

# **BHM351 LEARNING & TALENT DEVELOPMENT**

#### Academic Year 2012/13

Number of Aston Credits: 15

Number of ECTS Credits: 7.5

# **Staff Member Responsible for the Module:**

Dr Helen Shipton Work & Organisational Psychology Group South Wing, Room 8021
Email: <a href="mailto:H.Shipton@aston.ac.uk">H.Shipton@aston.ac.uk</a>
Availability: See 'office hours' on door or contact the Work & Organisational Psychology Group administrator Mrs Jenny Thompson, South Wing 802, Ext: 3257

## **Staff Teaching the Module:**

Mr. Steven Clapcott: L & D manager/ consultant

## **Pre-requisites for the Module:**

None

#### **Mode of Attendance:**

On Campus

## **Module Objectives and Learning Outcomes:**

By the end of this module, students will be able to:

- 1. To explain the meaning of the terms 'learning', 'talent development' through reference to the latest theories that explain how people learn at work.
- 2. To critically explore selected theories of organizational learning and the implications presented for promoting learning and talent development.
- 3. To critically assess factors (including ethics) impacting upon the strategic role and politics of learning and talent development.
- 4. To assess and analyze the role of international and national factors for learning and talent development.



- 5. To critically assess the role and contribution of the training cycle as a tool for promoting effective learning and talent development.
- To analyze how learning and talent development needs can be assessed both formally through job training analysis and informally through workplace interventions such as coaching.
- 7. To critically explore what factors constitute the effective design and delivery of learning and talent development

#### **Module Content:**

Week 1	Introduction to module: What is learning and development (L $\&$ D)? Key themes and theories
Week 2	Organizational and workplace learning: Implications for L&D
Week 3	The strategic role, contribution and politics of L& D
Week 4	International and National factors in L&D
Week 5	A 6-stage cycle: Identifying organizational and individual learning needs
Week 6	Trade L & D, coaching and performance/ engagement
Week 7	Negotiating, designing and delivering L & D
Week 8	The practitioner perspective (Stephen Clapcott)
Week 9	Course assignment preparation
Week 10	Assignment hand-in date

# **Corporate Connections:**

The members of Work & Organisational Psychology Group have extensive corporate connections with national and international corporations such as BMW, Ricoh, the National Health Service and manufacturing organisations across the United Kingdom. They draw on these connections to inform the course material and discussions within the formal taught element.









#### **International Dimensions:**

The aim of this module is to look at issues like cross culturalism and globalisation and to put them into a context of L & D in organizations. The module includes criticism of dominant Western approaches by drawing on the knowledge and experience of module tutors, visiting lecturers and course participants themselves. The ethnic composition of the cohort is frequently diverse. Some students have had experience of managing or being part of L & D activity overseas and participants are encouraged to share their insights with the wider group in formal presentations during week 4.

## **Contribution of Research:**

The module will encompass relevant research carried out within the Work & Organizational Psychology Group; for example, organizational learning and the role of HR practices. Other research conducted by group members investigates training and performance management in the NHS and Human Resource Development in a variety of national contexts, such as China and India.

## **Method of Teaching & Learning:**

The sessions will include lectures, discussions, group presentations, individual exercises; case studies, videos/ DVD's and visiting lecturer input. There is also a (frequently) challenging and stimulating on-going discussion on Blackboard. Please participate to gain full benefit from the module.

#### Method of Assessment and Feedback:

1. Individual Assignment (80%)

Assignment details will be released early in the module.

2. Individual Reflective Report (20%)

This requires each module participant to...

- a) Capture three key learning points *specific to you* for each taught session (one paragraph per learning point)
- b) Detail how you envisage applying one learning point per session in the future (one paragraph for each taught session).

# **Learning Hours:**

Contact hours	27
Class preparation	17
Directed learning/additional reading	50
Private study/assessment preparation	56
Total	150









The following essential and recommended readings are subject to change. Students should not therefore purchase textbooks prior to commencing their course. If students wish to undertake background reading before starting the course, many of the chapters/readings are available in electronic form via on-line library catalogues and other resources

# **Essential Reading:**

Stewart, J. & Rigg, C. (2011). Learning and talent development. CIPD, London.

Blanchard, P. & Thacker, J. (2010). *Effective training: Systems, strategies and practices*. Prentice Hall, New Jersey.

Students are encouraged to read 'People Management' and the Business sections of quality newspapers (e.g. The Times, The Telegraph, and The Guardian) on a regular basis.

Further reading is important and is specified on the reading list posted on blackboard on a week-by-week basis. It is important this reading is carried out in advance of lectures.

#### A FINAL POINT: -

Self-development and learning are important themes central to this module and students are expected to avail themselves of the rich and varied sources of learning open to them rather than relying solely on the taught aspects of the module. One of the key strengths of the module material lies in the aspirations it conveys, both in terms of your own individual progression and your learning as you collaborate with others.

We hope that you will be inspired by your reading and learning to move in new directions to achieve your own career and personal goals. In the words of Goethe:

'Whatever you can do or dream you can, begin it. Boldness has genius, power and magic in it. Begin it now!'





