## List of Topics Covered

- **Week 1: Strategic People & Capability & Talent Acquisition Strategy**
  - Introduction to Strategic Human Resource Management (SHRM) and People & Capability.
  - The "Make vs. Buy" decision framework for talent strategy.
  - Organizational transformation, change management, and cultural integration (e.g., SaaS transitions & M&A due diligence).
- **Week 2: Strategic Staffing, Economic Frameworks & AI in HRM**
  - Internal vs. External labor market orientations.
  - Economic models of human capital: Resource-Based View (RBV / VRIN), Human Capital Theory, and Transaction Cost Economics (TCE).
  - Human Capital Quadrant Model (Value vs. Uniqueness: Commitment, Market-Based, Compliance, Collaborative).
  - AI integration across 4 HR clusters: Enhanced Collaboration, Driven Workplace, Enabled Business Models, and Powered Innovation.
- **Week 3: Adult Learning, Instructional Frameworks & Training Needs Analysis (TNA)**
  - Instructional Design Models: ADDIE Model, Salas et al. Framework (Before, During, After), and Bloom's Taxonomy.
  - Learning Theories & Principles: Andragogy (Adult Learning), Behaviorism, Constructivism, and the 70:20:10 Rule.
  - Experiential & Cognitive Models: Kolb's Learning Cycle, Honey & Mumford Learning Styles, and Curry's Onion Model.
  - Competency Frameworks & TNA: Australian HR Capability Framework (AHRCF) and the 6-step diagnostic TNA at Organisational, Team, and Individual levels.

**Key Models & Readings Covered:** Barner's "Make vs. Buy" Tool, Resource-Based View (VRIN), Salas et al. Instructional Framework, ADDIE Model, Bloom's Taxonomy, Kolb's Experiential Learning Cycle, Honey & Mumford Learning Styles, Curry's Onion Model, and the Australian HR Capability Framework (AHRCF).

### <u>Week -1</u>

### <u>Introduction to People & Capability</u>

People & Capability refers to the set of organisational practices, strategies, and processes that ensure the right people are in the right roles, with the right skills, at the right time, to achieve strategic objectives. It encompasses how organisations **acquire, develop, and retain talent** through recruitment, selection, and training. This discipline is grounded in both **strategic human resource management (SHRM)** and **human capital theory**, which view employees not merely as labour, but as valuable assets that can create sustained competitive advantage. The focus is on aligning talent strategies with organisational goals to maximise performance, adaptability, and innovation.

**Aim of the Topic** The aim is to **critically evaluate** the organisational decision to:

- **“Make”**: Train and develop existing employees to fill skill gaps.
- **“Buy”**: Recruit and select new employees from the external labour market.

This evaluation involves assessing:

1. **Strategic fit** – whether training or hiring aligns better with long-term goals.
2. **Cost-effectiveness** – the financial implications of internal development versus external recruitment.
3. **Risk and speed** – balancing the urgency of filling a role with the risks of cultural misfit or skill mismatch.
4. **Sustainability** – the impact on long-term workforce capability and retention.

**<u>The “Make” (Train) Decision</u>**

**Definition**: Investing in current employees through targeted learning and development programs to build the skills needed for future organisational requirements.
**Advantages**:

- **Cultural continuity**: Existing employees already understand the organisation’s culture, values, and processes.
- **Employee loyalty and engagement**: Providing growth opportunities enhances retention and morale.
- **Skill customisation**: Training can be tailored to specific organisational needs, increasing job–role alignment.
- **Long-term capability building**: Contributes to a sustainable talent pipeline.

**Challenges**:

- **Time lag**: Training takes time before productivity gains are realised.
- **Training costs**: Requires sustained investment in L&D infrastructure.
- **Risk of turnover**: Trained employees may leave, taking skills with them (training poaching risk).

**Example (Research Insight)**: Studies show organisations with strong internal development programs have **lower voluntary turnover rates** and higher promotion-from-within statistics, which are linked to higher productivity and lower recruitment costs.