**[HR-665] TRAINING & DEVELOPMENT**

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| Resource Person: | Assistant Professor Aly Raza Syed |
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| Contact Hours: | 45 |
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| Program: | MBA (P) |
| Section: | G |
| Semester: | Spring 2024 |
| Course Pre-requisites: | SHRM & OB |
| Credit Hours: | 03 |
| Course Type: | In Person |
| Venue/Day/Time: | Wednesday / Slot 8 / 6:30 pm-9:15 pm |
| Course URL (if any): | https://lms.umt.edu.pk/course/view.php?id=18734 |

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| **Course Description:** |
| This course is designed to provide an in-depth understanding of Training and Development as a critical function of HR within an organization. The course will cover theoretical frameworks, best practices, and practical applications of Training and Development, with a focus on improving organizational performance and individual career development. Students will be expected to develop a practical understanding of training and development by engaging in real-world case studies, research, and hands-on activities. Students will also be encouraged to think critically about the challenges and opportunities associated with training and development, and to develop strategies for addressing them. |

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| **Course Teaching Methodology:** |
| A mixed method pedagogy will be adopted to highlight theoretical concepts to the real-world situations. These methods will comprise of lectures, case studies, text content, discussions, class activities, articles, real life situations, presentations and other formative and summative assessments. In-class activities will also be conducted and debriefs on each will be proved by the resource person. The course teaching methodology is designed in a manner that each session’s learning outcomes can be linked to the achievement of the overall course objectives and eventual program objectives. Specially the methodologies will include *(but will not be limited to)*:   1. Lectures and discussions 2. Case study 3. Self-assessment exercises 4. Formative and summative assessments 5. ToT type centric final project. |

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| **Program Learning Outcomes (PLOs): MBA**  **After completing this degree program, students shall be able to:** | |
| PLO1 | Apply and evaluate business plans and strategies in response to changing market conditions and unforeseen challenges. |
| PLO2 | Apply business theories and principles to real-world business challenges, demonstrating the ability to transfer knowledge into workplace settings. |
| PLO3 | Apply effective communication skills to convey ideas, proposals, and solutions. |
| PLO4 | Analyze local & global business environments to formulate business strategies. |
| PLO5 | Apply technology and analyze the impact of digital transformation on business operations and competitiveness. |
| PLO6 | Evaluate the ethical and social responsibility implications of business decisions and practices, considering their broader societal impacts. |
| PLO-7 | Strategically lead and optimize human capital by utilizing the HR functions through data driven decisions and emerging HR technologies |

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| **Course Learning Outcomes (CLOs):**  **After completing this course, students shall be able to:** | |  |  |
|  | | **Mapping with PLOs** | **Learning Domain Level** |
| CLO-1 | **Understand** the role of Training and Development within the context of the business organization and business strategies. | PLO 2, 7 | L2 |
| CLO-2 | **Understand** the overall Training Cycle and explain all the steps required for “Pre-During-and Post” training interventions | PLO 1, 3, 4 | L2 |
| CLO-3 | Examine the Training Need Analysis [TNA] process to **analyze** the existing gaps to be rectified through training | PLO 7 | L4 |
| CLO-4 | **Apply** Instructional Systematic Design process (ISD) to develop a training program | PLO 1, 3 | L3 |
| CLO-5 | **Evaluate** the different delivery methods used in organizations for Training and Development | PLO 2 | L5 |

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|  | **PLOs** | | | | | | |
| Apply and evaluate business plans and strategies in response to changing market conditions and unforeseen challenges. | Apply business theories and principles to real-world business challenges, demonstrating the ability to transfer knowledge into workplace settings. | Apply effective communication skills to convey ideas, proposals, and solutions. | Analyze local & global business environments to formulate business strategies. | Apply technology and analyze the impact of digital transformation on business operations and competitiveness. | Evaluate the ethical and social responsibility implications of business decisions and practices, considering their broader societal impacts. | Strategically lead and optimize human capital by utilizing the HR functions through data driven decisions and emerging HR technologies |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 1 |  | **L2** |  |  |  |  | **L2** |
| 2 | **L2** |  | **L2** |  |  |  |  |
| 3 |  |  |  |  |  |  | **L4** |
| 4 | **L3** |  | **L3** | **L2** |  |  |  |
| 5 |  | **L5** |  |  |  |  |  |

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| **Assurance of Learning and Assessment Items:**  *Specify Assessment Items that will assure student learning through application and achieve objectives of specific PLOs / COs / CLOs* | |
| **Assessment Item** | **Application/ Objectives**  **CLO** |
| Quizzes (n -1) | **CLO 1, CLO 2, CLO 3, CLO 4, CLO 5** |
| Mid Term | **CLO 2, CLO 3** |
| Class Participation | **CLO: 3, CLO 4, CLO 5** |
| Assignments | **CLO: 2, CLO 3, CLO 5** |
| Final Project | **CLO: 3, CLO 4, CLO 5** |
| Case Study & Discussion | **CLO: 3, CLO 4** |

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| **Assessment Structure and Grading Policy\*:** | | |
| **Assessment Item** | **Weight (%)** | **Execution Plan** |
| Quizzes (n -1) | **15%** | 05 (n, -1), After every 03 topics covered. |
| Class Activates | **05%** | 07, 1 in every alternative session |
| Assignments | **15%** | 03 Assignments. [02 pre Mid-1 post Mid] |
| Case Study & Discussion | **05%** | 02 cases + WACs + In class graded discussion |
| Mid-term exam | **20%** | One-time assessment |
| Class Participation | **15%** | Ongoing through the semester |
| Final Project Presentation & Report | **15%** | 1time comprehensive assessment in groups |
| Final Project Viva | **10%** | 1time comprehensive assessment individually |
| **Total** | **100** |  |

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| **Notes – Norms and Important Class Policies:**  *(such as submission guidelines, academic honesty, make-up policy, code of conduct)*  Students are required to read and understand all items outlined in the participant handbook   * **Be On Time**   After 10 minutes past the assigned time, you will be marked absent.   * **Attendance**   A minimum of 80% attendance is required for a participant to be eligible to pass the course. This means that 06 sessions (1 Hours 15 Minutes) each are allowed. If the participant is absent in the 7th Session, it will result in SA Grade.   * **Class Participation**   Just being present in class does not count for CP, nor does a simple Yes/No answer constitutes it. CP marks are awarded when the participant provides **thoughtful, cohesive and intellectually stimulating arguments, reasoning, opinions, discussions answers** etc. This can be achieved when the participant comes prepared by studying all Reading Materials [RM} in advance.   * **Turnoff Your Mobile Phones!**   It is unprofessional to be texting or otherwise   * **Moodle**   Participants should regularly visit the course website on MOODLE Course Management system, and fully benefit from its capabilities. UMT –LMS (Moodle) is an Open-Source Course Management System (CMS), also known as a learning Management System (LMS). Participants should regularly visit the course website on MOODLE Course Management system, and fully benefit from its capabilities. If you are facing any problem using Moodle, visit <http://oit.umt.edu.pk/moodle>. For further query send your queries to [moodle@umt.edu.pk](mailto:moodle@umt.edu.pk).   * **Sexual Harassment**   Sexual or any other harassment is prohibited and is constituted as punishable offence. Sexual or any other harassment of any participant will not be tolerated. Read participants handbook for details.   * **Submissions**   All assignments, quizzes, case reports, other groups work and final project will be submitted electronically on their respective cutoff date and time on Moodle. Make sure your Moodle is open and there is no blockage due to nonpayment of fee or any other reason. All assignments/other submissions should include 1 formal title page. Sample of both have been uploaded on Moodle.   * **Email Policy**   READ YOUR EMAILS! You are responsible if you miss a deadline because you did not read your email. Participants should regularly check their university emails accounts regularly and respond accordingly. If your UMT ID is blocked (due to any reason) your deliverables will not be having any sort of retake or resubmission, or submission through any other means (e.g. manual or email etc.) The only platform for deliverables is strictly Moodle.   * **Class Attendance Policy**   A minimum of 80% attendance is required for a participant to be eligible to sit in the final examination. Being sick and going to weddings are absences and will not be counted as present. You have the opportunity to use 6 absences out of 30 classes. Participants with less than 80% of attendance in a course will not be allowed to take end term exams. International students who will be leaving for visa during semester should not use any days off except for visa trip. Otherwise, they could reach short attendance.   * **Use of Unfair Means/Honesty Policy**   Any participant found using unfair means or assisting another participant during a class test/quiz, assignments, WACs or examination would be liable to disciplinary action.   * **Plagiarism Policy** All students are required to attach a “Turnitin” report on every assignment, big or small. Any student who attempts to bypass “Turnitin” will receive “F” grade which will count towards the CGPA. The participants submit the plagiarism report to the resource person with every assignment, report, project, thesis etc. If student attempts to cheat Turnitin, he/she will receive a second “F” that will count towards the CGPA. There are special rules on plagiarism for final reports etc. all outlined in your handbook. * **Withdraw Policy**   Students may withdraw from a course till the end of the 12th week of the semester. Consequently, grade W will be awarded to the student which shall have no impact on the calculation of the GPA of the student. A Student withdrawing after the 12th week shall be automatically awarded “F” grade which shall count in the GPA.   * **Communication of Results**   The results of quizzes, midterms and assignments are communicated to the participants during the semester and answer books are returned to them. It is the responsibility of the course instructor to keep the participants informed about his/her progress during the semester. The course instructor will inform a participant at least one week before the final examination related to his or her performance in the course. Keep visiting your Students Course Portal on ERP for regular updates of feedback marks. |

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| **Weekly Sessions Plan** ***for Course Title: [HR-665] Training & Development*** | | |
| **Week** | **Activity** | **Application/Objectives [PLO / CO / CLO]** |
| **1** | Course introduction   * Recourse Person Introduction * Testing The Waters & Setting the context * Course outline summary. * Understand the over view of T&D   **Activity:** Why T&D is Important | **[CLO: 1]** |
| **2** | Topic # 1: **Introduction to Employee Training and Development**  ***Chapter 1:* Noe**   * Key Components of Learning * Designing Effective Training * The Forces Influencing Working and Learning   **Activity: Key Terms of T&D** | **[CLO: 1, 2, 4]** |
| **3** | Case Analysi: ***Tesco***   * **Discussion**: Open discussion on case study * **Apply** methods, tools and analysis to solve the case study * Written case analysis based on strategic tools covered   **Mini Assignment 1: Your presentation Style**  ***Quiz # 1***  ***Discuss Final Project*** | **[CLO: 3]** |
| **4** | Topic # 2: ***Creating a Learning Environment***  ***Chapter 4:* Thorne & Macke**   * Understanding the learning process * Analyze different Learning styles * Understand what a Learning Organization is? | **[CLO: 2,4]** |
| **5** | Topic # 3: **Needs Assessment**  ***Chapter 3:* Noe**   * Importance of Needs Assessment * Who Should Participate in TNA? * Methods Used in Needs Assessment * The Needs Assessment Process. * **Activity**: Undergoing Need Assessment-Basic * **Activity**: Identify variables included at Organizational analysis, People Analysis, Task Analysis.   **Mini Assignment 2: TSP Website** | **[CLO: 3, 4]** |
| **6** | Topic # 4: **Program Design**  ***Chapter 5: Noe***   * Linking training to business objectives * Design of the learning solution & effective programs * Production of materials * **Activity:** ADDIE Model * **RM:** Applying ADDIE on ISD * **Activity:** ISD Model   ***Quiz # 2*** | **[CLO: 2, 3. 4]** |
| **7** | Topic # 4: Cont: **Program Design**  ***Practical Application***   * Production of materials * Pre-During-Post Training requirements * **Activity: Proposal & Activity: Costing**   **Assignment 1: Phase 1-Selected Company** | **[CLO: 1, 4, 5]** |
| **8** | **MID TERM**   * All Topics, RM, Cases, Discussion covered till session 7 * Implied and Application Questions | **[CLO: 2, 3 4]** |
| **9** | Case Analysis 2***: INDCO***   * **Discussion**: Open discussion on case study * **Apply** methods, tools and analysis to solve the case study * Written case analysis based on strategic tools covered | **[CLO: 2, 3, 5]** |
| **10** | Topic # 5: **Instructional Systems Design [ISD}**   * Designing the Content of Instructions * Arranging, Organizing and Planning by ADDIE to ISD * **Activity:** Skill Bazar   **Assignment 2: Phase 2-TNA** | **[CLO: 2,5]** |
| **11** | Topic # 6: **Delivering Trainings**  ***Chapter 5:* Thorne & Macke**   * Identify Methods of delivery * Content for the delivery * Understand Your Style * Strategize for Ending the event   ***Quiz # 3*** | **[CLO: 3, 4]** |
| **12** | Coursera Excercise: ***Offered By: Coursera Project Network*** Training and Development with Eduflow  * Create an online Training on a Topic of your selection. * Complete the T&D Hands on Exercise [Time Allowed: 2 Hours] * <https://www.coursera.org/projects/training-and-development-with-eduflow> * Earn your certificate upon completion | **[CLO: 2, 5]** |
| **13** | Topic # 8: **Traditional Training Methods**  ***Chapter 7: Noe***   * Presentation Methods * Group Building Methods * Choosing a Training Method * **Activity:** Acid River   ***Quiz # 4*** | **[CLO: 2,5]** |
| 14 | Final Proejct: Training Day 1   * Conduct Live Training * Post Training Discussion | All CLO’s |
|  | Final Proejct: Training Day 2   * Conduct Live Training * Post Training Discussion   ***Quiz # 5*** | All CLO’s |
| Final Vivas | | |

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| **Primary Text Book (s):** |
| 1. **Employee Training and Development (7th Edition-Mc Graw Hill Education)**  * *By*: Raymond A. **Noe**  1. **Everything you ever needed to know about training- (4th Edi)**  * *By:* Kaye **Thorne** & David **Macke**  1. **Selected Case Studies from HBS (*Will be uploaded on Moodle*)** |

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| **Reference / Supplementary Reading (s):** |
| 1. Human Resource Development: Learning and Training for Individuals and Organizations  * Edited by: Jhon P. Wislon. Kogan Page Limited  1. Developing Training Material Guide by: Swedish Civil Contingencies Agency (MSB). Dr Mo Hamza |

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| **Useful Online / Web Resources:** |
| * Moodle: [www.moodle.umt.edu.pk](http://www.moodle.umt.edu.pk) * Coursera: <https://www.coursera.org/> * ATD: <https://www.td.org/> * LinkedIn Learning: https://www.linkedin.com/learning/ |

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| **Direct Assessments** | | | | | | | | | | | | | | | |
| **CLOs** | QUIZ 1 | QUIZ 2 | QUIZ 3 | QUIZ 4 | Quiz 5 | CP Case 1 | CP Case 2 | Assignment 1 | Assignment 2 | WAC Case Study 1 | WAC Case Study 2 | MIDTERM EXAM | Final Project Presentation | Final Project Viva | Class Participation |
| 1 | \* |  |  |  |  | \* |  |  |  |  |  |  |  |  |  |
| 2 |  | \* |  |  |  | \* | \* | \* |  |  |  | \* |  |  |  |
| 3 |  |  | \* |  |  |  | \* |  | \* | \* |  | \* | \* |  | \* |
| 4 |  |  |  | \* |  | \* |  |  |  |  | \* |  | \* |  | \* |
| 5 |  |  |  |  | \* |  | \* |  | \* |  |  |  |  | \* | \* |