

DIPLOMA in LEARNING & DEVELOPMENT PRACTICE

NUI Level 7 Award (60 ECTS)

Exit at Certificate level (30 ECTS)



UCC

Coláiste na hOllscoile Corcaigh, Éire
University College Cork, Ireland



Diploma in Learning & Development Practice – Level 7 (60 ECTS)

Programme Overview

The role of the Learning & Development professional is constantly evolving and your organisation and trainees have different and higher expectations of what you will provide for them. There has been an accelerated pace of change both in terms of subject matter expertise and pedagogical application in this area resulting in a heightened need to engage in continuous professional development. In association with University College Cork this programme will enable you to build on your existing knowledge of Training & Development to ensure that your training strategies and interventions continue to be innovative and challenging.

Delivered through a combination of work based hours and classroom based hours, the Diploma in Learning & Development Practice is a unique offering that covers the entire process of delivering training, including assessment, preparation, creating a positive learning environment, facilitating learning, and evaluating learning. It will also provide a comprehensive understanding of Establishing and Running an Effective Organisational Coaching System, and Social Media in Training, Contemporary Developments in the profession, and Becoming a Learning & Development Specialist.

The proposed programme will provide a progression route to the Higher Diploma in Learning, Development and Work-based Training (level 8) and onwards to the Masters in Learning and Development Consultancy (level 9).

Who Should Undertake the Programme?

The Diploma in Learning & Development Practice is aimed at:

- Individuals who have an interest in training and development and may wish to pursue it as a career.
- Individuals who hold training and development responsibilities in organisations.
- Individuals and teams involved in the design and delivery of training programmes.
- Consultants who wish to gain formal qualifications in training and development.
- Managers and team leaders who wish to gain an insight into the systematic training process.

Structure and Content of Programme

The programme consists of eight modules and is delivered in a highly participative and practical manner through a combination of work based hours and classroom based hours. A range of learning methods and approaches will be used to promote the practical application of theoretical concepts covered.

Programme Learning Outcomes

On successful completion of this programme, students will be able to:

- Outline the remit and span of the role of the Learning and Development specialist within a national and international organisation context
- Engage an strategic approach to learning and development activities
- Design, Select and deliver learning and development interventions to optimise participant learning and organisation impact
- Evaluate tangible and intangible impacts of learning and development activity
- Establish and run an effective coaching and mentoring systems in an organisation context
- Optimise the use of IT and social media in the delivery of the learning and development role
- Identify the emerging trends and challenges in the profession
- Devise a personal Continuous Development Plan based on a comprehensive self-assessment against professional standards and recognised skill sets in pursuit of lifelong development as a specialist.

Programme Assessment Process

The programme is assessed through a combination of practical individual and team assignments, essays, presentations, online discussion with peers, and work-based applications

Entry Requirements

Candidates must:

- Normally, applicants for entry to the Diploma in Learning & Development Practice will be at least 21 years of age by 1 January of the year of application;
- AND hold a Leaving Certificate/FETAC level 5 qualification or equivalent.
- All applicants whose first language is not English must have attained IELTS Level 6 or the equivalent TOEFL score

Module 1 Learning & Development in Organisations (5 Credits) 1.5 lecture days + 12 work based hours

On successful completion of this module, students should be able to:

- Appreciate the contribution that learning and development can make to business objectives
- Appreciate the remit and span of the learning and development professional's role
- Analyse the barriers to learning and development effectiveness in organisations
- Conduct a stakeholder analysis of the training professional's role within an organisational context
- Engage in effective communication and feedback with key stakeholders within a relationship management framework
- Demonstrate an ethical approach in engaging with others in the delivery of learning and development.

Content:

Defining Learning, Education, Training and HRD; Why Learning & Development in Organisations?; The Strategic Context of Learning & Development; Relationships with HRM and Talent Management; Learning & Development in different organisational contexts (MNC's, SME's, & NFP's); Gaining buy-in for the business impact of Learning and Development; Stakeholders or Actors in the Learning & Development Process; The Role of Learning & Development Specialists.

Module 2 Positioning Learning & Development in Organisations (10 Credits) 6 lecture days

On successful completion of this module, students should be able to:

- Link business strategy to a learning and development plan
- Explain the contextual variables and their impact on the a strategic approach to learning and development
- Describe the steps and techniques involved in a Training Needs Analysis process
- Demonstrate competency in information gathering in support of a TNA process
- Conduct a Training needs analysis with post intervention evaluation
- Select appropriate learning and development strategies

Content:

Linking Learning & Development to Business Strategy and Goals; Translating Business Strategy into a Learning Strategy; Learning & Development Mission Statements, Policies & Practices; Defining Training Needs Analysis in the context of a Learning Strategy; Sources of information about Learning & Development Needs; Gap analysis and identifying appropriate learning opportunities; Prioritising Learning & Development Needs with resource constraints; Selecting the most appropriate Learning & Development Strategy; Implementing Learning & Development Strategies; Enhancing the Status and Reputation of Learning & Development.

Module 3 Designing Learning & Development Activities (10 Credits) 3 lecture days + 24 work based hours

On successful completion of this module, students should be able to:

- Distinguish between structured and unstructured approaches to learning and development
- Assess learning styles of learners and adjust learning material to cater for different learning styles and diversity of participants
- Design and deliver training material taking into account the learning environment and the participant inter -dynamic
- Write appropriate learning objectives coupled with an appropriate assessment strategy
- Conduct a Learning & Development Session

Content:

Designing Learning & Development – The Key Decisions; Structured and Unstructured approaches to Learning and Development; The process of learning; Learning styles and principles of adult learning; Choosing Learning and Development methods – work-based, online, blended, alternative media etc.; Training design factors - learning objectives, content, diversity in participants (culture, languages, physical and mental ability); Development of training materials and resources; Structuring and sequencing materials to optimise learning; Assessment strategies to capture learning/ transfer post training; Delivery approaches and styles; Creating authentic learning and participant engagement; Location and creation of a learning environment; Participation in Learning & Development – Motivation, Self-Confidence, Attitudes.

Module 4 Measuring the Effectiveness Learning & Development (5 Credits) 1 lecture day + 24 WBH

On successful completion of this module, students should be able to:

- Outline the process of learning and development evaluation with an understanding of its related benefits and costs
- Identify tangible and intangible aspects of the evaluation of learning and development
- Link learning and development evaluation with organisational performance
- Conduct a learning and development evaluation using appropriate methods and techniques
- Contrast and compare models of training evaluation
- Explain and calculate ROI

Content:

How can Learning & Development effectiveness be measured; Lag and lead criteria to assess effectiveness; Defining the process of evaluation and transfer of learning; Types of learning and development evaluation – what can be evaluated; Measuring and evaluating the intangible outcomes of learning and development; Methods and criteria used in the evaluation and measurement of learning and development effectiveness; Models and levels of evaluation e.g. Philips, Kirkpatrick etc.; 'Return on Investment' (ROI) – The Challenges; Communicating and Implementing outcomes from evaluation processes to bring about enhancement.

Exit Route – By completing the first 4 modules participants may exit with a Certificate at NFQ Level 7 (30 Credits)

Module 5 Coaching & Mentoring in Organisations (10 Credits) 3 lecture days + 24 work based hours

On successful completion of this module, students should be able to:

- Support the development of organisational talent using coaching and mentoring
- Practice the skills of coaching and mentoring
- Assess the appropriateness of a coaching and/or mentoring intervention in an organisation
- Develop coaching and mentoring as formalised interventions within an organisation.
- Act as an advocate of the use of coaching and mentoring in the organisation context.

Content:

Why Coaching and Mentoring as Learning & Development interventions; Role of coaching and mentoring in an organisational context – boundaries & relationships; Coaching and Mentoring models; Developing a coaching and mentoring policy; Designing and establishing effective coaching and mentoring processes; Developing team and individual coaching and mentoring plans; Abilities and skill sets of effective coaches and mentors; Supporting the coaching and mentoring process.

Module 6 IT and Social Media in Learning & Development (10 Credits) 3 lecture days + 24 work based hours

On successful completion of this module, students should be able to:

- Appreciate the contribution of technology to learning and development
- Explain the impact of social media on learning and development
- Engage with Twitter, Facebook, blogging and LinkedIn in the support of learning and development activity
- Critique the use of e-learning and web-based learning
- Develop criteria to select the most appropriate learning management system
- Formalise an IT Strategy as part of an approach to establishing a Learning Plan

Content:

The Contribution of IT & Social Media to Learning & Development; The spectrum of Learning Management Systems; Why technology driven learning and development?; Choosing Software platforms for learning management (course bookings, communication with participants etc.) and delivery of learning and development (online or blended); The impact of social media on learning and development provision and quality; Computer based learning – e-learning, e-assisted learning and webinars; Social Media: Twitter, Facebook, LinkedIn, and blogging; Designing effective It Strategies as part of approach to establishing a Learning Plan; The limitations of technology in learning and development.

Module 7 Contemporary Developments in Learning & Development (5 Credits) 2 lecture days + 12 WBH

On successful completion of this module, students should be able to:

- Demonstrate an awareness of the impact of national culture on learning and development
- Analyse the learning and development challenges in a multi-national organisation
- Explain the contribution that learning and development makes to knowledge sharing
- Explain the dimensions of the 'New Career' and its implications for learning and development
- Define the value of an OD approach to learning and development

Content:

The evolution of the learning and development specialist to be an OD Specialist; The contribution of learning and development to knowledge management in organisations; Cross cultural dimensions of learning and development; Learning and development issues in multi-nationals; Employability, talent development, and learning and development; Diversity issues and learning and development; The 'New Career' and learning and development challenges; Ethics, CSR, Sustainability and Learning and Development.

Module 8 Becoming a Learning & Development Specialist (5 Credits) 2 lecture days + 12 work based hours

On successful completion of this module, students should be able to:

- Understand personal strengths and development areas
- Communicate effectively with all stakeholders across the learning and development cycle
- Demonstrate enhanced analytical and decision making capabilities
- Show awareness of strategies for dealing with organisation politics in relation to learning and development
- Produce a feasible CPD Plan which provides a development pathway for the coming 12 – 24 months.

Content:

Identity, Self-awareness and Emotional Intelligence of a Learning and Development Specialist; Skills and competencies of an effective Learning and Development Specialist; Developing learning and development delivery and facilitation skills; Working effectively in cross-cultural environments; Managing relationships with line managers and senior management; Working with external providers and strategic partners; CPD and the Learning and Development Specialist

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