Description: People Development

<table>
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<th>Subject</th>
<th>Cat-Nbr</th>
<th>Class</th>
<th>Term</th>
<th>Mode</th>
<th>Units</th>
<th>Campus</th>
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<tr>
<td>MGT</td>
<td>2004</td>
<td>24212</td>
<td>2, 2003</td>
<td>EXT</td>
<td>1.00</td>
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Academic Group: FOBUS
Academic Org: FOB003
HECS Band: 2
ASCED Code: 080303

STAFFING
Examiner: Don Smith
Moderator: Cec Pedersen

SYNOPSIS
This course deals with the emerging and interdisciplinary field that is broadly defined as human resource development. The main focus is on learning experiences and interventions that are intended to change organisational behaviour and to bring about improved performance improvement and personal growth. A framework is used to examine the static and dynamic natures of organisations and to consider a range of issues such as: What is HRD?; The connections between HRD and HRM; The changing nature of work and careers; Theory and practicalities of training; Performance management, planning and review; and a range of strategic HRD considerations.

OBJECTIVES
On successful completion of this course students should be able to:

- identify how and why HRD fits into both HRM and organisational functioning;
- understand the changing nature of work and its impact on individuals and their careers;
- identify and apply appropriate theories and principles to training needs analysis, the development and delivery of training programs, and evaluation of training;
- understand the principles and applications of performance management planning, monitoring, and review; and
- identify and critically discuss strategic HRD issues.
### TOPICS

<table>
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<tr>
<th>Description</th>
<th>Weighting (%)</th>
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<tbody>
<tr>
<td>1. The Development of and Theoretical Basis for Human Resource Development - what is HRD?, traditional vs. contemporary paradigms, the relationship of HRD to HRM, individual and organisational learning and implications for HRD.</td>
<td>10.00</td>
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<tr>
<td>2. The Changing Nature of Work and Careers - what is a career?, career planning; career management; the changing nature of work and its impact on careers; career development in a changing context.</td>
<td>10.00</td>
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<tr>
<td>3. Theory and Practicalities of Training - context of training in Australia, adult learning, training needs analysis, learning objectives, assessment, designing and developing training, training delivery, evaluation of training.</td>
<td>45.00</td>
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<tr>
<td>4. Performance Management, Planning and Review - performance and performance management, developing effective performance management systems, planning performance, reviewing and rewarding performance, managing and developing performance.</td>
<td>20.00</td>
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<td>5. Strategic HRD Considerations - Developing organisational values, commitment and ethics; Knowledge management; Mentoring and Coaching; Developing Managers and Leaders; Diversity; Working in the Virtual Organisation; Outsourcing; and the Learning Organisation.</td>
<td>15.00</td>
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### 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](http://bookshop.usq.edu.au) by entering the author or title of the text.


Tovey, MD 2001, *Managing performance improvement*, Prentice Hall, Frenchs Forest, New South Wales.

### 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.

Training and Development in Australia - this is the journal of the Australian Institute of Training and Development.

Asia Pacific Journal of Human Resources (previously known as Asia/Pacific HRM) - this is the journal of the Australian Human Resources Institute (AHRI).


**STUDENT WORKLOAD REQUIREMENTS**

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>HOURS</th>
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<tbody>
<tr>
<td>Assessment</td>
<td>30</td>
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<tr>
<td>Directed Study</td>
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<td>Private Study</td>
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ASSESSMENT DETAILS

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<tr>
<th>Description</th>
<th>Marks Out of</th>
<th>Wtg(%)</th>
<th>Required</th>
<th>Due Date</th>
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<tr>
<td>ASSIGNMENT 1</td>
<td>100.00</td>
<td>10.00</td>
<td>Y</td>
<td>14 Aug 2003</td>
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<tr>
<td>ASSIGNMENT 2</td>
<td>100.00</td>
<td>45.00</td>
<td>Y</td>
<td>06 Oct 2003</td>
</tr>
<tr>
<td>3 HOUR EXAMINATION</td>
<td>45.00</td>
<td>45.00</td>
<td>Y</td>
<td>END S2</td>
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NOTES:
- The 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 it is a requirement of your student visa that you 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 complete the assignments satisfactorily, students must obtain at least 50% of the marks available for the assignments in aggregate. To complete the examination satisfactorily, students must obtain at least 50% of the marks available for the examination.

3 Penalties for late submission of required work:
   If students submit assignments after the due date without prior approval then a penalty of 20% of the total marks available for the assignment will apply for each working day late.

4 Requirements for student to be awarded a passing grade in the course:
   To be assured of receiving a passing grade a student must attempt all of the summative assessment items, achieve an aggregated mark of at least 50% in the total marks allocated for the assignments, achieve at least 50% in the examination, and at least 50% of the available weighted marks for the summative assessment items.

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 (or grades) obtained for each of the summative assessment items in the course.

6 Examination information:
   This is a restricted examination. Candidates are allowed access to specific materials during the examination. The only materials that candidates may use in the examination for this course are (i) Writing materials: non-electronic and free from material which could give the student an unfair advantage in the examination; (ii)
Translation dictionaries: with the Examiner's approval, candidates may, take an appropriate non-electronic translation dictionary into the examination. This will be subject to perusal and, if it is found to contain annotations or markings that could give the candidate an unfair advantage, it may be removed from the candidate's possession until the appropriate disciplinary action is completed.

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 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/SECARIAT/calendar/Part5/ or in the printed version of the current USQ Handbook. Students should also read The Guide to Policies and Procedures of the Faculty which can be found at the URL: http://www.usq.edu.au/handbook/2003/title663.html or in the printed version of the current USQ Handbook.

ASSESSMENT NOTES

1 Assignments: (i) The due date for an assignment is the date by which a student must despatch the assignment to the USQ. The onus is on the student to provide proof of the despatch date, if requested by the Examiner. (ii) Students must retain a copy of each item submitted for assessment. This must be produced within five days if required by the Examiner. (iii) The Examiner may grant an extension of the due date of an assignment in extenuating circumstances. Students may apply for an extension through the DEC before the due date or by including an 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 Examiner. (iv) The Examiner will normally only accept assessments that have been written, typed or printed on paper-based media. (v) Students who do not have regular access to postal services or who are otherwise disadvantaged by these regulations may be given special consideration. They should contact the Examiner to negotiate such special arrangements. (vi) In the event that a due date for an assignment falls on a local public holiday in their area, such as a Show holiday, the due date for the assignment will be the next day. Students are to note on the assignment cover the date of the public holiday for the Examiner's convenience.

2 Course Weightings: Course weightings of topics should not be interpreted as applying to the number of marks allocated to questions testing those topics in an examination paper.