

# Unit Outline (Higher Education)

<b>Institute / School:</b>	Institute of Innovation, Science & Sustainability
<b>Unit Title:</b>	Human Resource Practice & Strategy
<b>Unit ID:</b>	BUMGT3106
<b>Credit Points:</b>	15.00
<b>Prerequisite(s):</b>	(BUMGT2104)
<b>Co-requisite(s):</b>	Nil
<b>Exclusion(s):</b>	(BUHRM3702)
<b>ASCED:</b>	080303

## Description of the Unit:

Today's human resource (HR) professionals not only need to be equipped with a comprehensive understanding of various aspects of HR practices but also with an understanding of the alignment between HR strategy and business strategy. The understanding of this alignment is vital for supporting the growth of their organisations as well as fostering the development and well-being of their employees and society in general. Thus, this unit blends Strategic Management and Human Resource Management (HRM) disciplines, focusing on how *HRM Practice and Strategy* influence the creation of effective business strategies and are pivotal for their execution. This is done by defining the HR strategy, explaining its integration within an organisation's overarching strategy, and its influence on the organisation's potential for success. This is further elaborated by explaining how HR strategy adapts to different organisational, industry, and societal contexts.

To summarise, this unit aims to examine the role of HRM practice and strategy in contributing to the long-term performance and viability of the organisations. This unit will be taught mainly from the perspective of HR managers and practitioners.

**Grade Scheme:** Graded (HD, D, C, P, MF, F, XF)

## Work Experience:

No work experience: Student is not undertaking work experience in industry.

**Placement Component:** No

**Supplementary Assessment:** Yes

Where supplementary assessment is available a student must have failed overall in the Unit but gained a final mark of 45 per cent or above, has completed all major assessment tasks (including all sub-components where a task has multiple parts) as specified in the Unit Description and is not eligible for any other form of supplementary assessment

**Course Level:**

Level of Unit in Course	AQF Level of Course					
	5	6	7	8	9	10
Introductory						
Intermediate						
Advanced			✓			

**Learning Outcomes:**

On successful completion of the unit the students are expected to be able to:

**Knowledge:**

- K1.** Evaluate significant HRM activities at the functional, operational and strategic levels of an organisation using relevant HRM theory.
- K2.** Analyse the effectiveness of HR policy and strategy within an organisation.
- K3.** Explain how work can be organised to maximise the contribution of an organisation's labour efforts.
- K4.** Identify the complex relationship between strategic and operational HR activities.
- K5.** Relate the impact of environmental and other factors on strategic HRM.

**Skills:**

- S1.** Develop effective HR strategies to meet organisational needs.
- S2.** Integrate HR strategies with the strategic direction of an organisation.
- S3.** Apply established theories of strategic HRM to organisational strategic contexts.
- S4.** Interpret and relate HR strategies and operational activities to specialist and non-specialist audiences.

**Application of knowledge and skills:**

- A1.** Apply strategic HRM concepts in a variety of HR and industry contexts.
- A2.** Demonstrate initiative and judgement in the application of strategic HRM practices.

**Unit Content:**

Topics may include:

- Introduction to the unit.  
Human resource management: what and why?
- Strategy and strategic management
- Strategic HRM: 'best fit' or 'best practice'?
- Strategic HRM and sustained competitive advantage
- Building a workforce: the challenge of interest alignment  
HR manager: a trusted partner

- Employee voice, social legitimacy and strategic negotiations
- Workforce performance and the 'black box' of HRM
- Culture and change leadership
- Expert practice and enabling organisations
- HR strategy in services, manufacturing and multidivisional firms
- HR strategy in multinational firms
- Reviewing and enhancing HR strategy

### Learning Task and Assessment:

Learning Outcomes Assessed	Assessment Tasks	Assessment Type	Weighting
K1, K2, S1, S2, A1, A2	Evaluate current theories of Human Resource Management Practice and Strategy and apply them to HRM-related scenarios	Individual written assignment	10-30%
K3, K4, K5, S1, S2, S3, S4, A1, A2	As a group, complete a critical, research-based analysis of a strategic human resource management topic in the context of the Australian business landscape	Group assignment (report and/or presentation)	30-50%
K1, K2, K3, K4, K5, S1, S2, S3, S4, A1, A2	Test/final assessment. It covers material from the whole semester.	End of semester test	40-60%

### Adopted Reference Style:

APA

Refer to the [library website](#) for more information

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