Description: Managing Resources in the New Organisation

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<th>Subject</th>
<th>Cat-Nbr</th>
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<th>Term</th>
<th>Mode</th>
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Academic Group: FOEDU
Academic Org: FOE002
HECS Band: 1
ASCED Code: 070303

STAFFING
Examiner: Frank Crowther
Moderator: Dorothy Andrews

RATIONALE
It is widely asserted that the reconceptualisation of the organisation of Australian education over the past decade amounts to a 'paradigm shift'. (Beare, 1990) The impact of the changes in each of the States and Territories is only now becoming fully evident at the institutional level, with acceptance and implementation across the nation of concepts and processes relating to "devolved management". The concept of devolved management carries with it explicit expectations for the responsible and effective management of resources in decentralised educational settings. The implications for educational administrators regional managers, principals, middle managers and teachers leaders represent the framework for this unit.

SYNOPSIS
The concepts of "resource" and "restructured organisation" are explored from a number of perspectives prior to examination of selected processes relevant to responsible resource management in schools and other educational institutions that are moving towards greater autonomy. Specifically, "resources" are viewed as the value-added product of an organisation's many inputs (its people, finances, assets, values and processes). Ways of enhancing resources through postcorporate management strategies are explored in detail. Particular emphasis is placed upon strategic alliances, metastrategic design, microstrategic design and collaborative individualism. The relevance of each of these processes to the improvement of school-based outcomes is explained in detail.

OBJECTIVES
On successful completion of this unit students will be able to:

- Conceptualise "resources" in postcorporate educational organizations.
• Analyse critically the processes of resource management in post corporate educational organizations.
• Demonstrate knowledge of theoretical and philosophical issues relating to resource management in postcorporate educational organizations.
• Develop an exploratory framework for resource management in postcorporate educational organisations and apply it in specific work settings.

TOPICS

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<td>1. Consist:</td>
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1.1. Module 1 - The New Organisation: Key Concepts The concept of a post corporate organisation
   i) Rationale
   ii) Organisational choice

1.2. Module 2 - Management Strategies for the 'New' Organisation
   i) Networks and strategic alliances
   ii) Collaborative individualism
   iii) Metastrategy

1.3. Module 3 - Resource Management Issues
   i) Equity or entrepreneurial advantage?
   ii) Inputs or outputs?
   iii) The quality of worklife or organisational productivity?

1.4. Module 4 - Towards a Resource Management Framework
   i) Developing a framework for resource management in the "new" organisation

TEXT and MATERIALS required to be PURCHASED or ACCESSED:
Books can be ordered by fax or telephone. For costs and further details use the 'Book Search' facility at http://bookshop.usq.edu.au by entering the author or title of the text.


STUDENT WORKLOAD REQUIREMENTS

<table>
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<th>ACTIVITY</th>
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# ASSESSMENT DETAILS

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**NOTES:**

1. Letter grades will be used in this course and will be displayed in the Notes Section.

## OTHER REQUIREMENTS

1. When there is more than one marker for a single item of assessment, the distribution patterns and means for the different markers will be compared and marks adjusted if necessary.
2. Marking criteria are provided in unit material as mark sheets.guides or as part of assignment specifications.
3. Summative assessment items will receive one of the following letter grades: HD, A, B, C, F or I.
4. Unit Grades will be calculated by aggregating the weighted result or numerical score for each summative assessment item. Any ungraded assessment requirement will receive a Pass, Fail or Incomplete.
5. All assessment items must be attempted/submitted. Assessment items must be passed overall.