UNSW Course Outline

ZBUS8316 Developing Organisational Capability - 2024

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General Course Information

Course Code : ZBUS8316
Year : 2024
Term : Semester 2
Teaching Period : Z2
Is a multi-term course? : No
Faculty : UNSW Canberra
Academic Unit : UC School of Business
Delivery Mode : Online
Delivery Format : Standard
Delivery Location : UNSW Canberra at ADFA
Campus : UNSW Canberra
Study Level : Postgraduate
Units of Credit : 6

Useful Links

Handbook Class Timetable

Course Details & Outcomes

Course Description

This course focuses on how organisational capabilities can be developed through the careful management of key people resources, particularly human capital, knowledge and social capital. The important role of organisational routines in developing organisational capability is

discussed, with a focus on human resource practices such as workforce planning and recruitment and selection in identifying and acquiring required knowledge, skills, attributes and other characteristics. It also covers the role of learning and development, including effective training needs analysis, the need to integrate experiential, social and formal learning to develop required knowledge and skills, and the need for effective evaluation of capability development interventions to ascertain return on investment. The role of rewards management in motivating employees to engage in routines and use their knowledge and skills to derive value is also discussed. The integrated nature of all aspects of people-based interventions and the need for all implementation plans to be developed in a holistic way will be emphasised.

Course Aims

This course aims to equip you with knowledge and understanding of theories and concepts related to organisational capability. It provides opportunities to apply theories and concepts to both case studies and your workplace, enabling analysis of the factors contributing to people capability issues. You will also use the relevant academic literature to recommend how to address contributing factors to improve capability and, ultimately, long-term organisational effectiveness.

Course Learning Outcomes

Course Learning Outcomes
CLO1 : Explain the concept of organisational capability and how it develops.
CLO2 : Synthesise ideas from different disciplinary areas to analyse organisational practices.
CLO3 : Analyse a capability issue through integrating theoretical concepts such as human and social capital, knowledge management and intellectual capital.
CLO4 : Develop implementation plans to enable the effective utilisation of an organisational workforce.

Course Learning Outcomes	Assessment Item
CLO1 : Explain the concept of organisational capability and how it develops.	• Case Analysis • Critical Analysis
CLO2 : Synthesise ideas from different disciplinary areas to analyse organisational practices.	• Case Analysis • Critical Analysis
CLO3 : Analyse a capability issue through integrating theoretical concepts such as human and social capital, knowledge management and intellectual capital.	• Report • Critical Analysis
CLO4 : Develop implementation plans to enable the effective utilisation of an organisational workforce.	• Report • Critical Analysis

Learning and Teaching Technologies

Moodle - Learning Management System | Blackboard Collaborate

Learning and Teaching in this course

A range of strategies will be used in this course: case studies, forum discussions, online lectures and Class Collaborate discussions. Students are strongly encouraged to attend the sessions. The sessions will be recorded and made available on Moodle for later review. Self-assessment will be a core part of each assignment submission.

Workload

Students are expected to undertake an average of 10 hours of study per week for a 6 UOC course. This includes engagement with course readings and other activities, assessment preparation and research, as well as contact time with the lecturer and fellow students.

Other Professional Outcomes

Developing Program Attributes

Students will be encouraged to develop the following School of Business program attributes by undertaking the course activities and mastering the knowledge content:

1: Business knowledge

1. Identify/select and explain relevant disciplinary or interdisciplinary knowledge.
2. Apply relevant disciplinary or interdisciplinary knowledge.
3. Apply knowledge in local and/or global contexts.

2: Problem solving

1. Identify a problem or issue for critical analysis.
2. Apply rigorous analysis to develop and/or evaluate data.
3. Develop well-reasoned, appropriate conclusions or solutions.
4. Demonstrate capacity for independent critical enquiry.

3: Business communication

1. Demonstrates proficiency in reading and writing in English.
2. Gathers useful information via written and/or digital mediums.
3. Combines information and communication skills to effectively address a specific audience and purpose.

4: Teamwork

N/A

5: Responsible business practice

2. Evaluate business decisions / practice in light of economic, social and environmental sustainability.

6: Global and cultural competence

N/A

7: Leadership development

2. Generate, develop and/or evaluate innovative ideas and concepts.

Developing Graduate Capabilities

Successful completion of this course contributes to the acquisition of UNSW graduate capabilities. UNSW aspires to develop globally focused graduates who are **rigorous scholars**, capable of **leadership** and **professional practice** in an **international** community.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates
Case Analysis Assessment Format: Individual Short Extension: Yes (7 days)	20%	Start Date: Not Applicable Due Date: 12/08/2024 09:00 AM Post Date: 26/08/2024 09:00 AM
Critical Analysis Assessment Format: Individual Short Extension: Yes (7 days)	45%	Start Date: Not Applicable Due Date: 16/09/2024 09:00 AM Post Date: 30/09/2024 09:00 AM
Report Assessment Format: Individual	35%	Start Date: Not Applicable Due Date: 28/10/2024 09:00 AM Post Date: 28/11/2024 03:00 PM

Assessment Details
Case Analysis

Assessment Overview

Analysis of a case study using theoretical concepts taught in the first four weeks of the course.

Course Learning Outcomes

- CLO1 : Explain the concept of organisational capability and how it develops.

- CLO2 : Synthesise ideas from different disciplinary areas to analyse organisational practices.

<u>Detailed Assessment Description</u>

Please see the course Moodle site for a detailed description of this assessment. Information will be made available on 15 July 2024.

Permitted use of AI tools: DRAFTING ASSISTANCE

As this assessment task involves some planning processes, you are permitted to use software to generate initial ideas. However, you must develop or edit those ideas to such a significant extent that what is submitted is your own work, i.e., what is generated by the software should not be a part of your final submission.

It is a good idea to keep copies of your initial drafts to show your lecturer if there is any uncertainty about the originality of your work. Please also record the prompts you use and disclose this in your assignment (see instructions below regarding the cover sheet).

Please note that your submission will be passed through an AI-text detection tool. If your marker has concerns that your answer contains passages of AI-generated text that have not been sufficiently modified you may be asked to explain your work, but we recognise that you are permitted to use AI generated text as a starting point and some traces may remain. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

Please refer to the General Assessment Information section below for information on the requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.

<u>Assessment Length</u>

1200 words

<u>Submission notes</u>

Please submit your assignment to Turnitin (via Moodle)

<u>Assignment submission Turnitin type</u>

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Critical Analysis

Assessment Overview

Root cause analysis of a people capability issue within a workplace context using relevant theoretical concepts.

Course Learning Outcomes

- CLO1 : Explain the concept of organisational capability and how it develops.
- CLO2 : Synthesise ideas from different disciplinary areas to analyse organisational practices.
- CLO3 : Analyse a capability issue through integrating theoretical concepts such as human and social capital, knowledge management and intellectual capital.
- CLO4 : Develop implementation plans to enable the effective utilisation of an organisational workforce.

Detailed Assessment Description

Please see the course Moodle site for a detailed description of this assessment. Information will be made available on 15 July 2024.

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Assessment Length

2,600 words

Submission notes

Please submit your assignment to Turnitin (via Moodle)

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Report

Assessment Overview

Implementation plan developed to address root causes of people capability issues (identified in Assessment 2).

Course Learning Outcomes

- CLO3 : Analyse a capability issue through integrating theoretical concepts such as human and social capital, knowledge management and intellectual capital.
- CLO4 : Develop implementation plans to enable the effective utilisation of an organisational workforce.

Detailed Assessment Description

Please see the course Moodle site for a detailed description of this assessment. Information will be made available on 15 July 2024.

Permitted use of AI tools: DRAFTING ASSISTANCE

As this assessment task involves some planning processes, you are permitted to use software to generate initial ideas. However, you must develop or edit those ideas to such a significant extent that what is submitted is your own work, i.e., what is generated by the software should not be a part of your final submission.

It is a good idea to keep copies of your initial drafts to show your lecturer if there is any uncertainty about the originality of your work. Please also record the prompts you use and disclose this in your assignment (see instructions below regarding the cover sheet).

Please note that your submission will be passed through an AI-text detection tool. If your marker has concerns that your answer contains passages of AI-generated text that have not been sufficiently modified you may be asked to explain your work, but we recognise that you are permitted to use AI generated text as a starting point and some traces may remain. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred

to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

Please refer to the General Assessment Information section below for information on the requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.

<u>Assessment Length</u>

2,200 words

<u>Submission notes</u>

Please submit your assignment to Turnitin (via Moodle)

<u>Assignment submission Turnitin type</u>

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

General Assessment Information

Referencing

Please adhere to the APA 7 Referencing guide.

Ethical and Responsible Use of Artificial Intelligence at UNSW

At UNSW, students must use artificial intelligence ethically and responsibly.

This includes:

- Adhering to course/assessment guidelines regarding use of AI tools;
- Acknowledging AI-generated content in your assessments, following UNSW guidance on [Referencing and acknowledging the use of artificial intelligence tools](#). In the School of Business, students are required to include a **cover sheet/declaration** for all assessments (see the Assessments Hub on the Course Moodle site). If you do not submit a completed cover sheet/declaration with your assessment, you will be emailed to request resubmission of your assessment with the required cover sheet/declaration (noting your assessment will not be graded until the cover sheet is included);
- Not including your own or others' personal or private information in prompts;
- Verifying and critiquing all AI generated material; and
- Avoiding using AI tools to translate your writing.

Please refer to [Ethical and Responsible Use of Artificial Intelligence at UNSW](#) for further information.

Short Extensions (School of Business, Postgraduate)

An automatic Short Extension (without documentation) of **seven calendar days** may be available for some assessment tasks in this course. Please check assessment instructions and further guidance on the course Moodle site.

You can apply by accessing the Short Extension Student Portal on the Special Consideration login page.

Applications for Short Extensions MUST be submitted before the assessment due date. Late applications are not permitted. If you do not apply on time, you will have to submit a Special Consideration application with the appropriate supporting documentation, within 3 working days of the assessment due date.

Only one Short Extension can be granted for any given assessment. All subsequent extension requests must be submitted as a Special Consideration application.

For assessment tasks where a Short Extension is not available, students needing an extension (of any duration) must apply via the Special Consideration process.

Special Consideration
Applications for Special Consideration should be submitted BEFORE the assessment due date.

If extenuating circumstances prevent you from submitting an application before the due date, please notify your course convenor by email and submit the application as soon as possible.

If your application is approved, the outcome may be one of the following:

- A supplementary or alternative assessment,
- An extended deadline for the assessment (note the extension granted is normally equivalent to the period of impact outlined in your supporting documentation),
- An aggregated or averaged mark derived from other comparable completed assessments.

Please note, applying for Special Consideration does not automatically mean that you will be granted additional assessment, or that you will be awarded an amended result.

More information on Short Extensions and Special Consideration: https://www.student.unsw.edu.au/special-consideration.

Late Submission of Assessment
UNSW has a standard late submission penalty of:

- 5% per day,
- for all assessment tasks where a penalty applies,
- capped at five days (120 hours) from the assessment submission deadline. In case of approved Equitable Learning Plan (ELP) provision, special consideration or short extension, the late penalty applies from the date of approved time extension. After five days from the original or extended deadline, a student cannot submit an assessment, and
- no permitted variation.

Students are expected to manage their time to meet assessment task submission and completion deadlines, and to apply for extensions as early as possible before the assessment task deadline.

Grading Basis

Standard

Requirements to pass course

Students must achieve at least 50% overall to pass the course. Students are expected to engage actively in course learning activities and attempt all assessment requirements in the course.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 15 July - 19 July	Topic	What is Capability and Why Does it Matter?
Week 2 : 22 July - 26 July	Topic	Human and Social Capital and the Knowledge Based View of the Firm
Week 3 : 29 July - 2 August	Topic	Learning, Knowledge and the Organisation
Week 4 : 5 August - 9 August	Topic	HR Practices and Organisational Routines
Week 5 : 12 August - 16 August	Topic	Assessing Future Capability Needs: Workforce Planning
Week 6 : 19 August - 23 August	Topic	Creating New Organisational Competence and Competencies
Week 7 : 9 September - 13 September	Topic	Recruitment and Selection
Week 8 : 16 September - 20 September	Topic	Rewards and Recognition
Week 9 : 23 September - 27 September	Topic	Learning and Development
Week 10 : 30 September - 4 October	Topic	Evaluating Capability Development Initiatives
Week 11 : 7 October - 11 October	Topic	Potential Success and Human Resources Part 1: Case/Practice Insights
Week 12 : 14 October - 18 October	Topic	Potential Success and Human Resources Part 2: Case/Practice Insights
Week 13 : 21 October - 25 October	Topic	Review and Reflection

Attendance Requirements

Not Applicable - as no class attendance is required

General Schedule Information

Please see the course Moodle site for more information.

Course Resources

Prescribed Resources

There are no compulsory textbooks for this course. All required course readings will be made available on the course Moodle site.

Recommended Resources

Recommended reading/s will be made available on the course Moodle site.

Course Evaluation and Development

The course convenor welcomes feedback on an ongoing basis on the topics, materials and assessment activities used in this course.

Student evaluation of this course will take the form of an end of semester myExperience evaluation.

2023 myExperience feedback included:

- Move the deadline for Assessment 1 to a Monday.
- Increase the timing between Assessment 2 and Assessment 3.
- Consider how to make it easier to navigate the content (theoretical concepts) taught in the first part of the semester.

The course convenor has addressed this feedback through the following:

- Increased the timing between Assessments 2 and 3 (spaced 6 weeks apart, providing 4 weeks to address feedback for A2).
- Reconfigured the Moodle site and added basic explanations of concepts.

Important note: Students are reminded that any feedback provided should be constructive and professional and that they are bound by the UNSW Code of Conduct and Values.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Dr Fiona Buick		Building 27, Room 314, School of Business, UNSW Canberra	+61 2 5114 5002	Please email Fiona to organise a consultation	Yes	Yes

Other Useful Information

School Contact Information

School of Business

Email: Business@adfa.edu.au