Newcastle Business School

GSBS6040: Human Resource Management
Online
2024

MISSION: To develop a unique business school identity which is distinctive in the marketplace and provides a clear value proposition for students. This will be achieved by embedding the themes of entrepreneurship and innovation, digitalisation and data within our programs and embracing sustainability, work integrated learning and a commitment to social justice.

OVERVIEW

Course Description	This course provides an introduction to human resource management (HRM), and to frameworks explaining the core functions of HRM i.e. planning, recruitment, development, reward, voice and exit. In particular, students will consider how responsibility for people management is distributed inside and outside the organisation. The course takes a very practical view of HRM, using many examples, exercises, and cases. Students are encouraged to think about what HRM means - how it differs according to the nature of work, by organisation, by industry sector, and in different regions and countries and to consider what constitutes ethical human resource management.

Sustainable Development Goals

5 GENDER EQUALITY   8 DECENT WORK AND ECONOMIC GROWTH   10 REDUCED INEQUALITIES

Contact Hours

Online:
Online workshops and discussion forums as per course requirement for the full trimester.

Unit Weighting   10 units

Workload   Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

Please refer to the course CANVAS site for details of teaching staff for ALL course offerings. The primary contact for courses is the Course Coordinator, whose details are listed on the course CANVAS site.

Student Consultation   A minimum of one (1) hour of consultation per week. Please see course CANVAS site for details of time and location.

Course Learning Outcomes   **On successful completion of this course, students will be able to:**

1. Define and examine fundamental HRM concepts;
2. Critically evaluate various HRM theories and frameworks to assess their fundamental assumptions, intellectual rigour, and practical value;
3. Develop skills in framing, researching and presenting solutions to workplace problems;
4. Communicate how and why HRM policy and practice differs according to context;
5. Consider the range of competencies and roles required of HRM practitioners and other managers of people within various organisational settings; and
6. Develop an appreciation of the ethical challenges inherent in managing people in an equitable way.

THE UNIVERSITY OF
NEWCASTLE
AUSTRALIA

ASSESSMENTS

This course has **3** assessments. Each assessment is described in more detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Collaborative Problem Based Learning Essay	Sunday of Week 5 by 11:59 pm	Group and Individual	30%	1, 2, 3
2	Contextualised Ethical HRM Essay	Sunday of Week 11 by 11:59 pm	Individual	40%	2, 3, 4, 5, 6
3	Final Exam	Exam period	Individual	30%	1, 2, 3, 4, 5, 6

Please note: students are advised that ALL assessments must be submitted in English. Assessments not submitted in English will receive a mark of zero.

Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.

Time referenced is time in Newcastle NSW

Late Submissions	The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. **Note**: this applies equally to week and weekend days.

Assessment 1 – Collaborative Problem Based Learning Essay

Assessment Type	Group-based Problem Based Learning (PBL) Essay
Purpose	The purpose of this assessment is for students to apply the HRM concepts and theories they have learned to practice, working by groups.
Description	Collaborative PBL Essay. Full details available on the course CANVAS site.
Weighting	30% (20% group-based, 10% individual mark based on short reflective notes)
Length	2000 words
Due Date	Sunday of week 5 by 11:59 pm
Submission Method	Online via Turnitin
Assessment Criteria	The assessment criteria will be available on course CANVAS site
Return Method	Online
Feedback Provided	Online

Assessment 2 – Contextualised Ethical HRM Essay

Assessment Type	Individual Problem Based Learning Essay
Purpose	The purpose of this assessment is for students to apply the HRM concepts and theories they have learned to recent HR issues. In addition, students will demonstrate an appreciation of the ethical challenges in managing people.
Description	Contextualised Ethical HRM Essay. Full details available on the course CANVAS site.
Weighting	40%
Length	2500 words
Due Date	Sunday of week 11 by 11:59 pm
Submission Method	Online via Turnitin
Assessment Criteria	The assessment criteria will be available on Course CANVAS site.
Return Method	Online
Feedback Provided	Online

Assessment 3 - Final Exam

Assessment Type	Formal examination
Purpose	To assess students advanced knowledge and critical application of the key concepts in relation to HRM.
Description	Students demonstrate advanced knowledge of theories, models and concepts relevant to HRM when preparing responses to critical thinking questions. This course has an **OPEN BOOK** examination. Any hardcopy materials, including a thesaurus, a dictionary, or a translation dictionary are permitted in the examination.
Weighting	30%

Length	120 minutes
Due Date	Exam period
Submission Method	Formal examination
Assessment Criteria	The assessment criteria will be available on course CANVAS site
Return Method	Not Returned
Feedback Provided	No Feedback. Examination scripts will not be returned to students. Final examination scripts will be made available for review by students, upon request, in a controlled and monitored setting. Students are required to make requests, directly to the relevant course coordinator. Completed examination scripts are kept by the Newcastle Business School for a period of six (6) months only, from the relevant fully graded date. Requests made after the six (6) month period **cannot** be considered.

SYLLABUS

Course Content

Topics in the course include but are not limited to the following:

Defining Human Resource Management (HRM)
1. Definitions and link to strategy
2. HRM and the environment
3. HR Rules and employee voice

HRM policies and practices
1. Human resource planning
2. Job analysis and work design
3. Ethics of HRM, health and safety
4. Attraction, selection, and diversity
5. Retention and development
6. Performance management
7. Reward management and equity

HRM in a societal context
1. Evaluating HRM performance and HR analytics
2. An integrated picture of HRM and latest HR trends

Course Materials

Required Text:

Nankervis, A., Baird, M., Coffey, J. and Shield, J., *Human Resource Strategy and Practice* 11th ed. (2023). South Melbourne: Cengage.

ISBN: 9780170421843

Please refer to the course CANVAS site for details of additional recommended texts.

SCHEDULE

Week	Topic	Class Preparation	Workshop Activities
1	Introduction: Strategy and HR roles Problem-Based Learning	Read: Chapter 1	
2	HRM in Context	Read: Chapter 2	
3	HR Rules and Employee Voice	Read: Chapter 3	
4	HR Planning	Read: Chapter 4	
5	Work and Job Design	Read: Chapter 5	**Assessment 1 due:** Sunday by 11:59 pm
6	Ethics of HRM, Health and Safety	Read: Chapter 10	
7	Attraction, Selection, and Diversity	Read: Chapter 6	
8	Retention and Development	Read: Chapter 7	
9	Performance Management	Read: Chapter 8	
10	Reward Management and Equity	Read: Chapter 9	
11	Measuring HRM Performance and HR analytics	Read: Chapter 12	**Assessment 2 due:** Sunday at 11:59 pm
12	HRM trends and course review	Read: Chapter 12	

If a lecture/class is scheduled on a public holiday, a make-up lecture may be announced by the course coordinator on the course CANVAS site.

CONTACTS

School Office	**Newcastle Business School – Callaghan, Newcastle City & Online**
	NU Space
	409 Hunter Street
	Newcastle
	nbs.enquiries@newcastle.edu.au
	+61 2 4921 5511

ADDITIONAL INFORMATION

Grading Scheme   This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

*Skills are those identified for the purposes of assessment task(s).

Communication Methods	Communication methods used in this course include:

- CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site.
- Email: Students will receive communications via their student email account.
- Face to Face: Communication will be provided via face to face meetings or supervision.

Course Evaluation	Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.
Oral Interviews (Vivas)	As part of the evaluation process of any assessment item in this course an oral examination (viva) may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the Oral Examination (viva) Procedure. In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the Student Conduct Rule.
Academic Misconduct	All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to https://policies.newcastle.edu.au/document/view-current.php?id=35.
Adverse Circumstances	The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s).

	Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where:
	1. the assessment item is a major assessment item; or
	2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system;
	3. you are requesting a change of placement; or
	4. the course has a compulsory attendance requirement.

Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at:
https://policies.newcastle.edu.au/document/view-current.php?id=236

Important Policy Information   The Help button in the Canvas Navigation menu contains helpful information for using the Learning Management System. Students should familiarise themselves with the policies and procedures at https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures that support a safe and respectful environment at the University.

This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.
© 2024 The University of Newcastle, Australia