

A decorative graphic consisting of a grid of blue semi-circles on the left side of the page.

Master of Human Resource Management

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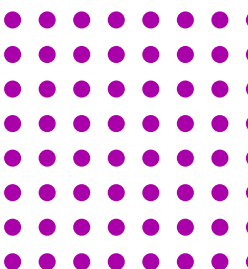
→ Empower people.
Power business success.

- This brochure also includes information on the Graduate Certificate in Human Resource Management



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Are you ready for the future?



Empower
people.
Power
business
success.

Our work – and our workplaces – will never be the same again.

Employees' needs are shifting and more businesses are investing in culture to drive their success. For human resources professionals, it's a key moment to shape the workplace of the future.

But to be ready for this opportunity, HR professionals will need to step up as leaders. They will need to understand what's now and what's next in HR practices, to develop solutions across a range of contexts and to drive the cultural shifts necessary to support people and businesses – even during disruption.

You'll gain the strategic and foundational leadership expertise you need to create better workplaces with RMIT Online's Master of Human Resource Management.

Empower people. Power business success.



Program overview

Stand out as an HR leader who can enhance day-to-day people management and drive strategic shifts to shape the culture of work.

Master of Human Resource Management

This program will give you a deeper understanding of how people and culture impact businesses of all sizes, across all industries. You'll develop globally-applicable skills to engage with senior management and help them deal with the evolving nature of workforces in a disrupted future.

You will learn how to:

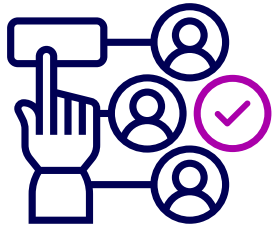
- Think critically about the foundations, principles and key issues in HR;
- Deepen your legal, ethical, social and management skills to support people and culture in real-life workplaces;
- Understand challenges and provide solutions in a range of cultural, institutional and employment contexts;
- Research, design and guide the critical cultural shifts needed to support business success and put people first.

Graduate Certificate in Human Resource Management

This program will allow you to develop an understanding of how to tackle common problems in the management of people across borders and in various legal and cultural contexts.

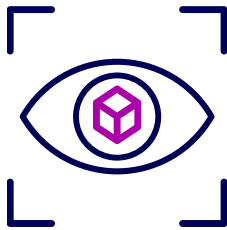
You will learn how to:

- Recognise the legal, ethical, social and management challenges facing businesses;
- Use key tools to develop effective and successful HR strategies, drive operations, create processes and impact decision-making in various legal and cultural contexts.



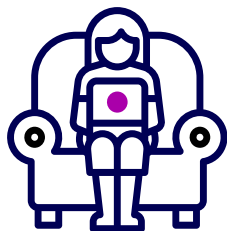
Developed and delivered by industry experts

Be equipped with the best legal, ethical, social and management knowledge to tackle the challenges in HR today



Gain a local and global perspective on HR

Develop future-focused knowledge and skills to make best-practice recommendations both in Australia and in a global context.

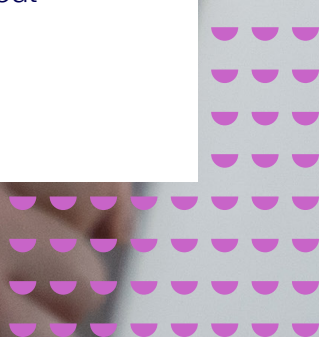



Benefit from flexible study options

Don't compromise on life or work commitments. Study when and where it suits you with no on-campus commitments



The RMIT Online student experience

- A flexible student experience allows you to use study tools anywhere at anytime.
 - Our cutting-edge learning environment means you don't have to be a computer whizz to use it.
 - Industry-experienced academics will guide you every step of the way.
 - Online doesn't mean you're alone – connect with fellow students to share ideas, organise study groups and support one another.
 - One-on-one support and assistance from your personal advisor keeps you motivated and helps you reach your goals.
 - Build your professional network through the connections you make while studying.
 - Graduate with a globally-recognised degree without compromising your life or career trajectory.
- 



What can you expect from each course?

Initial communication

Use the online forum to introduce yourself to other students and your course instructors. You can also form study groups and find information about course topics, teachers, set reading, key assignment dates and grading considerations.

Learning content format

You'll engage with a variety of learning materials, including video, text-based content, animations and more. Each week's content is presented and linked to learning objectives, and overall course goals. This means you can monitor your progress and prepare for upcoming topics and concepts.

Synchronised study sessions

These sessions are available for you to review and clarify your understanding of the content. With at least one session per seven-week course, they are scheduled well in advance so you can fit them into your schedule. Times are rotated to accommodate students in multiple time zones, and they are recorded so you can watch them again.

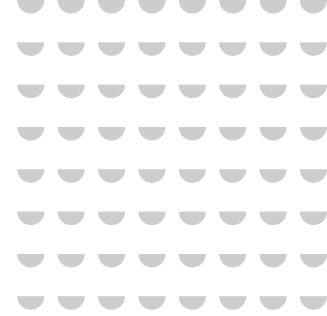


Discussion boards

Discussion boards are open for the duration of each course, helping to promote critical thinking and interaction. Instructors use tagging/reply features to ensure that all students receive important program and course notifications. Discussions are created and moderated by the course or section instructor and, depending on the course, are included in participation grades.

Assessment

All RMIT postgraduate programs include rigorous assessments in the form of case studies, reports, online discussion interaction and engagement. The aim is to ensure your learning is valuable, authentic and applicable to your work. With RMIT Online, you will not have any traditional, on-campus exams. However, you may have tests, quizzes or other online assessments.



Program structure

Master of Human Resource Management

- Key Concepts in Human Resource Management
- Professional Human Resource Management Practices
- People and Organisations
- Employment Law
- Strategic Human Resource Development
- Foundations of People Analytics
- Contemporary Issues in Strategic Human Resource Management
- Global Human Resource Management
- Business Research Design
- Issues in Diversity
- Predictive Human Resource Analytics

- **And select and complete one University Postgraduate Elective from the approved elective list.**

[Please speak to an Enrolment Advisor](#) to find out which electives are approved.

- **And select and complete four Business and Law options from the list below (16 course masters only):**

1. Business Analytics
2. Leadership and Management
3. Digital Entrepreneurship
4. Design Thinking for Business
5. Visualising and Communicating Insights in Business

Graduate Certificate in Human Resource Management

- Key Concepts in Human Resource Management
- Professional Human Resource Management Practices
- People and Organisations
- Employment Law

Fees

Total tuition fees for 2025 are \$51,840[^] (12-course masters) / \$4,320[^] per course, **or** \$69,120 (16-course masters) / \$4,320[^] per course (see entry requirements).

Graduate Certificate is \$17,280[^] / \$4,320[^] per course.

[See our fees page for further information.](#) Fees are listed in Australian dollars and apply to 2025 only. They are adjusted on an annual basis and should only be used as a guide. FEE-HELP is available.

[^]Plus a capped [Student Services and Amenities Fee \(SSAF\)](#) based on your credit point enrolment load.

Program intakes

Six intakes annually

January, March, May, July, August and October.

Nested qualifications

Our Master of Human Resource Management encompasses courses that make up our Graduate Certificate in Human Resource Management, so if you need to exit the program early you will have still earned a postgraduate qualification.

The Graduate Certificate is also a pathway to the Masters for some students (see entry requirements).

**Completion time dependent on individual study path and course availability. Please speak to a Student Advisor for more information.*

Program duration

Masters (12 courses)

2 years part-time.*

Masters (16 courses)

2.7 years part-time.*

Graduate Certificate (4 courses)

8 months part-time.*

Each course is seven weeks in duration and requires a minimum of 15–20 hours of study per week.

Ready to apply?

We recommend speaking with one of our Enrolment Advisors before applying for this program. Alternatively, you can apply by logging in and following the instructions in the [Application Portal](#). To ensure you select the right program in your application, please use the below program codes:

GC161KP16 - Graduate Certificate in Human Resource Management

MC263KPX16 - Master of Human Resource Management

Entry requirements

Master of Human Resource Management

12 course Master of Human Resource Management

- An Australian bachelors degree (or equivalent), or higher level qualification, in a business or related discipline from a recognised tertiary institution*, **or**
- An Australian bachelors degree (or equivalent), or higher-level qualification, from a recognised tertiary institution in any discipline with a minimum grade point average (GPA) of 1.0 (out of 4.0)* plus a minimum of two years relevant work experience, **or**
- The RMIT Graduate Certificate in Human Resource Management[^].

[^]Upon successful completion of the Graduate Certificate you will have the opportunity to progress to the Master degree.

16 course Master of Human Resource Management

- Australian bachelors degree (or equivalent) in in any discipline from a recognised tertiary institution.

We offer Recognition of Prior Learning, or the recognition of previous study or learning. This means you can apply for credit and reduce the number of courses you need to complete. Your application will be decided on a case-by-case basis. RMIT aims to grant as much credit as possible at the time of offer, so it's important to provide as much evidence of prior study or work experience as possible with your application. Speak to our Enrolment Advisors to find out more.

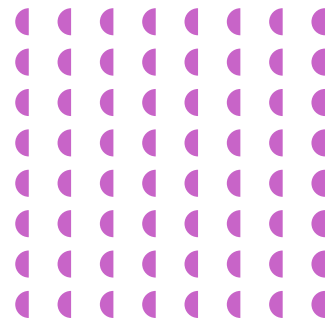
Graduate Certificate in Human Resource Management

- Australian bachelors degree or equivalent or higher-level qualification in any discipline*; **or**
- If you do not meet the above entry requirement for the Graduate Certificate, you may be considered if you have five years of relevant work experience.

* If your qualification was completed more than 10 years ago you will need to provide evidence of ongoing professional work and/or professional development in the same discipline as the program for which you are seeking entry.

Entrance requirements for international applicants

All non-Australian residents and overseas full-fee-paying students are required to meet RMIT English language requirements. For more information on these requirements and acceptable English Language tests, please see rmit.edu.au/international/english-equivalent



Australian student visas

RMIT Online's Master of Human Resource Management does not meet Australian student visa requirements. For an Australian student visa, you must have an on-campus place in a program of study. For more details on RMIT's on-campus programs, visit rmit.edu.au.





Your human resource
management journey
starts here

Get in touch with one of our Student Enrolment Advisors today and be guided through the process of starting your online qualification.

Further information

studyonline.rmit.edu.au

Call 1300 701 171

Book a 15-minute chat today



Course Descriptions



Key Concepts in Human Resource Management

Course overview

This course will provide you with the knowledge and skills to articulate the importance of human resource management (HRM) within organisations and the supervision of people. The role of HRM and its contribution to organisational success is presented with a focus on contemporary and future issues. The interchange between knowledge regarding HRM theory and practice experienced will provide a basis for you to contribute confidently in workplaces. A variety of authentic case studies are used to stimulate discussion in the HRM context. The development of your knowledge, judgement and research skills will enable you to apply enhanced technical and interpersonal/soft skills, including ethical practices required by HRM professionals. The enhancement of your capabilities as a reflective HRM practitioner are key components of this course.

Learning outcomes

- Demonstrate and apply knowledge and skills to articulate the importance of human resource management (HRM) practices within organisations.
- Critically analyse issues using key concepts based on HRM theories to formulate appropriate strategies that can be successfully applied in workplace contexts.
- Investigate, analyse and synthesise the effect of HRM practices on ethical, social, economic, political, technological and environmental factors that impact on organisations and the labour market.
- Critically analyse the complexity of applying HRM theories and approaches to make professional decision regarding the management of employees in domestic and global workplaces.
- Analyse, develop, implement and evaluate innovative and creative solutions relevant to business practices with a vision of HRM requirements now and in the future.

Professional Human Resource Management Practices

Course overview

This course introduces you to HRM practices from both the employee and employer perspectives. You will learn what a good HR practitioner has in their 'professional toolkit' in relation to their capabilities and skills, and how a professional develops over time. You will apply and evaluate a selected group of skills to contribute to your development as a reflective practitioner.

We will explore some of the behaviours and skills frameworks from around the world that expert practitioners are described as having. For example:

- Being curious, culturally aware, ethical, collaborative, a decisive thinker, results-focused and a role model;
- Having the ability to communicate and influence and the courage to question, challenge and maintain personal credibility.

You will develop the ability to evaluate key HRM skills and competencies that you might require of yourself in a given setting and what you would require of organisational members, informed by international standards and practices.

You will learn by experiential, activity-based learning using scenarios, role-plays and simulations, which are challenging yet fun. This approach is designed to enhance your ability to learn and operate in an independent and self-directed manner, which will enable you to become a life-long learner and better prepare you for rapidly changing organisational environments.

Learning outcomes

- Compare international HR professional standards, and assess their application to an organisation drawing in theoretical constructs.
- Analyse and interpret the external and internal context in which HR professionals operate, and the impact on practice.
- Demonstrate expertise in tools, tactics and strategies that can be applied to achieve the resolution of conflict.
- Reflect and critique your developing professional practice.

People and Organisations

Course overview

In this course, you will explore human behaviour in the work context by considering the interaction between the people, individuals and teams within and toward organisations.

You will develop your ability to evaluate individuals in relation to employee motivations, engagement, influence, power, well-being, ethics and issues of cross-cultural collaboration, conflict management, negotiation and communication within teams.

The study of individuals and teams provides insights into the complex issues of organisational structure, culture, politics and performance management. This multi-level exploration will develop your ability to apply theory to contemporary issues, practices and systems to inform HRM and organisational performance.

Learning outcomes

- Review the influence of employees and teams in the context of organisational performance;
- Critically analyse and synthesise theoretical and practical examples of contemporary organisational behaviour issues and practices;
- Apply appropriate theoretical knowledge to develop practical solutions for managing people in organisations;
- Plan, communicate and advocate strategic solutions relevant to stakeholders involving key aspects of HRM, such as negotiation, conflict management, corporate social responsibility and cross-cultural team building.

Employment Law

Course overview

This course explains key aspects of Australian employment law, including the analysis of common law principles applying the employer-employee relationship, as well as the statutory provisions governing employment.

Learning outcomes

- Understand the history and evolution of employment law in Australia;
- Understand key aspects of the relevant legislation and relevant case law;
- Apply the key legal rules associated with a range of employment law issues;
- Read and comprehend legislation;
- Read and comprehend relevant common law;
- Identify and critically analyse legal and associated issues in the context of relevant legislation and common law;
- Express that analysis in writing in a precise manner;
- Problem solve, involving the application of knowledge to current legal issues.

Strategic Human Resource Development

Course overview

This course will develop your knowledge and skills to recommend appropriate human resource development (HRD) interventions and evaluate outcomes to determine strategies for organisations. You will examine contemporary HRD developments and expand the theoretical concepts and principles upon which HRD is based. The theory covered enables the understanding of the HRD process and its applications in authentic circumstances. The key elements of HRD will be explored in the context of learning and development, career progression and organisational success.

Learning outcomes

- Apply contemporary and emerging HRD concepts and principles to strategic organisational challenges;
- Identify HRD needs in a workplace context, design appropriate interventions and evaluate the effectiveness of these interventions;
- Comprehend and apply HRD knowledge, professional practice and further learning to boost organisational success;
- Analyse and associate contemporary operational HRD issues in the workplace.

Employment Relations from a Global Perspective

Course overview

This course provides you with the theoretical framework to consider employment relations at the international, national and organisational levels. You will evaluate the implications of globalisation and its impact on the transformation of the nature of work for labour management strategies and practices.

Comparisons between different countries, regions and cultures will be a focus, as will evaluating different models of employment relations. The key issues of industrial relations, HRM, the role of government, employer associations and trade unions will be analysed.

You will undertake a comparative analysis of employment relations and cultures in various countries and regions to progress your knowledge in the international context. This will help you to understand the different practices of employment relations around the world and to contribute to organisations, helping them to achieve best practice approaches in people management at an international level.

Learning outcomes

- Articulate and apply key global theories and concepts of employment relations relevant to companies;
- Compare and contrast employment relations theories and practices to contribute to work practices;
- Critically analyse the implications of employment relations models to formulate strategic practices appropriate to organisations;
- Evaluate the influence of stakeholders and policies on international employment relations to develop relevant organisational policies and practices.

Contemporary Issues in Strategic Human Resource Management

Course overview

Contemporary Issues in Strategic Human Resource Management (CISHRM) focuses on the rewarding employment of people and subsequent organisational success. This course reviews and applies theoretical and practical perspectives relevant to organisational achievement. The analytical and practical tools to apply various approaches to the conception, planning, implementation and evaluation of strategic policy and practices in the key functional areas of HRM are key learning outcomes within this course. To achieve these aims, the topics include the changing nature of the workplace, the impact of technology, global influences, high-performance work systems, cultural transformation, workforce planning and talent management, performance management, leadership and management competencies, ethics and the importance of employee voice.

Learning outcomes

- Analyse the context of strategic HR management theories and principles for implementation in organisations;
- Evaluate the relationship between HRM strategies and their impact on business planning processes and organisational success;
- Apply strategic human resource principles and models to assess people management problems and suggest possible solutions;
- Research and identify emerging HR strategies that contribute to organisational objectives.

Global Human Resource Management

Course overview

The global economy affects the way we manage our human resources. HR professionals must be able to recognise the impact of political, economic and cultural forces on HR practices. This course offers practical perspectives on the management of human resources in an international context. It examines the global HR challenges, including issues such as international strategic HRM, cross-cultural HRM issues, HRM practice in multi-national enterprises (MNEs) and managing diversity in different countries/regions and between different cultures. This course also examines the various external business and cultural influences and environments in the Asia Pacific region to demonstrate the differing HR policies and practices. HR policies, practices and philosophies in various countries will be discussed within a theoretical framework of international HRM.

Learning outcomes

- Apply conceptual frameworks for assessing HRM systems in different cultural/national settings;
- Contribute to decisions on the operation of HR practices in multi-national enterprises;
- Analyse the influence of international forces on the HRM discipline;
- Assess contemporary issues and future trends in HRM in the context of the impact on “best” HR practices;
- Assess the viability of transferring HRM practices across countries.

Business Research Design

Course overview

This course is designed to equip students with a problem-solving approach that can be used to tackle wicked problems within contemporary business environments. Solutions are then framed within a business model framework and pitched to peers and industry partners. You will identify assumptions within the business model and develop a research proposal that will address a fundamental inherent assumption within the model. The research proposal will turn the assumption into a research question and identify the appropriate ontology, epistemology, method and methodology to address that question.

This course includes a Work Integrated Learning (WIL) experience in which your knowledge and skills will be applied and assessed in a real or simulated workplace context where feedback from industry is integral to your experience.

Learning outcomes

- Interpret the broad range of research designs applicable to exploration of business problems;
- Identify, determine and communicate research designs to explore relevant aspects of a complex and ambiguous business problem;
- Develop, evaluate and communicate options for innovative business design based upon a business model design approach.

Issues in Diversity

Course overview

This course examines the challenges, rewards, policies and practices associated with managing today's increasingly diverse workforce.

Studying this course will show that the inclusion of employees from diverse backgrounds enhances the performance of employees and improves organisational culture and productivity. The benefits of diversity are realised with effective management and leadership, combined with the implementation of ethical HR policies and practices.

In this course, theoretical frameworks pertaining to diversity are analysed to identify strategies that can and do support organisational success. These include various forms of rewards, challenges, effective policies and practices associated with leading and managing diverse workforces. Issues including culture, ethnicity, gender, sexual orientation, ability/disability, appearance, age, politics, religion and social class – which are all relevant to diversity – permeate this course.

Societal opinions, norms and values also have a significant impact on diversity and inclusivity for organisations. The understanding of diversity by individuals and teams, and how their interaction contributes to organisational performance, is analysed in terms of its importance and features prominently in “Issues in Diversity.”

Learning outcomes

- Critically evaluate values and behaviour that influence our own and others' assumptions, attitudes and stereotypes regarding diversity and inclusivity;
- Research the challenges and benefits of recruiting, supporting and developing staff from diverse backgrounds;
- Analyse the benefits of ethical workplaces, leadership and management in the context of diversity in the workplace;
- Apply theoretical concepts and tools to ethically engage a diverse workforce within a range of employment situations and organisations;
- Evaluate diversity and inclusion policies that are ethical, legislated and adhere to best practice employee performance and organisational success.

Human Resource Management for Entrepreneurship and Innovation

Course overview

In this course, you will develop the skills and knowledge to formulate structural and HRM practices as important drivers of an organisation's ability to accept risk, be innovative and entrepreneurial. You will develop knowledge of the concepts and practices of creativity, innovation and entrepreneurship. You will learn how organisations in today's dynamic and complex environment need to become more entrepreneurial and identify new opportunities for sustained superior performance. The nature and challenges associated with fostering and facilitating entrepreneurship in organisations, particularly in SMEs, creative industries and multinationals, will be discussed in light of the exciting and increasingly prominent theory and research in the field.

Learning outcomes

- Demonstrate a critical and reflective understanding of the importance and challenges of innovation and entrepreneurship in contemporary organisations;
- Critically evaluate, integrate and apply theoretical frameworks to foster and facilitate entrepreneurship in real-world organisational contexts;
- Utilise creative and innovative ability to enhance entrepreneurial endeavours and organisational innovation through appropriate HR practices;
- Develop organisational models, systems and practices for planning, initiating and supporting entrepreneurial endeavours;
- Generate and present ideas, concepts and arguments in a logical and coherent manner.

Elective

Business Analytics

Course overview

This course introduces you to the concepts, fundamentals and tools of business analytics. You will critically examine how data can be used to drive decision-making through statistical and quantitative analysis, explanatory and predictive modelling and fact-based management. You will also develop, evaluate and analyse core analytic techniques and skills that are frequently applied in business. No matter what your business focus, you and/or your business will be a future user of analytics.

Learning outcomes

- Evaluate the key concepts of business analytics and assess the results generated to deliver positive outcomes.
- Outline the relationship of the business analytics process within the organisation's decision-making process.
- Access relevant business data and pre-analyse the data to the exact specifications and variables.
- Examine and apply appropriate business analytic techniques and methods to inform responsive, evidence-based decision-making to improve performance.

Elective

Leadership and Management

Course overview

This course develops your ability to recognise and apply different leadership styles to drive organisational performance or address particular leadership challenges. It provides you with the opportunity to explore a range of early management and leadership theories as well as more contemporary perspectives. This course will enable you to critically reflect on your strengths and the complexities associated with being a leader, and empower you to improve your effectiveness as a leader.

Learning outcomes

- Recognise the appropriateness of different types of leadership styles in a range of organisational settings.
- Accurately assess your personal strengths and areas of challenge and effectively self-manage these towards improved practice.
- Explain how effective managerial leaders are able to diagnose and ethically improve the key areas of organisational functioning.
- Motivate and influence others in ways that contribute to sustainable organisational performance.

Elective

Digital Entrepreneurship

Course overview

This course will encourage you to adopt an entrepreneurial mindset to understand and apply digital entrepreneurship management techniques within existing organisations and startup business ventures. You will examine and reflect on concepts and trends relating to digital innovation and transformation, and how they contribute to the broader digital economy. You will consider organisational barriers to digital innovation and the differing regional requirements, and how to manage and lead these organisations ethically and sustainably.

Learning outcomes

- Evaluate the economic and technological factors that are at the heart of the global digital revolution.
- Research and critique digital technology management strategies and practices.
- Apply contemporary business knowledge to implement digital entrepreneurship in existing and start-up organisations.
- Critically reflect on and apply digital entrepreneurship best practice from examples and case studies.
- Justify decisions regarding new digital business ventures which are ethical and sustainable.

Elective

Design Thinking for Business

Course overview

Design thinking is a process for creative problem solving that can be applied to create innovative and practical business solutions. This course develops three skill areas: empathy, ideation and experimentation, which are essential skills for leaders to improve products, services, processes and strategy in their organisations. You will explore various contemporary methods of design thinking, use case studies to assess tools and practices, and evaluate outcomes of design thinking to improve decision making and the implementation and sustainability of solutions.

Learning outcomes

- Analyse and discuss design thinking, its manifestations and implications across organisational contexts.
- Differentiate between various contemporary methods to identify opportunities and solve problems.
- Create and communicate end-user-driven solutions to business problems or opportunities utilising design thinking.
- Demonstrate creative, critical and ethical thinking through developing and recommending solutions to business problems and opportunities that benefit relevant stakeholders.
- Evaluate potential outcomes of design thinking in view of better decision making, implementation and sustainability of solutions

Elective

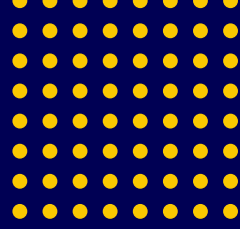
Visualising and Communicating Insights in Business

Course overview

Data visualisation and its communication are increasingly important in business analytics. The design of effective visualisations that communicate business insights extracted from data can support stakeholders for data-driven business decision-making. Understanding and evaluating different types of data is critical in determining the appropriate types of techniques for creating visualisation. You will learn how to develop different types of visualisations from various data sources and craft your narrative for stakeholders' needs based on insights extracted from the visualisations

Learning outcomes

- Apply concepts, best practices and ethical guidelines related to data visualisation and storytelling and propose appropriate visualisation techniques for synthesised data from multiple sources.
- Design insightful and engaging visualisations and craft evidence-based narratives to meet the needs and requirements of a target audience.
- Justify the selection of the appropriate visualisation techniques for different varieties of data.
- Critically analyse and evaluate different data visualisations and storytelling techniques that effectively visualise and communicate data in hand.



Every effort has been made to ensure the information contained in this publication is accurate and current at the date of publishing. For the most up-to-date information, please refer to the RMIT University website before submitting your application.

Prepared November 2022.

Further information

studyonline.rmit.edu.au

Call 1300 701 171

Book a 15-minute chat today