

BMA224/324
Human Resource Development

Semester 1, 2008

This unit will be offered in:

Hobart & Launceston

The lecturing team responsible will be:

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<http://www.utas.edu.au/mgmt/student.htm>

Introduction to the Unit

The development of an organisation's human resources is now widely recognised as a critical component for gaining competitive advantage in the global marketplace. Today's HRD professional is expected to have business acumen, including an understanding of profitability and organisational effectiveness, as well as a sound knowledge of, and experience in, the traditional areas of human resource management. In light of the evolving field of HRD, this unit gives a broad-based approach to the two primary areas of human resource development: training and development and career development.

Enrolment in the unit

Unless there are exceptional circumstances, students should not enrol in BMA units after the end of week two of semester, as the School cannot guarantee:

- that any extra assistance will be provided by the teaching team in respect of work covered in the period before enrolment; and
- that penalties will not be applied for the late submission of any piece or pieces of assessment that were due during that period.

Learning Outcomes

On completion of this unit, you should be able to:

- Demonstrate a sound understanding of the assessment of training needs and the design, conduct and evaluation of learning/training activities.
- Demonstrate a sound understanding of current issues in HRD.
- Demonstrate the ability to apply the learning to specific situations.

Generic Graduate Attributes

The University has defined a set of generic graduate attributes (GGAs) that can be expected of all graduates (see <http://www.utas.edu.au/tl/policies/index.htm>). By undertaking this unit you should make progress in attaining the following attributes:

Knowledge

- Students will develop an understanding of learning theory as it applies to the design of HRD activities.
- Students will develop an understanding of HRD processes.
- Students will develop an understanding of current issues in the HRD area on training and development and career development.
- Students will learn to research, analyse, and synthesise information relevant to HRD.

Communication Skills

- Students will develop oral group-work skills through the process of developing responses to assigned tutorial questions.
- Students will be encouraged to communicate effectively using oral and written mediums and to present well-reasoned arguments in a logical and coherent manner.

Problem-Solving Skills

- Students will learn how to identify and analyse HRD needs.
- Students will learn how to formulate measurable goals for training and development.
- Students will learn how to design and evaluate training processes.

Global Perspective

- Students will be exposed to HRD issues in an Australian and a global context.
- Students will gain an understanding of the importance of HRD for businesses and individuals to gain a competitive advantage in the global marketplace.

Social Responsibility

- Students will be encouraged to act ethically, with integrity and social responsibility, in the assessment, delivery and evaluation of HRD processes.

Prerequisites

BMA101 Introduction to Management and appropriate base level for relevant major (eg BMA151 Principles of Marketing, BMA181 Introduction to International Business, BMA121 Management of Human Resources); for another degree, successful completion of any 2 level 100 units (i.e. 25% of level 100) in a relevant social science discipline.

Texts

Prescribed Text

Werner, J.M. & DeSimone, R.L. 2006. *Human resource development* (4th ed.). Mason, OH: Thomson South-Western Publishers.

Recommended Texts

Holland, P. & De Cieri, H. 2006. *Contemporary issues in human resource development: An Australian perspective*. Frenchs Forest: Prentice Hall.

Walton, J. 1999. *Strategic human resource development*. London: Financial Times/Pitman Publishing.

School Publications

Students must obtain the following electronic publications which are available from the School of Management website:

<http://www.utas.edu.au/mgmt/student.htm>

Writing Assignments: A Guide

School of Management Referencing Style

Recommended Reading

The publications listed below are highly recommended for further reading on the topics covered in the unit.

Books

Argyris, C. 1993. *On organizational learning*. Cambridge, Mass.: Blackwell.

Burns, R. 1995. *The adult learner at work*. Sydney: Business & Professional Publishing.

- Dawson, P. 1994. *Organisational change: A processual approach*. London: Paul Chapman Publishing Ltd.
- Dixon, N. 1994. *The organisational learning cycle: How can we learn collectively?* London: McGraw-Hill.
- Field, L. & Ford, B. 1995. *Managing organisational learning*. Melbourne: Longman.
- Gilley, J.W. & Boughton, H.W. 1996. *Stop managing, start coaching*. Chicago: Irwin.
- Greenhaus, J.H., Callanan, G.A. & Godshalk, V.M. 2000. *Career management* (3rd ed.). Orlando: Dryden.
- Harris, D. & de Simone, R. 1994. *Human resource development*. Orlando: Dryden.
- Howard, R. & Haas, R.D. 1993. *The learning imperative: Managing people for continuous innovation*. Boston: Harvard Business Review.
- Knowles, M. 1990. *The adult learner: A neglected species*. Houston: Gulf.
- Kolb, D. 1984. *Experiential learning: Experience as the source of learning and development*. Englewood Cliffs, New Jersey: Prentice-Hall.
- Laird, D. 1985. *Approaches to training and development* (2nd ed.). Reading, Mass: Addison-Wesley.
- Mai, R.P. 1996. *Learning partnerships: How leading American companies implement organisational learning*. Chicago: Irwin.
- Mercer, M.W. 2000. *Absolutely fabulous organizational change: Strategies for success from America's best-run companies*. Lake Zurich, IL : Castlegate Publishers.
- Noe, R.A. 2002. *Employee training and development* (2nd ed.). Boston: McGraw-Hill.
- Redding, C. & Catalanello, R. 1994. *Strategic readiness*. San Francisco: Jossey-Bass.
- Robinson, S.L. & Rousseau, D.M. 1994. Violating the psychological contract: not the exception but the norm. *Journal of Organizational Behaviour*, 15: 245–259. (Hardcopy reserve)
- Rousseau, D.M. 1995. *Psychological contracts in organizations*. Thousand Oaks: Sage.
- Schein, E.H. 1980. *Organizational psychology*. Englewood Cliffs, New Jersey: Prentice-Hall.
- Schein, E. 1992. *Organisation culture and leadership*. San Francisco: Jossey-Bass.
- Senge, P. M. 1993. *The fifth discipline: The art and practice of the learning organisation*. New York: Doubleday/Currency.
- Senge, P.M. 1995. *The fifth discipline field book*. London: Nicholas Brearley.
- Stewart, J. 1999. *Employee development practice*. London: Financial Times/Pitman Publishing.
- Swanson, R. & Holten, E. 1997. *Human resource development research handbook*. San Francisco: Koehler.
- Zairi, M. 1996. *Benchmarking for best practice: Continuous learning through sustainable innovation*. Boston: Butterworth Heinemann.

Journals and Periodicals

Apart from books, you will find it valuable to get into the practice of reading relevant articles from journals and periodicals (including newspapers and magazines).

Academy of Management Executive

Academy of Management Journal

Academy of Management Review

Asia Pacific Human Resource Management

HRD Quarterly

Human Resource Management

Journal of Organisational Change Management

Journal of Organizational Behaviour

Personnel Psychology

Training & Development Journal

Training & Development Review

Flexible Learning: MyLO

MyLO software has been incorporated into the delivery of this unit to enhance the learning experience by providing access to up to date course materials and by allowing for online discussion through this web-based environment.

To access MyLO from your own computer you will need the appropriate software, and hardware to run that software. See **Learning Online** <http://uconnect.utas.edu.au/> for computer software you will need.

Note: Older computers may not have the hardware to run some of the required software applications. Contact your local IT support person or the Service Desk on 6226 1818 if you experience difficulties. The School of Management has prepared a MyLO Information Sheet which includes access guidelines and contact information. It is available to download as a Word document from the School of Management website: <http://www.utas.edu.au/mgmt/student.htm>

Privacy Policy and Notice

The School of Management takes the utmost care to protect the privacy and security of your personal information and to ensure its accuracy.

If you have any concerns about your privacy in MyLO please contact the lecturer-in-charge of this unit or view the University of Tasmania MyLO Privacy Policy Statement available from the university website on <http://www.utas.edu.au/courseonline/privacy.htm>.

Assessment

In order to pass this unit you must achieve an overall mark of at least 50 per cent of the total available marks. Details of each item of Coursework are provided in the Assignment Topics section.

| Method of Assessment | Value | Due Date | Length* |
|----------------------|-------|--------------------------------|------------|
| Coursework | | | |
| Test | 15 | 7/8 April 2008 | 30 minutes |
| Individual essay | 35 | 7 May 2008 (before 2.00 pm) | 1500 words |
| Examination | 50 | Exam Period | 3 hours |
| Total Marks | 100 | | |

* **Word Limit:** The word count includes such items as headings, in-text references, quotes and executive summaries. It **does not** include the reference list at the end of the assignment.

Study Week

All undergraduate units offered by the School of Management are scheduled to include a Study Week. The dates for this Semester are shown in the attached Study Schedule.

The purpose of the Study Week is to allow students an opportunity to consolidate their studies thus far, and to research coming assignments.

Test

Format

Students will write short answers to two out of five questions, all of which are based on chapters 1 to 7 of Werner & DeSimone (2006) and which will be drawn from the list of tutorial questions in this Unit Outline.

Examination

Format

There will be a three-hour closed-book examination with a value of 50 per cent at the completion of the semester. The examination will consist of questions drawn from the list of study/discussion questions in the weekly tutorial assignments included in this unit outline.

The best preparation for the exam is attending lectures, reading assigned chapters in the text and participating in tutorials consistently throughout the semester.

Scheduled date and place

Your final examination for this unit will be held during the scheduled examination period as indicated by Student Administration in correspondence to you.

Examinations will normally be scheduled Monday to Saturday inclusive. Examinations may be held during the day or evening and students should consult the university information which will be made available towards the end of semester.

You are advised to make any necessary arrangements with employers now for time off during examination period to sit this examination. Your participation at the scheduled time is not negotiable unless there are exceptional circumstances.

Note that you will be expected to sit the examination at your recorded study centre.

Supplementary Examination

Except in special circumstances and on the recommendation of the lecturer-in-charge or the Head of School, a student who fails will not be granted a supplementary examination.

Special Consideration and Student Difficulties

If a student is experiencing difficulties with their studies or assignments, have personal or life planning issues, disability or illness which may affect their course of study, they are advised to raise these with their lecturer in the first instance. Students may also contact the Catalyst Officer, who will be able to help in identifying the issues that need to be addressed, give general advice, assist by liaising with academic staff, as well as referring students to any relevant University-wide support services. The Catalyst Officer is located in room 318a in the Commerce Building in Hobart and is contactable by phone on 6226 1916. There is also a range of University-wide support services available including Student Services, International Services and Learning Development. Please refer to the *Current Students* homepage at: <http://www.utas.edu.au/students/index.html>

Should a student require assistance in accessing the Library, visit their website for more information at <http://www.utas.edu.au/library/>

Students who have completed their examinations and who feel that they have been disadvantaged due to illness or other circumstances affecting their study, may fill out a form to request that their lecturer takes this into consideration when marking the examination. Forms should be submitted directly to the relevant school, accompanied by appropriate supporting documentation, as soon as possible after the completion of the examination. Granting of special consideration is at the discretion of the lecturer and school. The relevant form can be found at the following website:

http://www.studentcentre.utas.edu.au/examinations_and_results/forms_files/index.htm#eits

Students with a non-English speaking background may be permitted to take a bilingual dictionary into an exam. This dictionary must not be annotated, that is, must have no notes written in it. In order to use a bilingual dictionary students must request permission from the Student Centre.

Submission of Coursework

Lodging Coursework

All Coursework must have the School of Management Assignment Cover Sheet and Title Page attached, both of which are available as a blank template from the School of Management website:

<http://www.utas.edu.au/mgmt/student.htm>

All assignments must include the tutor's name on the assignment Cover Sheets when they are handed in. If this is not done the assignment will not be accepted and therefore marked.

Please remember that you are responsible for lodging your Coursework on or before the due date. We suggest you keep a copy. Even in the most 'perfect' of systems, items sometimes go astray.

Note that you may also be required to submit an electronic copy of your Coursework. More details of this will be given in Lectures.

Hobart students: Lodge in assignment box at room 316, Commerce & Economics Building.

Launceston students: Lodge in assignment box beside room A170.

All coursework must be handed in at 2.00 pm on the due date.

Late Coursework

Written Work

Extensions will only be granted on medical or compassionate grounds and will not be granted because of work or other commitments. Requests for extensions should be **made in writing** to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the extension sought.

Late assignments which have **not** been granted an extension will, at the lecturer's discretion, be penalised by deducting ten per cent of total marks for each full day overdue.

Assignments submitted more than six days late will normally not be accepted by the lecturer-in-charge.

Tests

Students who are unable to sit a test on medical or compassionate grounds (work or other commitments are not considered 'compassionate grounds') may request that they be permitted to submit alternative Coursework.

Please do not expect a special test to be held for you if you choose to go on holidays or undertake other activities on the scheduled date. If you do need to request alternative Coursework, you should do so in writing to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the request. The telephone number of the doctor should also be included.

Return of Coursework

Coursework will be returned during classes or it can be collected from the lecturer's or tutor's room at nominated times; it will not be available from the School's offices.

Plagiarism

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own, for example:

- using an author's words without putting them in quotation marks and citing the source;
- using an author's ideas without proper acknowledgment and citation; or
- copying another student's work.

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor for relevant referencing guidelines, and the academic integrity resources on the web at <http://www.utas.edu.au/tl/supporting/academicintegrity/index.html>.

The intentional copying of someone else's work as one's own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University. Details of penalties that can be imposed are available in the Ordinance of Student Discipline—Part 3 Academic Misconduct, see <http://www.utas.edu.au/universitycouncil/legislation/ord9.pdf>

The University reserves the right to submit (or to require you to submit) assignments to online plagiarism detection software, and might then retain a copy of the assignment on its database for the purpose of future plagiarism checking.

Occupational Health and Safety (OH&S)

The University is committed to providing a safe and secure teaching and learning environment. In addition to specific requirements of this unit you should refer to the University's policy at:
http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf

Tutorial Program

Tutorial Questions for discussion are from Werner & DeSimone (2006) unless otherwise specified. The tutorial program starts in Week 2 of semester. Prepare answers to each of the listed questions and be prepared to discuss your answers in small group discussions in each tutorial.

Week 2

Chapter 1, Question 5; Chapter 2, Question 4.

Week 3

Chapter 3, Questions 1 and 7.

Week 4

Chapter 4, Questions 1 and 3.

Week 5

Chapter 5, Question 1; Chapter 6, Question 3.

Week 6

Chapter 7, Questions 2 and 6.

Week 7

Chapter 8, Questions 3 and 11.

Week 8

Study week – no tutorial.

Week 9

Chapter 11, Questions 5 and 6.

Week 10

HRD and SMEs. (Reading: Walton, J. 1999, *Strategic human resources development*. Prentice Hall: Harlow, England. Chapter 13.)

Question 1. Strategic human resource development activities usually take place in organisations where training and development are addressed by specialist staff operating within a dedicated functional unit. Can small to medium enterprises take a strategic approach to HRD? Must HRD be based on formal training programs?

Question 2. Discuss the advantages and disadvantages of in-house training programs for small to medium enterprises. What training options are available for small to medium enterprises if they choose not to adopt an in-house training program?

Question 3. What are the HRD issues that need to be resolved in family owned businesses?

Week 11

Career Development. (Read Chapter 12 of Werner & DeSimone (2006)).

Question 1. What is Levinson's approach?

Question 2. How believable is Levinson's conclusion?

Question 3. Critique Vaillant's theory of ageing.

Week 12

Chapter 12, Questions 3 and 4.

Week 13

Chapter 13, Questions 2 and 5.

Assessments

Test

Date: Week 6 (7/8 April) during first half of lecture time

Length: 30 minutes

Value: 15 marks

Students will write short answers to two out of five questions, all of which are based on chapters 1–7 of Werner & DeSimone (2006) and which will be drawn from the list of discussion questions for tutorials from week 1 to 5 inclusive.

Assignment Topics

Assignment: Individual Essay

Due Date: Wednesday 7 May 2008 before 2.00pm

Length: 1500 words maximum

Value: 35 marks

Choose a topic from the four listed below. **IDENTIFY THE TOPIC ON THE ASSIGNMENT SUBMISSION FORM.** Research the topic in BOTH the scholarly and practitioner literature. Textbooks are NOT suitable as references. The essay will require an extensive list of references – at least ten should be aimed for to get above a pass.

The essay should be written to a good academic standard. Do not hand in work that has not been proofread or checked for correct grammar, spelling and punctuation. Marks will be deducted for errors in these matters and for poor writing.

In opening the essay you *must* address your interest in the topic. Why did you choose it? In closing the essay you *must* address what you personally have learned from writing the essay and how you will use that learning in your personal and professional lives.

All late assignments will be subject to School of Management policy as explained in the unit outline.

Assignment Topic 1

Explain the impact of national culture on HRD. How useful is it in explaining the work-life of individuals in the global economy? Use examples to illustrate your answer.

Assignment Topic 2

Explain the concept of an age cycle and critique its usefulness to HRD people when managing training and development programs.

Assignment Topic 3

To what extent can individuals manage their careers? Use examples from your own experience or that of your friends and family as well as research to support your answer

Assignment Topic 4

To what extent and under what circumstances can employees be resocialised? Use examples to support your answer.

Study Schedule

Semester 1, 2008

| Week | Start of Week | Text Chapter | Topic | Due Dates |
|--|---------------|-------------------|--|--|
| 1 | 25 February | Chapters 1 & 2 | Introduction to HRD | |
| 2 | 3 March | Chapter 3 | Learning and HRD | |
| 3 | 10 March | Chapter 4 | Assessing HRD Needs | |
| 4 | 17 March | Chapters 5 & 6 | Designing & Implementing HRD Programs | |
| Mid-Semester Break 20—26 March | | | | |
| 5 | 31 March | Chapters 7 | Evaluating HRD Programs | |
| 6 | 7 April | Chapters 8 | Employee Socialisation and Orientation | Internal Test 7/8 April (1 st half hour of lecture) |
| 7 | 14 April | Chapters 11 | Employee Counselling and Wellness | |
| 8 | 21 April | | <i>Study Week 21–25 April</i> | |
| 9 | 28 April | Readings provided | HRD and SMEs | |
| 10 | 5 May | Chapter 12 | Careers Part 1: The age cycle and HRD | Essay due 7 May before 2.00pm |
| 11 | 12 May | Chapter 12 | Careers Part 2: Careers Management and Development | |
| 12 | 19 May | Chapter 13 | Management Development | |
| 13 | 26 May | | Unit Review & SETL | |
| A Calendar/Study Planner showing dates is available from School of Management website at http://www.utas.edu.au/mgmt/student.htm . | | | | |