Human Resource Development: Theory and Practice

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Credit Rating 20 credits, SCQF 11

Course Description
Human resource development has a central contribution to learning and talent development in organizations. It is recognised and acknowledged to be a significant lever in achieving economic, social and cultural aspirations, ambitions and objectives of governments, work organisations and individuals. Perhaps less recognised, but of equal importance, is the potential role of learning and development in formulating and agreeing aspirations, ambitions and objectives. The contribution of human resource development to both formulating and achieving objectives forms a core rationale and component of this course. So too does the contextual nature of notions of learning and their connections with national and organisational policy and strategies intended to promote similarly contextual notions of success.

This course will develop a critical understanding of the potential and limitations of the contribution of human resource development policies and strategies to formulating and achieving objectives at national, organisational, group and individual levels. It will enable the development of intellectual, social, professional and personal skills to perform effectively in associated professional roles. The course requires learners to reflect critically on theory and practice from an ethical and professional standpoint, explores the implications for professional practice, and provides opportunities for applied learning and continuous professional development.
Learning Outcomes

- Critically analyse and evaluate the formulation and implementation of processes of human resource development 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 human resource and talent development strategies, policies and methods with reference to relevant contextual factors.
- Lead the initiation, development and implementation of learning and talent development strategies, interventions and activities.
- Work effectively and collaboratively with key internal and external partners and stakeholders to diagnose and manage learning and talent development response to problems and issues and ensure clarity of role and contribution to agreed responses.
- Critically assess the role and influence the politics of human resource development policy and practice in a range of contexts.
- Act ethically and professionally with a demonstrated commitment to equality of opportunity and diversity in human resource development and to continuous personal and professional development.

Teaching

10 x 2.5 hour seminars = 25 hours

Each session will involve some formal presentation of the issues in the form of lecture, guided reading or structured questions. This will be followed by seminar discussion.

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
Planning, managing and evaluating HRD

Week 7
International HRD and international perspectives on HRD

Week 8
HRD Practice – case studies.

Week 9
National HRD.

Week 10
Ethics and HRD

Week 11
Assignment Clinic

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.


**HRD Journals:**

*Advances in Developing Human Resources*

*European Journal of Training and Development*

*Human Resource Development International*

*Human Resource Development Quarterly*

*Human Resource Development Review*

*Management Learning*

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