Human Resource Development: Theory and Practice

Dr Claire Valentin (Course Organiser)

Credit Rating 20 credits, SCQF 11

Course Description
The course will examine the nature and scope of HRD theory and practice, and critically explore the changing contribution that training and development (T&D) can make towards achieving organisational strategy, the roles and practices of HRD practitioners, and approaches and perspectives on the strategic management of HRD. This will be achieved through examination of relevant literature reflecting the development of the discipline and current research and debates. Theoretical reflection will be contextualised through case studies and reflections on contemporary practice.

Indicative content:
Human Resource Development Practice: a range of formal and informal HRD interventions and methods; application of a range of learning theories; design of L&D plans and programmes.


HRD in changing organisational contexts: The contextual historical, economic, social, cultural, sector and organisational factors that influence policy and practice in HRD.

The evolution of Strategic HRD: the notions of strategy, strategy formulation and strategy process and their application in HRD; policy formulation and content; criteria relevant to selection and adoption of strategies and methods including analytical tools for establishing priorities; examples of common policies, strategies and methods in HRD.

HRD Practice and case studies: understanding of a range of stakeholder theories and models of stakeholder analysis; models of partnership working; diagnostic tools and processes, including problem formulation and analysis; notions of role, including social, organisational and professional; nature of performance measurement and associated tools; criteria for selection and design of HRD solutions; auditing L&D. HRD, learning and change: the role of HRD in management of change and HRD contribution in change processes.
Planning, managing and evaluating HRD: producing business plans and business cases; allocation and management of resources; budget planning and control; selection and management of third party suppliers; methods and debates in HRD evaluation.

International perspectives on HRD: comparative HRD and international HRD. The contextual meanings attached to HRD and their application to key employee groups, for example graduates, managers, professionals, women, international managers etc.

Definitions and understandings of ethics in HRD: notions of equality and diversity; notions of professionalism and professional practice; implications for and applications in professional practice of HRD.

Continuing professional development (CPD): rationales for and processes of CPD; a range of CPD methods.

National HRD: the nature and content of national and organisational policies and strategies for HRD.

Learning Outcomes
- critically analyse and evaluate the formulation and implementation of processes of HRD strategies for defining and achieving current and future effectiveness at national, organisational, group and individual levels
- critically evaluate the potential and appropriateness of a range of HRD strategies, policies and methods with reference to relevant contextual factors
- lead the initiation, development and implementation of HRD strategies, interventions and activities
- work effectively and collaboratively with key internal and external partners and stakeholders to diagnose and manage HRD response to problems and issues and ensure clarity of role and contribution to agreed responses
- critically assess the role and influence the politics of HRD policy and practice in a range of contexts

Teaching
The course has 25 hours of contact teaching time. This will usually be delivered in ten 2.5-hour classes, and includes lectures, class discussion, group exercises, case studies and group and individual presentations.

Successful participation in the course will require not only attendance at the class sessions, but also work in your own time - pre-session reading, preparation for sessions, additional reading, and time spent thinking about the ideas raised on the course.
**Assessment**  
One written essay of 4,000 words, which relates to the topics discussed during class.

**Content**

**Week 1**  
Human Resource Development – definitions, debates and literatures

**Week 2**  
Contemporary HRD Practice.

**Week 3**  
HRD in changing organisational contexts

**Week 4**  
The evolution of Strategic HRD

**Week 5**  
HRD, learning and change

**Week 6**  
HRD Practice – case studies

**Week 7**  
International HRD and international perspectives on HRD

**Week 8**  
Planning, managing and evaluating HRD

**Week 9**  
Assignment briefing and feedforward tasks.

**Week 10**  
National HRD

**Week 11**  
Course review and assignment briefing
Readings

Specific chapters and journal articles will be recommended in each session. However, the books and journals listed here are generally relevant for this course.

Essential


Recommended


Journals:
Advances in Developing Human Resources
European Journal of Training and Development
Human Resource Development International
Human Resource Development Quarterly
Human Resource Development Review

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