



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: Human Resource Strategies for Innovation

Subject	Cat-nbr	Class	Term	Mode	Units	Campus
EDU	8314	86993	1, 2009	ONC	1.00	Toowoomba

Academic group:	FOEDU
Academic org:	FOE003
Student contribution band:	National Priority Teaching
ASCED code:	070303

STAFFING

Examiner: Dorothy Andrews
Moderator: Mark Dawson

RATIONALE

There has been extensive writing regarding the nature of schools in the knowledge age. Educational organisations operate in an increasingly demanding and complex environment of change. Commentators are suggesting that schools adopt a strategy based on innovation to navigate the shifting sands of continuous change. Given the changing nature of work within schools in the 21st Century, it is vital for post-industrial organisations to build capacity for innovation. This course will investigate the emerging trends and theories in human resource management that align human resources with a strategy based upon innovation.

SYNOPSIS

This course will provide an introduction to human resource management theory as a basis from which students can explore their organisation's capacity for innovation. Students will analyse their organisation using concepts such as performance management, learning organisations, employee participation, culture and change management. The course materials emphasise the ideas and processes for facilitating innovation within education, but are easily transferable to other organisational contexts. NOTE: Minimum enrolment numbers apply to this offering. Should enrolments not reach the minimum number required for on-campus study, students may be transferred to the EXT or WEB offering and advised of this change before semester commences.

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 are shown in parenthesis. On completion of this course students will be able to:

1. analyse critically the nature and purpose of human resource management in educational contexts in the twenty-first century (Assn 1)
2. demonstrate knowledge of theories and theoretical issues relevant to human resource management in education (Assn 1)

3. develop a contemporary perspective of innovation (Assn 1)
4. apply theoretical and practical approaches in HRM for innovation (Assn 1 and Assn 2)
5. identify new structures, cultures and strategies to facilitate innovation (Assn 1 and Assn 2)
6. demonstrate competence in written language and scholarly writing including correct spelling, grammar, and bibliographic referencing. (Assn 1 and Assn 2)

TOPICS

Description	Weighting (%)
1. Concepts in human resource management	25.00
1.1. what is human resource management?	
1.2. strategic alignment.	
1.3. gain, train, retain and sustain.	
1.4. frames of reference - unitarist versus pluralist HRM.	
2. Culturing for innovation	25.00
2.1. climate, culture and culture change	
2.2. resistance	
2.3. sustaining a culture for innovation	
3. Structuring for innovation	25.00
3.1. systems thinking and interdependence	
3.2. employee participation	
3.3. performance management - appraising, influencing, rewarding	
4. Strategies for innovation	25.00
4.1. building a 'safe' environment for knowledge workers	
4.2. building capacity for learning	
4.3. dialogue or decline?	
4.4. the IDEAS framework	

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).

Nankervis, AR, Compton, RL & Baird, M 2008, *Human resource management: strategies and processes*, 6th edn, Thomas Nelson, Melbourne.

Summers, J & Smith, B 2006, *Communication skills handbook*, 2nd edn, John Wiley & Sons, Brisbane.

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.

Whether you are on, or off campus, the USQ Library is an excellent source of information
<http://www.usq.edu.au/library>. The gateway to education resources is here...
<http://www.usq.edu.au/library/faculties/education/default.htm>

Amidon, DM 2003, *The innovation superhighway: harnessing intellectual capital for collaborative advantage*, Butterworth-Heinemann, Boston MA.

Graetz, F, Rimmer, M, Lawrence, A and Smith, A 2002, *Managing organisational change*, 2nd edn, John Wiley & Sons Australia Ltd, Milton QLD.

(2nd Australasian Edition)

Limerick, D, Cunnington, B and Crowther, F 2002, *Managing the new organisation: collaboration and sustainability in the post-corporate world*, 2nd edn, Business & Professional Publishing, Australia.

Morgan, G 2006, *Images of organization*, 2nd edn, Sage, Thousand Oaks, California.

Senge, P, Cambron-McCabe, N, Lucas, T, Smith, B, Dutton, J and Kleiner, A 2000, *Schools that learn: a fifth discipline fieldbook for educators, parents and everyone who cares about education*, Nicholas Brealey Publishing, London.

Thornhill, A, Lewis, P, Millmore, M and Saunders, M 2000, *Managing change: a human resource strategy approach*, Pearson Education Limited, Harlow, England.

STUDENT WORKLOAD REQUIREMENTS

ACTIVITY	HOURS
Assessments	48.00
Directed Study	90.00
Private Study	30.00

ASSESSMENT DETAILS

Description	Marks out of	Wtg (%)	Due date
ASSN 1 LIT REV AND CRITIC ANAL	50.00	50.00	04 May 2009 (see note 1)
ASSN 2 IMPLEMENTATION PLAN	50.00	50.00	19 Jun 2009

NOTES

1. APA style is the referencing system required in this course. Students should use APA style in their assignments to format details of the information sources they have cited in

their work. The USQ library provides advice on how to format information sources using this system. http://www.usq.edu.au/library/help/ehelp/ref_guides/apastyle/default.htm

IMPORTANT ASSESSMENT INFORMATION

- 1 Attendance requirements:
It is the students' responsibility to attend and participate appropriately in all activities (such as lectures, tutorials, laboratories and practical work) scheduled for them, and 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 complete each of the assignments satisfactorily, students must obtain at least 50% of the marks available for each assessment item.
- 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. No assignments will be accepted after model answers have been posted.
- 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 weighted aggregate of the marks obtained for each of the summative assessment items in the course.
- 6 Examination information:
There is no examination in this course.
- 7 Examination period when Deferred/Supplementary examinations will be held:
There will be no Deferred or Supplementary examinations in this course.
- 8 University Regulations:
Students should read USQ Regulations 5.1 Definitions, 5.6. Assessment, and 5.10 Academic Misconduct for further information and to avoid actions which might contravene University Regulations. These regulations can be found at the URL <http://www.usq.edu.au/corporateservices/calendar/part5.htm> or in the current USQ Handbook.

OTHER REQUIREMENTS

- 1 Students will require access to e-mail and Internet access to USQConnect for this course.
 - 2 Students are to use the Harvard Referencing system.
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