

## H7LCO: Learning and Development

Module Code:	H7LCO
Long Title	Learning and Development <b>APPROVED</b>
Title	Learning and Development
Module Level:	LEVEL 7
EQF Level:	6
EHEA Level:	First Cycle
Credits:	10
Module Coordinator:	Pauline Kelly Phelan
Module Author:	CAITRIONA HUGHES
Departments:	School of Business
Specifications of the qualifications and experience required of staff	
<b>Learning Outcomes</b>	
<i>On successful completion of this module the learner will be able to:</i>	
<b>#</b>	<b>Learning Outcome Description</b>
LO1	Evaluate and explain, the ways in which learning and development contributes to the overall mission of the organisation and the ways in which strategic objectives are supported by this contribution.
LO2	Explain the concept of organisational learning
LO3	Conduct learning and development needs analysis at individual, operational and strategic levels
LO4	Identify and select appropriate learning strategies and methods for specific development scenarios.
LO5	Critically evaluate approaches to learning and development
LO6	Recognise and assess the importance of career development and be able to advise an organisation on the design of policies and practices to support these forms of development
<b>Dependencies</b>	
<b>Module Recommendations</b>	
No recommendations listed	
<b>Co-requisite Modules</b>	
No Co-requisite modules listed	
<b>Entry requirements</b>	As per programme requirements.

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Module Content & Assessment			
<b>Indicative Content</b>			
<b>Strategic Learning and Development (L&amp;D)</b> Integration of business and L&D strategies Intellectual Capital theory/Human Capital Competitive Advantage			
<b>L&amp;D and Business Performance</b> Evidence and measures of the contribution of L&D to business performance Intersection with HRM policies			
<b>Organisational Learning</b> Underpinning concepts, frameworks such as the learning organisation Implementation of organisational learning			
<b>Training and Development Needs Analysis</b> Levels and methods of analysis Sources of information, approaches to analysis			
<b>Designing &amp; Delivering Learning Activities</b> Developing objectives and Selecting a learning strategy and methods On & off the job training, Coaching, Mentoring Self-managed learning L&D in small to medium enterprises Delivering to a multi-generational workforce Developing an International Workforce			
<b>Evaluating Learning Activities</b> Why evaluate Models of evaluation e.g. Kirkpatrick and Hamblin models			
<b>Barriers to effective Learning and Development initiatives</b> Identifying blocks and overcoming barriers			
<b>Career Development</b> Emerging concepts of careers Career management as a shared responsibility Tools supporting Career Management Individual Development Planning			
<b>Roles and Responsibilities for L&amp;D</b> The roles and responsibilities of senior and line management, specialists, the individual Devolution to line managers An integrated framework of roles and responsibilities Managing the L&D Function			
<b>Role of Technology in Learning and Development</b> Shifts away from traditional learning methods and the increase in use of virtual learning and blended learning E-learning,Synchronous vs Asynchronous			
<b>Emerging issues and challenges in Learning and Development</b> n/a			
<b>Assessment Breakdown</b>			<b>%</b>
Coursework			100.00%
<b>Assessments</b>			
<b>Full Time</b>			
<b>Coursework</b>			
<b>Assessment Type:</b>	Formative Assessment	<b>% of total:</b>	Non-Marked
<b>Assessment Date:</b>	n/a	<b>Outcome addressed:</b>	1,2,3,4,5,6
<b>Non-Marked:</b>	Yes		
<b>Assessment Description:</b> A formative assessment will be given in class and this will include a group presentation. Marks are not assigned for this, although it is part of course work. Case studies will be assigned to groups and they will be required to analyse the case, make recommendations on approaches to L&D for the organisation and present their findings and recommendations in class. Feedback on their presentation and recommendations and their understanding of the key topics will be given to assist them in preparing for their assignments			
<b>Assessment Type:</b>	Assignment	<b>% of total:</b>	100
<b>Assessment Date:</b>	n/a	<b>Outcome addressed:</b>	1,2,3,4,5,6
<b>Non-Marked:</b>	No		
<b>Assessment Description:</b> This module is assessed through an assignment which is case based or may be applied to the organisation that learners are employed in. The assignment brief will be issued to learners at the start of the module.			
No End of Module Assessment			
No Workplace Assessment			
<b>Reassessment Requirement</b>			
<b>Coursework Only</b> <i>This module is reassessed solely on the basis of re-submitted coursework. There is no repeat written examination.</i>			

## H7LCO: Learning and Development

Module Workload				
Module Target Workload Hours 0 Hours				
Workload: Full Time				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Lecture	Classroom and demonstrations	36	Per Semester	3.00
Tutorial	Mentoring and small-group tutoring	12	Per Semester	1.00
Independent Learning	Independent learning	202	Per Semester	16.83
Total Weekly Contact Hours				4.00

Module Resources	
<i>Recommended Book Resources</i>	
<p>Armstrong M. (2021), Armstrong's Handbook of Learning and Development. A Guide to the Theory and Practice of L&amp;D, Kogan Page, London.</p> <p>BeeversK., Rea A., Hayden D. (2019), Learning and Development Practice in the Workplace, 4thEdition. CIPD – Kogan Page, UK.</p>	
<i>Supplementary Book Resources</i>	
<p>Armstrong M., and Taylor S. (2020), Armstrong's Handbook of Human Resource Management Practice, 15thEdition. Kogan Page.</p> <p>Carbery R., Cross C.,Ed.s. (2015), Human Resource Development: A Concise Introduction, Palgrave Macmillan, U.K.</p> <p>Senge P.M. The Fifth Discipline. (2006), The art and practice of the learning organization, Random House Business.</p> <p>Rebecca Page-Tickell. (2018), Learning and Development, A Practical Introduction, Kogan Page, [ISBN: 9780749483494].</p>	
<i>This module does not have any article/paper resources</i>	
<i>This module does not have any other resources</i>	
Discussion Note:	