BH3392 – LEARNING, TRAINING AND DEVELOPMENT IN ORGANISATIONS

Module Number: BH3392

Module Title: Learning, Training and Development in Organisations

Number of Aston Credits: 10

Total Number of ECTS Credits: 5
(European Credit Transfer)

Staff Member Responsible for the Module:

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Work and Organisational Psychology Group
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Dr Helen Shipton (module leader)

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Other Staff Contributing to the Module: None

Pre-Requisite(s) for the Module: BH1107 - Organisational Behaviour

Module Learning Outcomes:

On successful completion of the module students will be able to:

- Critically assess the extent and quality of Human Resource Development (HRD) across a range of organizational contexts.
- Synthesize theoretical perspectives concerned on the one hand with formal interventions and, on the other, with building better informal learning.
- Examine and evaluate ways of integrating the HRD function with other human resource initiatives and with business strategy.
- Design HRD strategies that integrate and synthesize theoretical and practical perspectives, linked with relevant case studies.
- Critically assess the extent of knowledge-sharing and organizational learning
- Contribute to tutorial discussions, evaluating and critically analyzing the contributions of others as well as proposed Human Resource Development approaches.

- Synthesize international perspectives in order to critically evaluate the UK national framework for training and development.

Module Content:

Week 1 Global perspectives on Human Resource Development
Chapter 2, Mankin, 2009

Week 2 Developing an HRD strategy
Chapter 3, Mankin, 2009

Week 3 The role and theory of learning
Chapter 4, Mankin, 2009

Week 4 A systematic approach to HRD
Chapter 5, Mankin, 2009

Week 5 Identifying HRD needs
Chapter 6, Mankin, 2009

Week 6 Designing L & D interventions
Chapter 7, Mankin, 2009

Week 7 Delivery of L & D interventions
Chapter 8 Mankin, 2009

Week 8 Evaluation of L & D interventions
Chapter 9, Mankin, 2009

Week 9 Organizational learning and knowledge
Chapter 10, Mankin 2009

Week 10 Revision session

Week 11 Feedback on assignment

Week 12/13 Examination

International Dimensions:

The module will consider the extent to which organisations are influenced by the national context within which they operate. For example, the State plays a more proactive role in setting the learning agenda within some national contexts such as Germany and France, than others. Other differences centre around the importance attached to individual as opposed to group well-being and the extent to which value is attached to on-the-job learning as opposed to the acquisition of formal qualifications. Such issues will be raised and discussed in class at appropriate times and students will be encouraged to take into account cultural differences when preparing for the examination and tutorials.

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Corporate Connections:

The module encourages students to consider the practical application of ideas, and case studies are used throughout as vehicles for bringing together theory and practice. The module also draws upon the work experience of students, particularly when considering what skills are required for effective Human Resource Development practice and how these can be acquired.

Links to Research:

The module will encompass relevant research carried out both internationally as well as within the Work & Organizational Psychology Group; for example, organizational learning and the role of HR practices.

Learning and Teaching Rationale and Methods:
(Including Composition of learning hours)

a) Method of learning- interactive lectures, tutorials, case studies, group presentations and videos. Sessions are for two hours per week, for one term.

b) Duration

Lectures	20 hours
Class presentation and discussion	20 hours
Briefing, assignment preparation, assignment discussion	8 hours
Examination	2 hours
Indirect learning	
Preparation for case studies	20 hours
Preparation for individual assignment	10 hours
Exam revision	18 hours
Reading	2 hours
Total	**100 hours**

Ethical Approval:

In preparing for the examination and tutorials, students are required to take account of Aston Business School ethical guidelines, full details of which are available at the website. In brief, students should ensure (where they gather primary data) that they adhere to Aston principles of non-coercion, confidentiality, beneficence and 'do no harm'.

Assessment and Feedback Rationale and Methods:

The assessment is via a closed book examination (70%) and via an assignment (30%) that will be distributed at the start of the module.

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The examination is designed to address the following module objectives:

- To promote understanding of the learning process both in relation to the individual and the organization

- To identify and define different approaches to the development process

- To examine and evaluate ways of integrating the employee development function with other human resource initiatives and with business strategy

- To take into account international perspectives in order to critically evaluate the UK and other contexts for HRD.

Through discussion in lectures there will be opportunities for students to develop their group-working skills - for example, synthesizing information, reconciling competing perspectives, building rapport, presenting information succinctly and generating the commitment and enthusiasm of other group members towards the achievement of goals.