



# HRM 300

## Human Resources Learning and Development

S1 Day 2017

*Dept of Marketing and Management*

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#### Disclaimer

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

## General Information

Unit convenor and teaching staff

Unit Convenor

Ekaterina Todarello

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Fridays 2.00-3.00pm

Administration

Yang Yang

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Credit points

3

Prerequisites

6cp at 200 level including (HRM201 or HRM222 or HRM250)

Corequisites

Co-badged status

Unit description

This unit explores the role and practice of learning and development (L&D) in organisations with an applied industry component. With industry partners, the unit provides students with the opportunity to apply L&D knowledge and skills to the training and development function as well as training delivery. Through this, students will develop a broad view of the complex and contested issues that confront organisations when constructing systems of learning and knowledge generation. Thus, students will gain an appreciation of the strategic choices available and key practical challenges in L&D. Students learn the concepts and theories relevant to this area, and apply these concepts by actively engaging with a partner organisation on a project of contemporary strategic relevance. In addition, in completing the project students will develop graduate capabilities in professional and personal judgement and initiative and being socially active and responsible.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

## Learning Outcomes

On successful completion of this unit, you will be able to:

Critically examine learning and development organisational practices applying knowledge of the strategic training process, learning and cognition theories, and the Australian training-related policy environment.

Apply problem-solving skills to find practical and strategic solutions to learning and development problems in various assessment tasks.

Critically reflect on knowledge and experience acquired in this unit.

Work effectively and collaboratively in groups and be able to provide support to and learn from and with peers as part of the ongoing participation in classroom and industry-based project activities.

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#">Writing Portfolio</a>	20%	No	27/03/17 and 8/5/17
<a href="#">Industry Project</a>	50%	No	Report due 22/05/17 (week 11)
<a href="#">Final Examination</a>	30%	No	University Examination Period

### Writing Portfolio

Due: **27/03/17 and 8/5/17**

Weighting: **20%**

Writing Portfolio (total 2000 words) includes two writing tasks (submissions), 1000 words each. Portfolio aims at developing students' analytical and reflective writing skills and showing their progress over the period of the semester. The first submission is an analytical piece and is due in week 5. It targets Learning Outcomes 1 and 2. The second submission is a reflective piece and is due in week 9. It targets Learning Outcomes 3 and 4.

#### Submission requirements

First, submit a soft copy to Turnitin to meet the assessment deadline. Then printout a Turnitin certificate and attach it to the hard copy before submitting it to BESS. An HRM300 assignment box will be available from 10 March 2017.

The official due dates of the assessment are based on the Turnitin submission, NOT when the hard copy is dropped to the Assignment Box at BESS or handed in to the tutor in class. Portfolio tasks that have not been submitted though Turnitin will not be marked or regarded as having met a deadline. In such cases, submission will be deemed to occur at the time at which the portfolio task is actually submitted to Turnitin. Deductions for lateness will then be calculated accordingly

from that time.

Assessment criteria and standards

WRITING PORTFOLIO Marking Rubric can be accessed on iLearn.

Late Assessment

No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission - 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made and approved.

What is required to complete the unit satisfactorily

Students must complete all components of the course to register a pass grade or better

On successful completion you will be able to:

- Critically examine learning and development organisational practices applying knowledge of the strategic training process, learning and cognition theories, and the Australian training-related policy environment.
- Apply problem-solving skills to find practical and strategic solutions to learning and development problems in various assessment tasks.
- Critically reflect on knowledge and experience acquired in this unit.

## Industry Project

Due: **Report due 22/05/17 (week 11)**

Weighting: **50%**

This is a PACE subject. A central feature of this course is the group project (called Industry Project) undertaken according to guidelines and guidance with our PACE Partner organisations. The project consists of a group written report (30%) and a group presentation (20%). The latter consists of two components: a collective component assessing teamwork (10%) and an individual component (10%) assessing an individual performance in the group presentation.

Extensive time is devoted in the tutorial program to training students in groupwork dynamics and skills and monitoring progress. Student also must complete a confidential peer review report in which they score all members of the group.

Submission

Presentations will be held in tutorials in weeks 10-12. All written reports of the Industry Project must be submitted to Turnitin, by hand and via email in the tutorial in week 11.

Assessment criteria and standards

WRITTEN REPORT Marking Guide, GROUP PRESENTATION (collective component) and GROUP PRESENTATION (individual component) Marking Guides can be accessed on iLearn. Note that each component of the Industry Project has its own assessment criteria and standards.

## Extension

No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for disruption of studies is made and approved. No submission will be accepted after solutions have been posted.

What is required to complete the unit satisfactorily

Students must complete all components of the course to register a pass grade or better.

On successful completion you will be able to:

- Critically examine learning and development organisational practices applying knowledge of the strategic training process, learning and cognition theories, and the Australian training-related policy environment.
- Apply problem-solving skills to find practical and strategic solutions to learning and development problems in various assessment tasks.
- Work effectively and collaboratively in groups and be able to provide support to and learn from and with peers as part of the ongoing participation in classroom and industry-based project activities.

## Final Examination

Due: **University Examination Period**

Weighting: **30%**

Examination conditions

2 Hour Closed book exam

On successful completion you will be able to:

- Critically examine learning and development organisational practices applying knowledge of the strategic training process, learning and cognition theories, and the Australian training-related policy environment.
- Apply problem-solving skills to find practical and strategic solutions to learning and development problems in various assessment tasks.
- Critically reflect on knowledge and experience acquired in this unit.

## Delivery and Resources

**PACE Unit**

This unit examines learning and development strategy in the context of community engagement as a participation subject. Students will actively participate in a project within the learning and development area of the Client Partner to develop solutions for the problem presented. Students will gain practical knowledge, experience and skills with the community organization and will be challenged to analyse the context and to examine the intersection between theory and practice. Students will contextualize their graduate capabilities, explore and develop their learning and development strategy potential through this community engagement. This unit aims at preparing students for effective, responsible, ethical and active management of the learning and development strategy through community engagement.

The learning format of this unit includes lectures, guest lectures, workshops and presentations as students develop a report around the Client Partners' specified learning and development problem/s. Throughout the unit, the emphasis is on the analysis process: identifying information needs, acquiring the necessary information, interpreting it and using it as the basis for business recommendations back to the Client Partner(s). This unit targets such generic skills as critical thinking, problem-solving and teamwork. It also focuses on developing an important skill of critical reflection as a way of ethically and responsibly engaging with self and others.

## Classes

- Number and length of classes: One 2-hour lecture each week plus one 1-hour tutorial each week. Tutorials commence in Week 1. Within these periods, time for student consultation will be available.
- The timetable for classes can be found on the University web site:
  - Timetable Portal: <http://timetables.mq.edu.au>
- You cannot change your tutorial class without the permission of the Unit Convenor.
- Students should attend lectures and tutorials. Attendance will be taken in the tutorials.  
Warning: **You must attend at least 10 of the 12 tutorials.** A Doctor's certificate should be produced for all cases of non-attendance. Special permission must be obtained if you envisage missing any other compulsory classes.
- While students are expected to attend all Lectures, the Lectures in weeks 1, 4, 5 and 13 are compulsory.

## Required and Recommended Texts and/or Materials

Compulsory: The text for this unit is:

Noe, R.A. & Winkler, C. (2012) *Employee Training and Development: Learning for Sustainable Management*, (2nd edition) McGraw-Hill, Sydney.

## Technology Used and Required

The unit will be delivered via the Macquarie learning management system (iLearn), therefore students are expected to have access to and be familiar with iLearn. For more information go to <http://www.mq.edu.au/iLearn/studentinfo.htm>

Students are expected to have access to and be able to use the internet, electronic mail, word processing and spreadsheet applications.

### Unit Web Page

Course material is available on iLearn <https://ilearn.mq.edu.au>

## Unit Schedule

Week	Thursday classes	Lecture Topic	
1	3 March	Introduction to HR Learning & Development, what the field encompasses and the role of government policy (Ch.1&2).	
2	10 March	Learning: Theories and Principles (Ch.4 pp.128-156)  <b>Tutorials start this week</b>	
3	17 March	The systematic training model 1: Training Needs Analysis & Design (Ch.3&4, pp.156-167 only)	
4	24 March	The systematic training model 3: Traditional, contemporary and changing delivery methods (ch.7) (originally delivered in week 6)  <b>Presentation by Industry Partner</b>	
5	31 March	The systematic training model 3: Traditional, contemporary and changing delivery methods (ch.8) (originally delivered in week 6)  <b>Presentation by Industry Partner</b>  <b>Writing Portfolio Task 1 is due by 27 March, Monday, 6pm.</b>	
6	7 April	Systematic training model 2: Transfer of Learning and Development (ch.5) (originally delivered in week 7)	
7	14 April	<b>No lecture (Good Friday)</b>  <b>Questions to Partners Form is due by 13 April, Thursday, 6pm - vetted through Unit Convenor</b>	
	18-30 April	<b>Mid-Semester Break</b>	
8	5 May	Evaluation of L & D (Ch.6)	
9	12 May	Employee Development (Ch.9)  <b>Writing Portfolio Task 2 is due by 8 May, Monday, 6pm.</b>	

10	19 May	Special Issues in L&D (Ch.10) <b>Industry Project - Group Presentations</b>	
11	26 May	Careers & Career Management (Ch.11) <b>Industry Project - Written Group Report due by 22 May, Monday, 6pm.</b> <b>Industry Project - Group Presentations</b>	
12	2 June	Organising and marketing the HRD function (Ch.2) <b>Industry Project - Group Presentations</b>	
13	9 June	Presentation of best proposals to Industry Partner who will also address the class. Exam format also provided.	

## Learning and Teaching Activities

### Preparing for tutorials to develop critical thinking, problem solving, critical reflection and teamwork skills

Given that this unit is all about creating effective learning experiences, we will endeavour to create such an environment in our classes. You are expected to read and research each topic in advance, participate in class and tutorial discussions and to maintain a strong interest in current issues and changes in HR L&D. Tutorials commence in Week 2. Students are expected to come to tutorials having read the relevant reading(s) for the previous week. That is, you should read Chapter 1 before the first tutorial in Week 2, Chapter 2 before the second tutorial in Week 3, and so on. Some weeks, specific scholarly articles will be named as set reading for the tutorial with the expectation that students will discuss the articles during class - see detailed FULL TEACHING SCHEDULE on iLearn. In those cases, the articles can be found on iLearn, among the documents for that week or can be accessed through Library Databases such as EBSCOhost. In week 2 you will form groups for the Industry Project. Some of the tutorials focus on content related to the subject's topics, while other tutorials focus on teaching/training students in the skills of groupwork to enhance understanding of how groups work and the capacity of study groups to work effectively.

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy [http://mq.edu.au/policy/docs/academic\\_honesty/policy.html](http://mq.edu.au/policy/docs/academic_honesty/policy.html)

Assessment Policy [http://mq.edu.au/policy/docs/assessment/policy\\_2016.html](http://mq.edu.au/policy/docs/assessment/policy_2016.html)

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Complaint Management Procedure for Students and Members of the Public [http://www.mq.edu.au/policy/docs/complaint\\_management/procedure.html](http://www.mq.edu.au/policy/docs/complaint_management/procedure.html)



Disruption to Studies Policy (in effect until Dec 4th, 2017): [http://www.mq.edu.au/policy/docs/disruption\\_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html)

Special Consideration Policy (in effect from Dec 4th, 2017): <https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration>

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: [https://students.mq.edu.au/support/student\\_conduct/](https://students.mq.edu.au/support/student_conduct/)

## Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit [ask.mq.edu.au](http://ask.mq.edu.au).

## Academic Honesty

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at [http://www.mq.edu.au/policy/docs/academic\\_honesty/policy.html](http://www.mq.edu.au/policy/docs/academic_honesty/policy.html)

## Grades

Macquarie University uses the following grades in coursework units of study:

- HD - High Distinction
- D - Distinction
- CR - Credit
- P - Pass
- F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:

<http://www.mq.edu.au/policy/docs/grading/policy.html>

## Grading Appeals and Final Examination Script Viewing

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

[http://www.businessandconomics.mq.edu.au/new\\_and\\_current\\_students/undergraduate\\_current\\_students/how\\_do\\_i/grade\\_appeals/](http://www.businessandconomics.mq.edu.au/new_and_current_students/undergraduate_current_students/how_do_i/grade_appeals/)

## Special Consideration Policy

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at:

[http://www.mq.edu.au/policy/docs/special\\_consideration/policy.html](http://www.mq.edu.au/policy/docs/special_consideration/policy.html)

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

## Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

## IT Help

For help with University computer systems and technology, visit [http://www.mq.edu.au/about\\_us/offices\\_and\\_units/information\\_technology/help/](http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/).

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.

## Graduate Capabilities

### Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

### Learning outcomes

- Critically examine learning and development organisational practices applying knowledge of the strategic training process, learning and cognition theories, and the Australian training-related policy environment.
- Apply problem-solving skills to find practical and strategic solutions to learning and development problems in various assessment tasks.
- Critically reflect on knowledge and experience acquired in this unit.
- Work effectively and collaboratively in groups and be able to provide support to and learn from and with peers as part of the ongoing participation in classroom and industry-based project activities.

### Assessment tasks

- Writing Portfolio
- Industry Project
- Final Examination

### Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

## Learning outcomes

- Critically examine learning and development organisational practices applying knowledge of the strategic training process, learning and cognition theories, and the Australian training-related policy environment.
- Apply problem-solving skills to find practical and strategic solutions to learning and development problems in various assessment tasks.
- Critically reflect on knowledge and experience acquired in this unit.
- Work effectively and collaboratively in groups and be able to provide support to and learn from and with peers as part of the ongoing participation in classroom and industry-based project activities.

## Assessment tasks

- Writing Portfolio
- Industry Project
- Final Examination

## Problem Solving and Research Capability

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

## Learning outcomes

- Critically examine learning and development organisational practices applying knowledge of the strategic training process, learning and cognition theories, and the Australian training-related policy environment.
- Apply problem-solving skills to find practical and strategic solutions to learning and development problems in various assessment tasks.
- Work effectively and collaboratively in groups and be able to provide support to and learn from and with peers as part of the ongoing participation in classroom and industry-based project activities.

## Assessment tasks

- Writing Portfolio
- Industry Project

## Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

### Learning outcome

- Work effectively and collaboratively in groups and be able to provide support to and learn from and with peers as part of the ongoing participation in classroom and industry-based project activities.

### Assessment task

- Industry Project

## Changes from Previous Offering

### Changes Since Last Offering This Unit

This Unit was transformed into a PACE Unit in 2013. The Unit has substantial involvement of industry partner(s) . The assessment methods include a group project that involves a project co-designed with our industry partner(s) to address real-life contemporary issues in learning and development. Our industry partners will also be involved in providing resources and guidance in relation to completion of the project. The delivery mode remains the same, and includes presentations by industry partners, and presentations by our students to our industry partners.

Learning outcomes, assessment tasks and weightings changed to reflect the latest Faculty's L&T guidelines.

## Global Contexts and Sustainability

- This Unit includes the exploration of how the ways people learn may differ across the globe;
- Another theme included in this Unit is the role that training and development - and organisational learning - play in building sustainable organisations.

## Research and Practice

- This unit uses research by Macquarie University researchers (references provided in iLearn)
- This unit gives you practice in applying research findings in your assignments
- This unit gives you opportunities to conduct your own research

## Changes since First Published

Date	Description
13/02/2017	Information on consulting library databases added.