Description: Managing Human Resources and Innovation

<table>
<thead>
<tr>
<th>Subject</th>
<th>Cat-Nbr</th>
<th>Class</th>
<th>Term</th>
<th>Mode</th>
<th>Units</th>
<th>Campus</th>
</tr>
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<tbody>
<tr>
<td>MGT</td>
<td>8032</td>
<td>14303</td>
<td>2, 2002</td>
<td>EXT</td>
<td>1.00</td>
<td>TW MBA</td>
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Academic Group: FOBUS
Academic Org: FOB003
HECS Band: 2
ASCED Code: 080303

STAFFING
Examiner: Ben Swanepoel
Moderator: Bruce Millett

RATIONALE
Among other issues, a particular legacy of HRM inherited from the previous decade and moving into the current one, has to do with the need to build the role of HR strategy to support the overall business strategy of an organisation. Central to this is the need to understand the strengths, weaknesses and key performance issues to do with human resources. As organisations move beyond older paradigms of structure, staffing and management of their operations toward innovatory practices about organisational design and high performance work systems using team-work and innovation, the role of human resources needs to be integrated in keeping with that organisational change. This philosophy of change and improvement sees human resources and the output of employees' work as keys for innovative practice. This involves a perspective on the relationship between HR and organisational strategy, that needs continuous review in order to bring about continuous improvements in the organisation.

SYNOPSIS
This course develops practical themes in human resource management for organisations, which aim to foster innovation through the expertise of employees. It deals with concepts of innovation in HR that are built upon an organisational change foundation. The course material emphasises HR concepts and processes for facilitating organisational innovation and prioritising the need for interdependence between: organisational structure for innovation, workplace and staffing issues and especially high performance teamwork. This interdependence is chiefly aimed at managing for high performance outcomes, via employee engagement with organisational issues through the context of their work.
OBJECTIVES

On successful completion of this course students will be able to:

- develop a contemporary perspective of innovation;
- apply theoretical and practical approaches in HRM for innovation in the organisation;
- adopt new organisation structures and strategies to facilitate innovation

TOPICS

Description                  Weighting (%)
1. Organisational Change and Innovation          8.00
2. Drivers of Innovation                    8.00
3. Changing Organisational Architecture       8.00
4. Developing Strategic Innovation           8.00
5. Downsizing and Delayering                 10.00
6. Organisational networks and alliances      8.00
7. Staffing and Teamwork                     10.00
8. Flexible/adaptable workforce development   8.00
9. Nature of JIT                              8.00
10. High performance work systems             8.00
11. Benchmarking for innovative change        8.00
12. International Innovation                 8.00

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.


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.


**STUDENT WORKLOAD REQUIREMENTS**

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>HOURS</th>
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<tbody>
<tr>
<td>Assessment</td>
<td>35</td>
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<tr>
<td>Directed Study</td>
<td>75</td>
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<tr>
<td>Private Study</td>
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**ASSESSMENT DETAILS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Marks Out of</th>
<th>Wtg(%)</th>
<th>Required</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>ASSIGNMENT 1</td>
<td>50.00</td>
<td>50.00</td>
<td>Y</td>
<td>06 Sep 2002</td>
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<tr>
<td>ASSIGNMENT 2</td>
<td>50.00</td>
<td>50.00</td>
<td>Y</td>
<td>18 Oct 2002</td>
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**OTHER REQUIREMENTS**

1. To obtain a pass in this course, students pass both Assignment 1 and Assignment 2 at least at the level of 50%. Final grades are allocated on the basis of the sum of the two marks for the two assignments. Where a student passes one of the assignments, but fails the other, consideration will be given to granting the student make-up (IM) opportunities on the failed assignment. This consideration will only be given where the failed mark falls within a tolerance of three marks below 50%. In other words a mark of 21/50 or anything lower will not be considered as an adequate basis for being offered a make-up assignment. In the case where a student fails both assignments, both within a tolerance of three marks below 50%, special consideration may be given to do make-up work (either two separate assignments again, or an aggregate assignment worth 100%). Such cases are very rare. In any instances where make-up work is granted on any piece of assessment, the final grade awarded to the student will not be higher than a "C" (Pass).

2. The due date of an assignment is the date by which a student must despatch the assignment to the university, and is normally that defined in the relevant course specification. The onus is on the student to provide, if requested, proof of date of despatch.

3. Students should organise their affairs to ensure that they meet due dates for all assignments. Extensions will be granted only under exceptional extenuating circumstances, normally involving a significant medical condition.

4. Students may apply for an assignment extension either by application through DEC before the due date or by including application with the submitted assignment after the due date. Such applications should be in writing and include supporting documentary evidence. The authority for granting extensions rests with the relevant course leader.

5. All assignments despatched after due dates without appropriate extension approvals of after approved extension dates will be penalised up to a maximum of 20% of the assigned mark per work day.

6. Students must retain a copy of all assignments which must be provided if/when required by the course leader.
Course weightings of topics should not be interpreted as applying to the number of marks allocated to any aspects of assignments assessing those topics.

A residential school is not offered in this course.