: Not Applicable Due Date: Review 1 is due Friday of Week 3; Review 2 is due Friday of Week 8	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO3 : Business Communication
Tutorial Participation Assessment Format: Group	20%	Start Date: Week 3 Due Date: Peer ratings due each week, following your tutorial	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO3 : Business Communication• PLO4 : Teamwork• PLO7 : Leadership Development
Final Examination Assessment Format: Individual	40%	Start Date: University Exam Period Due Date: University Exam Period	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving

Assessment Details

Article Reviews

Assessment Overview

To help students to understand, evaluate and apply evidence to make business decisions.

Article Reviews - Assesses: PLO1, PLO2, PLO3

Course Learning Outcomes

- CLO1 : Demonstrate an awareness of and knowledge about HRM, including:
 - the role of HRM in modern workplaces,
 - key HRM functions and how they relate to each other,
 - options for implementing HRM functions,
 - advantages and disadvantages of different HRM options
- CLO2 : Engage in group discussions and conduct group work based on human resource management activities.
- CLO3 : Access, evaluate and apply findings from the evidence-based literature to address problems arising in human resource management.

Detailed Assessment Description

This assessment will allow students to engage in problem-based learning by using scientific evidence to address the types of human resource issues encountered at work. During the course of the semester, students will review two journal articles that provide an evidence-based approach to human resource management topics. Each review is worth 20% (i.e., the two reviews together are worth 40% of the total course mark). The reviews are due by 4pm on the Fridays of Weeks 3 and 8 respectively (i.e., Review 1 is due 4pm Friday 14th June and Review 2 is due 4pm Friday 19th July). The article to be reviewed, the specific questions that each review should address, any breakdown of allocated marks, and instructions for how to submit the reviews will be provided via moodle at least one week prior to the due date for the review. Students are required to access and read the article and to produce a short review. The purpose of this task is to assess students on their ability to describe, evaluate and apply findings from the evidence-based literature to human resource management issues at work. Each review should be a maximum of four double-spaced A4 pages long (Times New Roman, 12-point font with 2.5cm margins).

Assessment Length

Each review should be a maximum of four double-spaced A4 pages long (Times New Roman, 12-point font with 2.5cm margins).

Submission notes

Submit word or pdf file via Turnitin

Assignment submission Turnitin type

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

Tutorial Participation

Assessment Overview

To help students develop teamwork and leadership skills.

Tutorial Participation - Assesses: PLO1, PLO2, PLO3, PLO4, PLO7

BCom students: myBCom course points for PLO4 and PLO7

Course Learning Outcomes

- CLO1 : Demonstrate an awareness of and knowledge about HRM, including:
 - the role of HRM in modern workplaces,
 - key HRM functions and how they relate to each other,
 - options for implementing HRM functions,
 - advantages and disadvantages of different HRM options
- CLO2 : Engage in group discussions and conduct group work based on human resource management activities.
- CLO3 : Access, evaluate and apply findings from the evidence-based literature to address problems arising in human resource management.

Detailed Assessment Description

Classroom participation ratings in tutorials constitute 20% of the total course mark. As part of the weekly tutorials, students will participate in group discussions and group activities with other students in the class. The composition of groups will be changed around from week to week so that students have the opportunity to interact with all other students. Furthermore, the class as a whole will interact as part of classroom discussions. After each class, each student will complete a questionnaire in which they rate other students in their group with respect to (1) how actively each contributed to the positive learning environment of the group/class and (2) how receptive each was to the contributions of other students. At the end of term, the teaching team will also assess each student rater with respect to the extent to which they completed their ratings diligently, appropriately (i.e., as instructed), and in a timely fashion. Each student's overall mark for this assessment will reflect the peer ratings they received as well as any adjustments based on how well they completed their own ratings. The specifics of the questionnaire and instructions on how to complete it will be discussed during the Week 3 tutorials.

Submission notes

Ratings to be completed each week via Moodle Workshop

Assignment submission Turnitin type

Not Applicable

Final Examination

Assessment Overview

To assess students' knowledge of course content.

Final Examination - Assesses: PLO1, PLO2

Course Learning Outcomes

- CLO1 : Demonstrate an awareness of and knowledge about HRM, including:
 - the role of HRM in modern workplaces,
 - key HRM functions and how they relate to each other,
 - options for implementing HRM functions,
 - advantages and disadvantages of different HRM options
- CLO2 : Engage in group discussions and conduct group work based on human resource management activities.
- CLO3 : Access, evaluate and apply findings from the evidence-based literature to address problems arising in human resource management.

Detailed Assessment Description

The final exam (40% of total course mark) will take place during the university examination period. It will be in the form of an online exam that will assess your knowledge of the topics covered in Weeks 1 to 10 and may include any content presented in lectures or the associated tutorial activities. Examples of the types of questions will be provided during the term.

Submission notes

Online Exam

Assignment submission Turnitin type

Not Applicable

General Assessment Information

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. 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 Student Code, 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.

Grading Basis

Standard

Requirements to pass course

In order to pass this course students must:

- Achieve a composite mark of at least 50 out of 100
- Engage actively in course learning activities and attempt all assessment requirements
- Meet any additional requirements specified in the assessment details
- Meet the specified attendance requirements of the course

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 27 May - 2 June	Lecture	Background to HRM (Text: Chapter 1) HR Planning (Text: Chapter 2)
	Tutorial	Evidence-Based Management Week 1 Tutorial Reading: Evidence-Based Management Article
Week 2 : 3 June - 9 June	Lecture	HR Planning (continued) Job Analysis (Text: Chapter 5)
	Tutorial	HR Planning Job Analysis Week 2 Tutorial Reading: Downsizing Article
Week 3 : 10 June - 16 June	Lecture	Job Design (Text: Chapter 5) Recruitment (Text: Chapter 6)
	Tutorial	Performance Appraisal: The Development and Use of the Class Participation Questionnaire
	Assessment	Article Review 1 due 4pm Friday of Week 3
Week 4 : 17 June - 23 June	Lecture	Selection (Text: Chapter 7) Performance Appraisal (Text: Chapter 8)
	Tutorial	Job design Recruitment Week 4 Tutorial Reading: 'Board Women' Case Study
Week 5 : 24 June - 30 June	Lecture	Performance Appraisal (continued) Training and Development (Text: Chapter 9)
	Tutorial	Article Review 1 Feedback Practice Article Review Week 5 Tutorial Reading: Job Hopping Article
Week 7 : 8 July - 14 July	Lecture	Training and Development (continued) Career Planning (Text: Chapter 10)
	Tutorial	Selection Week 7 Tutorial Reading: Employee Selection Article
Week 8 : 15 July - 21 July	Lecture	Remuneration (Text: Chapter 12) Work Health & Safety (Text: Chapter 17)
	Tutorial	Performance Appraisal Training and Development
	Assessment	Article Review 2 due 4pm Friday of Week 8
Week 9 : 22 July - 28 July	Lecture	Work Health & Safety (cont.) Diversity Management (Text: Chapter 18)
	Tutorial	Remuneration Work Health & Safety Week 9 Tutorial Reading: Influenza Pandemic Case Study
Week 10 : 29 July - 4 August	Lecture	Diversity Management (cont.) HR Evaluation (Text: Chapter 21)
	Tutorial	Article Review 2 Feedback Diversity Management
	Assessment	Class Participation Questionnaire ratings to be completed each week (following your tutorial), starting from Week 3. Ratings provided by the end of Week 10 will be used to determine class participation marks.

Attendance Requirements

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

Course Resources

Recommended Resources

The recommended (but not compulsory) textbook for the course is:

Stone, R. J. (2017). Human Resource Management (9th edition). Wiley.

The textbook provides a more detailed description of many of the topics discussed in the lectures. It is **not** compulsory to read the textbook, however you may wish to refer to it to get a more comprehensive understanding of the topics the course will cover. The library has an e-copy of the textbook that can be read online. Alternatively, if you wish to own a copy, you can purchase either the print version or the digital version via the UNSW Bookshop (see links below).

Print version: <https://www.bookshop.unsw.edu.au/details.cgi?ITEMNO=9780730363347&14035252>

Digital version: <https://unswbookshop.vitalsource.com/products/-v9780730363125>

Additional readings for each tutorial will be listed on moodle as required. These will be accessible via the library catalogue (<http://www.library.unsw.edu.au/>).

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.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Amirali Minba shian				By appointment by email	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 [key policies and support 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 [key policies and support page](#). For PG Research PLOs, including MPDBS, please refer to the [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 Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. 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 Student Code, 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

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. Students studying remotely who have exams scheduled between 10pm and 7am local time, are also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW [Current Students](#) page.

Special consideration 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.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW [Current Students](#) page). Applications will not be accepted by teaching staff. The lecturer-in-charge/ course coordinator will be automatically notified when your application is processed.
2. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
4. If your circumstances stop you from applying before your exam or assessment due date, you must apply within 3 working days of the assessment or the period covered by your supporting documentation.

5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.
6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.
7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under “Special Consideration” on the [key policies and support](#) page.

LATE SUBMISSION PENALTIES

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