



The University of Southern Queensland

## Course specification

The current and official versions of the course specifications are available on the web at <http://www.usq.edu.au/coursespecification/current>.  
Please consult the web for updates that may occur during the year.

### Description: Strategic Management of Human Resources and Innovation

Subject	Cat-nbr	Class	Term	Mode	Units	Campus
MGT	8034	84317	3, 2008	EXT	1.00	Toowoomba

<b>Academic group:</b>	FOBUS
<b>Academic org:</b>	FOB004
<b>Student contribution band:</b>	3A
<b>ASCED code:</b>	080307

### STAFFING

Examiner: Ben Swanepoel  
Moderator: Dennis Rose

### OTHER REQUISITES

Students are required to have access to a personal computer, e-mail capabilities and Internet access to USQConnect. Current details of computer requirements can be found at <http://www.usq.edu.au/business/aboutfob.htm>.

### SYNOPSIS

In the context of an ever faster changing world, organisations are required to continuously find better ways of operating. Innovation has almost become an imperative for organisations to survive and compete in a global world where the competitive landscape is constantly changing. Whilst most leaders and managers of organisations will agree that aspects like creativity and innovation are essential to the survival and success of modern-day organisations, many struggle to build organisations that are innovative. This course develops the strategic thinking and decision-making abilities of students, specifically in relation to innovation and the achievement of innovative organisational outcomes through the human resources of organisations. The focus is on the alignment of people management related decisions and practices with general organisational strategy and with the aim of building innovative organisations. Special emphasis is given to strategic choices facing the organisation in respect of human resource management issues as these relate to being competitive through innovation. In particular the relationship to aspects such as business and general organisational strategy, organisational capabilities and architecture and the match or fit of internal and external environments are investigated as these apply to human resources and organisational innovation. These perspectives are developed through investigating and exploring an appropriate blend of contemporary theory and practice.

### OBJECTIVES

The course objectives define the student learning outcomes for a course. The assessment item/s that may be used to assess student achievement of an objective is/are shown in parentheses after each objective. On successful completion of this course, students should be able to:

1. develop a contemporary perspective of the nature of and connections between organisational purpose, strategy, performance, HRM and innovation (Assignment, Examination)
2. analyse, critically discuss and apply principles, processes, practices and systems pertaining to the theory and practice of the strategic management of human resources and related issues, in the context of organisations (Assignment, Examination)
3. analyse and critically discuss and apply principles, practices, processes and systems related to the management of innovation in organisations (Assignment, Examination).

## TOPICS

	Description	Weighting (%)
1.	Laying foundations: organisations, management and strategy	5.00
2.	Organisational performance, innovation and human resource management	20.00
3.	Strategic human resource management perspectives	45.00
4.	Building innovative organisations	30.00

## TEXT and MATERIALS required to be PURCHASED or ACCESSED

ALL textbooks and materials are available for purchase from USQ BOOKSHOP (unless otherwise stated). Orders may be placed via secure internet, free fax 1800642453, phone 07 46312742 (within Australia), or mail. Overseas students should fax +61 7 46311743, or phone +61 7 46312742. For costs, further details, and internet ordering, use the 'Textbook Search' facility at <http://bookshop.usq.edu.au> click 'Semester', then enter your 'Course Code' (no spaces).

The two prescribed text books have been arranged to be made available as a 'value pack' to students in order to lower the price/cost thereof. This 'value pack' can be purchased from USQ Bookshop at a price that should be substantially less than when buying these two books separately. Please note that these arrangements only apply to purchases through USQ Bookshop.

Henry, J (ed) 2006, *Creative management and development*, 3rd edn, SAGE Publications, London.

Salaman, G, Storey, J & Billsberry, J (eds) 2005, *Strategic human resource management: theory and practice*, 2nd edn, SAGE Publications, London.

## REFERENCE MATERIALS

Reference materials are materials that, if accessed by students, may improve their knowledge and understanding of the material in the course and enrich their learning experience.

Bills, T & Genasi, C 2003, *Creative business: achieving your goals through creative thinking and action*, Palgrave Macmillan, Houndmills, England.

Boxall, P & Purcell, J 2008, *Strategy and human resource management*, 2nd edn, Palgrave Macmillan, New York.

Byrd, J & Brown, PL 2003, *The innovation equation: building creativity and risk taking in your organization*, Jossey-Bass, San Francisco, California.

Christiansen, JA 2000, *Building the innovative organization: management systems that encourage innovation*, St Martins Press, New York.

Huselid, MA, Becker, BE & Beatty, RW 2005, *The workforce scorecard: managing human capital to execute strategy*, Harvard Business School Press, Boston, Massachusetts.

King, N & Anderson, N 2002, *Managing innovation and change: a critical guide for organizations*, 2nd edn, Thomson, London.

Mauzy, J & Harriman, R 2003, *Creativity inc: building an inventive organization*, Harvard Business School Press, Boston, Massachusetts.

Summers, J & Smith, B 2006, *Communication skills handbook: how to succeed in written and oral communication*, 2nd edn, John Wiley & Sons, Milton, Queensland.

Tidd, J, Bessant, J & Pavitt, K 2005, *Managing innovation: integrating technological, market and organizational change*, 3rd edn, Wiley, Hoboken, New Jersey.

Von Stamm, B 2008, *Managing innovation, design and creativity*, 2nd edn, Wiley, Chichester, UK.

## STUDENT WORKLOAD REQUIREMENTS

ACTIVITY	HOURS
Assessments	60.00
Directed Study	75.00
Private Study	25.00

## ASSESSMENT DETAILS

Description	Marks out of	Wtg (%)	Due date
ASSIGNMENT	100.00	40.00	22 Jan 2009
2 HOUR EXAMINATION	100.00	60.00	END S3 (see note 1)

### NOTES

1. This examination is scheduled to be held in the end-of-semester examination period. Students will be advised of the official examination date after the timetable has been finalised.

## IMPORTANT ASSESSMENT INFORMATION

- 1 Attendance requirements:  
If you are an international student in Australia, you are advised to attend all classes at your campus. For all other students, there are no attendance requirements for this course. However, it is the students' responsibility to study all material provided to them or required to be accessed by them to maximise their chance of meeting the objectives of the course and to be informed of course-related activities and administration.
- 2 Requirements for students to complete each assessment item satisfactorily:  
To satisfactorily complete an individual assessment item a student must achieve at least 50% of the marks. (Depending upon the requirements in Statement 4 below, students may

- not have to satisfactorily complete each assessment item to receive a passing grade in this course.)
- 3 Penalties for late submission of required work:  
If students submit assignments after the due date without prior approval of the examiner, then a penalty of 5% of the total marks gained by the student for the assignment may apply for each working day late up to ten working days at which time a mark of zero may be recorded.
  - 4 Requirements for student to be awarded a passing grade in the course:  
To be assured of receiving a passing grade a student must achieve at least 50% of the total weighted marks available for the course.
  - 5 Method used to combine assessment results to attain final grade:  
The final grades for students will be assigned on the basis of the aggregate of the weighted marks obtained for each of the summative assessment items in the course. The weightings referred to here are not the percentage weightings used to indicate the relative loading on topics described on the first page of this course specification.
  - 6 Examination information:  
This is a closed examination. Candidates are allowed to bring only writing and drawing instruments into the examination.
  - 7 Examination period when Deferred/Supplementary examinations will be held:  
Any deferred or supplementary examinations for this course will be held during the next examination period .
  - 8 University Regulations:  
Students should read USQ Regulations 5.1 Definitions, 5.6 Assessment, and 5.10 Student Academic Misconduct for further information and to avoid actions which might contravene university regulations. These regulations can be found at <http://www.usq.edu.au/corporateservices/calendar/part5.htm>. Students should also read the Faculty of Business Policies and Procedures which can be found at <http://www.usq.edu.au/business/aboutfob.htm>.

## **ASSESSMENT NOTES**

- 1 Assignments: (i) Assignments must be uploaded electronically through USQConnect in the drop box by 5.00pm Australian Eastern Standard Time (AEST) on the due date. (ii) The examiner will normally only accept assessments that have been typed and submitted on a single file with appropriate document name. (iii) Students must retain a copy of each assignment submitted for assessment. This must be produced within 24 hours if required by the examiner. (iv) The examiner may grant an extension of the due date of an assignment in extenuating circumstances. Students may apply for an assignment extension by personally contacting the examiner before the due date. Such applications should be in writing and include supporting documentary evidence. The authority for granting extensions rests with the examiner.
- 2 Course weightings: Course weightings of topics should not be interpreted as applying to the number of marks allocated to any aspects of assignments assessing those topics.
- 3 Assignment format: All submitted assignment work must be in electronic format, submitted through the WebCT drop-box and the assignment document must be in WORD version format. No hard text paper assignments will be accepted.
- 4 Referencing in assignments: Unless otherwise directed by the examiner, all written assignments submitted by students must conform to the guidelines laid out in the

- 'Communication skills handbook'. Any work not prepared in accordance with these guidelines may be subject to penalty by marks or a requirement for resubmission.
- 5 Students are required to access the MGT8034 intranet mail and discussion boards accessible via USQConnect on a regular basis. This is the official communication site for this course.
  - 6 All students are expected to have access to a personal computer and the Internet. Details of the Faculty of Business minimum requirements can be found at <http://www.usq.edu.au/handbook/current/busgeninfo.html>
  - 7 All written assignments are to be lodged electronically via the MGT8034 course Web site in USQConnect. Details on the actual procedure are provided on the electronic Study Desk under the folder - Assignment Submission.
  - 8 Students who are studying via the Web are required to access the introductory book, study modules and selected readings for the course via the Study Desk in USQConnect under the relevant folders.