

Module 28: Human Resource Development

Stage								3
Semester								1 or 2
Module Title								Human Resource Development
Module Number								28
Module Status								Elective
Module ECTS Credits								5
Module NFQ level								8
Pre-Requisite Module Titles								Human Resource Management and Organisation Behaviour
Co-Requisite Module Titles								N/A
Capstone Module?								No
List of Module Teaching Personnel								J. Tracey
Contact Hours					Non-contact Hours		Total Effort (hours)	
46					54		100	
Lecture	Practical	Tutorial	Seminar	Assignment	Placement	Independent Work		
36		10		20		34	100	
Allocation of Marks (Within the Module)								
	Continuous Assessment	Project	Practical	Final Examination			Total	
Percentage Contribution	40			60			100	

Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Evaluate influences on HRD that have led to a broader understanding of the field
2. Recognise the importance of a systematic analysis in strategic HRD
3. Analyse the significance of the company roles and employee relationships in managing HRD
4. Reach informed judgement on whether specific HRD functions should be outsourced
5. Evaluate the significance of benchmarking for HRD
6. Identify specific issues associated with providing HRD opportunities for staff in SMEs and large companies
7. Establish the significance of a Learning Organisation

Module Objectives

The purpose of this module is to develop appropriate knowledge within the field of HR development. This module will enable learners to become familiar with organisation wide development processes. This module gives a broad understanding of the numerous and diverse activities involved in the HRD function. Furthermore the module intends to ensure that learners develop the necessary knowledge and understanding of the techniques used to manage roles and relationships with this area. The knowledge gained in this Year 3 module builds on Human Resource Management and Organisational Behaviour in Year 2.

Module Curriculum

Emerging Concepts in Human Resource Development

- Rationale of HRD
- Recent approaches to HRD

Strategic Human Resource Development

- Defining HRD Strategy
- HRD Analysis model
- Managing Change from a Strategic HRD perspective

Human Resource Development

- HRD Planning
- Identification of learning needs
- Creating a learning Environment
- Mentoring, Coaching, Learning and Training

HRD Roles and Relationships

- HRD Roles
- Functional Roles
- Relationships in HRD
- Line and function

Outsourcing HRD

- Outsourcing versus Insourcing
- Outsourcing Core Competences
- Learning supports in outsourcing

Benchmarking HRD

- Aspects of Benchmarking
- The Benchmarking Process
- Benchmarking Management Development

Small & Medium Enterprises and HRD

- Training in SMEs
- Influences in HRD
- Ownership and control

Organisation Learning Issues

- The Learning Organisation
- Learning Organisation Frameworks

- The learning Models

Reading lists and other learning materials

Gibbs, S. (2011) *Human Resource Development, Foundations, Processes, Context*. 3rd edition, Palgrave Macmillan.

Walton, J. & Valentin, C. (2013) *Human Resource Development, Practices and Orthodoxies*. Palgrave Macmillan.

McGuire, D. (2014) *Human Resource Development* 2nd Edition. Sage publications.

Stewart, J. Riggs, D. (2011) *Learning and Talent Development*. Chartered Institute of Personnel and Development

Reading Pack

In addition learner will be given a class reading pack which will contain recent and relevant journal articles which have been sourced by the lecturer and are deemed most applicable to the module content.

Journals and Papers to refer to for research:

Sunday Business Post

Irish Times

Harvard Business Review

Business Plus

Websites and databases for research:

www.times100.com

Business Source Premier

Emerald Insight

LEXIS NEXIS

Sage Journals Premier

Module Learning Environment

A learner-focussed environment is created in the tutorials, lectures and online Moodle sessions. Learners are guided and supported through a structured learning process. Tutorials and lectures are also used to provide examples and discuss case studies related to the current business environment.

Moodle is used extensively to support and direct learners beyond the face-to-face encounters and facilitate interactive activities such as on-line quizzes and discussion forums.

Module Teaching and Learning Strategy

This module is specifically designed to develop the central concepts relating to HRD in particular learning and development. The module is delivered through lectures, case studies, supporting tutorials, videos, online resources and guest speakers. Case studies reviewing typical and topical Human Resource Development issues will be employed. Guest speakers are invited to discuss topics specific to this syllabus and learners are also required to read extensively on the subject matter and are given prescribed reading material prior to lectures.

Module Assessment Strategy

Course work for this module accounts for 40% of the overall marks. As part of formative assessment learners will be encouraged to contribute to a Management Wiki on Moodle in which learners can individually contribute their own discussion and examples of theories and topics discussed throughout the semester. The 40% coursework (see sample assignment in appendices) will be allocated to one of the following; examination of a case study or written essays or reports. In addition knowledge and understanding of the material is assessed through a 60% end of term examination on module completion.

Module Learning Outcomes - Assessment Matrix		
Learning Outcome	Assignment	Exam
1. Evaluate influences on HRD that have led to a broader understanding of the field	X	X
2. Recognise the importance of a systematic analysis in strategic HRD	X	X
3. Analyse the significance of the company roles and employee relationships in managing HRD	X	
4. Reach informed judgement on whether specific HRD functions should be outsourced	X	X
5. Evaluate the significance of benchmarking for HRD	X	X
6. Identify specific issues associated with providing HRD opportunities for staff in SMEs and large companies	X	X
7. Establish the significance of a Learning Organisation	X	X