Description: Human Resource Strategies for 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>
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<tr>
<td>EDU</td>
<td>8314</td>
<td>63343</td>
<td>1, 2007</td>
<td>EXT</td>
<td>1.00</td>
<td>Toowoomba</td>
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Academic group: FOEDU
Academic org: FOE003
Student contribution band: National Priority Teaching
ASCED code: 070303

STAFFING
Examiner: Dorothy Andrews
Moderator: Mark Dawson

OTHER REQUISITES
State law in Queensland (Australia) requires that all adults working/undertaking professional experience/researching with children under the age of 18, in the state of Queensland are required to possess a current suitability card (Blue Card). (See "Other Requirements" for further information.) Also see: http://www.childcomm.qld.gov.au/employment/bluecard/informationSheets.html

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.
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 Part A: Literature Rev)
2. demonstrate knowledge of theories and theoretical issues relevant to human resource management in education (Assn 1 Part B: Critical Anal)
3. develop a contemporary perspective of innovation (Assn 1 Part B: Critical Anal)
4. apply theoretical and practical approaches in HRM for innovation (Assn 1 Part B: Critical Anal; Assn 2 Implementation Plan)
5. identify new structures, cultures and strategies to facilitate innovation (Assn 1 Part B: Critical Anal; Assn 2 Implementation Plan)
6. demonstrate knowledge, understanding and application of correct communication skills, including literacy presentation and accurate referencing protocols. (Assn 1 Part B: Critical Anal; Assn 2 Implementation Plan)

TOPICS

<table>
<thead>
<tr>
<th>Description</th>
<th>Weighting (%)</th>
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<tbody>
<tr>
<td>Concepts in human resource management</td>
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<tr>
<td>1.1. what is human resource management?</td>
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<tr>
<td>1.2. strategic alignment.</td>
<td></td>
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<tr>
<td>1.3. gain, train, retain and sustain.</td>
<td></td>
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<td>1.4. frames of reference - unitarist versus pluralist HRM.</td>
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<tr>
<td>Culturing for innovation</td>
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<tr>
<td>2.1. climate, culture and culture change</td>
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<tr>
<td>2.2. resistance</td>
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<td>2.3. sustaining a culture for innovation</td>
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<tr>
<td>Structuring for innovation</td>
<td>25.00</td>
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<tr>
<td>3.1. systems thinking and interdependence</td>
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<tr>
<td>3.2. employee participation</td>
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<tr>
<td>3.3. performance management - appraising, influencing, rewarding</td>
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</table>
4. Strategies for innovation

   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).


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.

Graetz, F, Rimmer, M, Lawrence, A and Smith, A 2002, Managing organisational change, John Wiley & Sons Australia Ltd, Milton QLD.
STUDENT WORKLOAD REQUIREMENTS

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

<table>
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<tr>
<th>Description</th>
<th>Marks out of</th>
<th>Wtg(%)</th>
<th>Due date</th>
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<tr>
<td>ASSN 1 PART A: LITERATURE REV</td>
<td>15.00</td>
<td>15.00</td>
<td>05 Apr 2007</td>
</tr>
<tr>
<td>ASSN 1 PART B: CRITICAL ANAL</td>
<td>35.00</td>
<td>35.00</td>
<td>25 May 2007</td>
</tr>
<tr>
<td>ASSN 2 IMPLEMENTATION PLAN</td>
<td>50.00</td>
<td>50.00</td>
<td>18 Jun 2007</td>
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IMPORTANT ASSESSMENT INFORMATION

1. Attendance requirements:
   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 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 then a penalty of 20% of the total marks available for the assignment will apply for each week 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 submit all of the summative assessment items and 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.
ASSESSMENT NOTES

1. 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.

2. Students must retain a copy of each item submitted for assessment. This must be produced within five days if required by the Examiner.

3. The examiner may grant an extension of the due date of an assignment in extenuating circumstances.

4. The Faculty will normally only accept assessments that have been written, typed or printed on paper-based media.

5. When there is more than one marker for a single item of assessment, the distributed patterns and means for the different markers will be compared and marks adjusted if necessary.

6. Marking criteria are provided in course material as mark sheets/guides or as part of assignment specifications.

7. 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 information.

8. Students who have undertaken all of the required assessments in the course but who have failed to meet some of the specified objectives of the course within the normally prescribed time may be awarded the temporary grade of IM (Incomplete-Make-up). An IM grade will only be awarded when, in the opinion of the examiner, a student will be able to achieve the remaining objectives of the course after a period of non-directed personal study.

9. Students who, for medical, family/personal, or employment-related reasons, are unable to complete an assignment or to sit for an examination at the scheduled time may apply to defer an assessment in a course. Such a request must be accompanied by appropriate supporting documentation. One of the following temporary grades may be awarded: IDS (Incomplete-Deferred Examination); IDM (Incomplete-Deferred Make-up); IDB (Incomplete-Both Deferred Examination and Deferred Make-up).

10. Summative assessment items will receive a numerical score. Any ungraded assessment requirement will receive a Pass, Fail or Incomplete.

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.

3. IMPORTANT NOTE: Working with Children: State law in Queensland requires that all adults (including university students, pre-service educators, trainers, vocational teachers, industry educators) working with children under the age of 18, in the state of Queensland*, obtain approval before commencing such work. Many education courses include a practical component (professional experience, project work, research, assessment etc...) that may require engagement with children under the age of 18. It is your responsibility to ensure that you possess a current suitability card (Blue Card) before commencing any practical components of this course. DO NOT PARTICIPATE IN ANY PRACTICAL EXPERIENCE WITH CHILDREN UNDER 18 UNLESS YOU POSSESS A CURRENT ‘BLUE CARD’.

are undertaking practical experience outside the state of Queensland, Australia you should check local requirements.