

### **Course Details:**

**Course Title:** Employee Training & Development **Credit Hours:** 3

**Course Code:** HRM-826

**Pre-requisite:** HRM-806

**Program:** EMBA 2K22

**Sections:** A

### **Course Faculty:**

**Mr. Umar Khalil**

**Office:** Room 305, NUST Business School, NUST H-12, Islamabad

**Consultation Hours:** Tuesday and Wednesday between 1500:1630 hours (appointment by email only).

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### **Course Description:**

The course is designed to give students an in-depth theoretical understanding of the concepts and models underpinning training and development while, at the same time, getting them involved in conducting trainings in real time industry environment. The students, on one hand, will be acquainted with richly theoretical concepts like learning models and psychological issues in delivering a training program and, on the other hand, will be applying pragmatic tools to assess training needs, design, administer employee training, and evaluate both the efficiency and effectiveness of the training program.

### **Course Learning Outcomes:**

After completing this course, students will be able to:

1. *Analyze core concepts, theories, and processes in the field of employee training and development.*
2. *Evaluate the suitability of different employee training and development methods to apply in various scenarios.*
3. *Decide on the most appropriate strategy for implementing training and development initiatives in varying organizational contexts.*
4. *Develop professional presentations with correct use of diction and language.*
5. *Design a report using an appropriate academic writing style.*

### **Program Learning Goals & Objectives:**

Learning Goals & Objectives of the EMBA Program are:

#### **Goal 1: Students will be capable of critical thinking**

LO1.1 Students will be able to solve problems with the application of business knowledge.

LO1.2 Students will be able to evaluate competing decision criteria and alternatives.

**Goal 2: Students will demonstrate leadership skills**

LO 2.1: Students will be able to develop the ability to lead and manage in teams

LO 2.2: Students will be able to make sound decisions

**Goal 3 Students will learn to communicate effectively**

LO 3.1: Students will be able to communicate effectively in oral presentations

LO 3.2: Student will be able to create professional reports

**Goal 4: Students will deal with the ethical dilemmas that arise in a business environment.**

LO 4.1: Students will be able to identify ethical concerns emanating from a business situation.

LO 4.2: Students will be able to apply ethical guidelines to address business problems by examining a set of alternatives.

**Mapping - CLOs with LOs**

Learning Objective	LO 1.1	LO 1.2	LO 2.1	LO 2.2	LO 3.1	LO 3.2	LO 4.1	LO 4.2	Not mapped	Evaluation Item
CLO 1									X	
CLO 2	•									Quiz
CLO 3				•						Class Study Discussions
CLO 4					•					Case Study Presentation
CLO 5						•				Case Study Document

**Note:** ✓ indicates mapped and assessed CLO, ● indicates mapped but not assessed CLO and X indicates unmapped

**Required Course Material:****Textbook (s):**Noe, R. (2017), Employee Training & Development (7<sup>th</sup> Edition)**Additional Material:**

All additional material will be provided on weekly basis (if required) via LMS.

**Course Evaluation:**

Grading will be done as per NBS criteria. The breakup is as follows:

Final Exam	30%
Mid Term Exam	10%
Final Project	20%
Quizzes	10% (minimum 3 Quizzes)
Class Participation	05%
Experiential Activities	25%

## Weekly Schedule:

Week	Lecture No. and Topic	Preparation Material	Session Outcomes
1	Introduction to Course Content Introduction to Employees Training & Development	Neo (2017) – Chapter 1	CLO#1
2	<b>LECTURE 1: Introduction to Employee Training and Development</b> Key Components of Learning Designing Effective Training The Forces Influencing Working and Learning	Neo (2017) – Chapter 1	CLO#1
3	<b>LECTURE 2: Strategic Training</b> Learning as a Strategic Focus The Strategic Training and Development Process Organizational Characteristics that Influence Training	Neo (2017) – Chapter 2	CLO#1
4	<b>LECTURE 3: Strategic Training</b> Training Needs in Different Strategies Models of Organizing the Training Department Marketing Training and Creating a Brand	Neo (2017) – Chapter 2  HBR Case: IndCo: Challenges of Designing and Implementing Customized Training – Pathak & Srivastava	CLO#2
5	<b>LECTURE 4: Needs Assessment</b> Why is Needs Assessment Necessary? Methods Used in Needs Assessment The Needs Assessment Process Competency Models	Neo (2017) – Chapter 3	CLO#1&2
6	<b>LECTURE 5: Learning and Transfer of Training</b> Learning Theories Goal Theories Need Theories	Neo (2017) – Chapter 4	CLO#1
7	<b>LECTURE 6: Learning and Transfer of Training</b> Transfer of Training Theory The Learning Process Implications of the Learning Process and Transfer of Training for Instruction	Neo (2017) – Chapter 4	CLO#2
8	<b>LECTURE 7: Training Evaluation</b> Overview of the Evaluation Process Evaluation Designs  <b>Final Project: Milestone-1 Submission</b>	Neo (2017) – Chapter 6	CLO#3
9	<b>MID SEMESTER EXAM</b>		
10	<b>LECTURE 8: Traditional Training Methods</b> Presentation Methods Hands-on Methods Group Building Methods	Neo (2017) – Chapter 7	
11	<b>LECTURE 9: Technology-Based Training Methods</b>	Neo (2017) – Chapter 8	CLO#2&4

	Technology's Influence on Training and Learning Computer-Based Training Online Learning, Web-Based Training E-Learning		
12	<b>LECTURE 10: Employee Development and Career Management</b> Development Planning Systems Approaches to Employee Development	Neo (2017) – Chapter 9  Microsoft's Vega Project: Developing People and Products – Bartlett & Wozny	
13	<b>LECTURE 11: Employee Development and Career Management</b> Assessment Job Experiences Matching Job Experiences to Employees' Development Special Topics in Employee Development	Neo (2017) – Chapter 9	CLO#5
14	<b>LECTURE 13: Social Responsibility: Legal Issues, Managing Diversity, and Career Challenges</b> Legal Issues Managing a Diverse Workforce at Home and Abroad Melting the Glass Ceiling Cross-Cultural Preparation  <b>Final Project: Milestone-2 Submission</b>	Neo (2017) – Chapter 10	CLO#3, 4
15	<b>LECTURE 14: Future of Training &amp; Development</b> Speed in Design Focus on Content, and use of Multiple Delivery Methods Sharing Intellectual Capital and Social Learning Just-In-Time Learning Performance Support	Neo (2017) – Chapter 10	CLO#4
16	<b>LECTURE 15:</b>  <b>Final Project: Milestone-3 Project Presentation</b>		CLO#5
17	<b>BUFFER WEEK</b>		
18	<b>END SEMESTER EXAM</b>		

## **Details of Assessments:**

### **Class Participation:**

Class Participation: Students are encouraged to share their point of view with the class regarding the relevant subject matter, and students are encouraged to take part in constructive, relevant and professional debates in class. This is an important aspect of the course, therefore 5% of the marks in the overall assessment are exclusively given to class participation. The 5% marks will be awarded based on the participation in lectures, case studies and class activities.

### **Experiential Activities:**

The students will be assigned activities on practical framework, they will be carrying out the gap analysis study, training need analysis assignment based to the customer feedback, they will be asked to design a training matrix of the company and also make a Quarter 1 training report for the management review, they will also be asked to design a 3 day Training Program for the Management Retreat. These activities will give hands-on knowledge of the industry and it is very important for them to participate, hence 25% weightage has been given.

### **Project and Presentation:**

In this course, you will do a group project. Every group will select a local organization of at least 150 employees (it may be a well-established (local) company, family-owned business, or a start-up etc.). Ideally the organization must have an outdated Training and Development Program or be in the process of revamping their Training and Development Policy or implanting a new Training and Development Program.

Your final project holds a very significant percentage of your final grade. It's important that you understand its requirements from day 1 of this course. Your final project is to produce a Business Case Study based on a Pakistani company (requirement given above). The final project will be done in groups and a maximum of 4 members are allowed in one group.

### **Milestones**

***Milestone 1: (5%)*** Choose a Pakistani company on which you want to write a Training & Development based case study. You are required to conduct detailed discussions with the CEOs/Senior HR Managers (or decision makers) of the organizations to get information about the problem/challenge/opportunity on which a business case can be written. This shall be submitted in week 8 of the semester (prior to midterm).

***Milestone 2: (10%)*** The second draft including a Teaching Note of the Case Study shall be Part II of your final project. The final submission will take place in week 14. It is important for you to understand that part II will be extracted from part I, so it will not be possible for you to change the topic or the company at this stage.

***Milestone 3: Presentation (5%)*** – All group members MUST present. Every student will be individually marked for the presentation.

***A sample file on the contents and structure of the report will be available on LMS.***

## **Quizzes:**

There will be 03 quizzes for this course. There will be no make-up quizzes under any circumstances.

## **Course Policies:**

### **Attendance:**

- **The NUST attendance policy requires a minimum of 75% attendance for a student to appear in the End Semester Exam.** Class attendance will be taken anytime during the class. Do not be late for class otherwise you will be marked **absent** for the session(s). If you are away on official NUST duty, it is the student's responsibility to inform the instructor on time with an official note.
- It is the student's responsibility to continuously monitor his/her attendance. **Do Not ask the instructor to change/modify the attendance**, unless there has been an accidental oversight. In such an event, the student should inform the instructor of the error (with proof) **before** the month ends.
- Students are encouraged not to miss classes, however in the case of such eventuality they are required to consult LMS and follow-up from peers, so they come well prepared in the classes.

### **Discipline/Deadline Extension Policy:**

Students are intimated in advance that there is no room for deadline extensions in this module for individual as well as for group activities/ submissions. The sole reason for this is the provision of similar grounds to each Student. Therefore do not ask for any such favours. Prove yourself as educated, well groomed individual during your stay.

### **Examination:**

The course will have two exams to measure Student's understanding of the subject, mid-term in the 9<sup>th</sup> and final in the 18<sup>th</sup> week of the course. Students are required to present their arguments in a systematic and well-balanced approach. Use of headings will be highly appreciated. The Students are encouraged to read and reference from a variety of material to present a thorough understanding of the module.

### **Academic Dishonesty:**

Students need to carefully consider NUST Business School's policies regarding plagiarism. Group-work is encouraged but any form of plagiarism is unacceptable and will not be tolerated. Strict action will be taken against any student(s) found plagiarizing any material and submitting it as his/her own. It is expected that all work that is submitted will be your own. Any ideas or content that come from another source must be properly cited (including any content taken from the Internet, books, articles and lectures). Make sure you understand the Plagiarism policy handed to you by the university (Student Handbook). Moreover, Turnitin will be used as the plagiarism software to evaluate all your submissions.

### **Plagiarism and Penalty**

1. Plagiarism will NOT be tolerated at any stage during this course. Students using any unethical means to progress in this course will be heavily penalized when being

graded. The work will be marked as zero. Further actions against them may also be taken according to NUST's disciplinary policy.

2. Similarity index of 19% or above will be considered as plagiarized.
3. Please note that using quotes from other reference material is allowed but is not excluded from similarity check
4. Similarity of 3% or above with single source will be considered as plagiarism
5. Use of AI generated content 20% or above will be considered as plagiarism.
6. The plagiarized assignment or project will be marked as zero

### **Consultation & Contact:**

I am available in my office Tuesday and Wednesday, but you need to seek appointment through my official email [umar.khalil@nbs.nust.edu.pk](mailto:umar.khalil@nbs.nust.edu.pk) at least a day in advance other than in emergency cases.

### **Cell Phone Policy:**

When cell phones ring and students respond in class or leave class to respond, it disrupts the class. The use by students of cell phones or similar communication devices during scheduled classes is prohibited. All such devices must be turned off. At the discretion of the instructor, exception to this policy is possible, in special circumstances.

### **Reading Policy:**

Students are responsible for coming prepared to class. The required reading material assigned for each class must be prepared before the session as this is necessary for conducting a discussion based interactive session.

### **Dos and Don'ts:**

<i><b>DO</b></i>	<i><b>DO NOT</b></i>
Come to class <b><u>on time</u></b> and having completed the reading material.	Submit assignments, quizzes late. Such assignments and quizzes will not be accepted.
Take notes during the lectures.	<b><u>Cause disturbance</u></b> in class.
Research topics and news items for constructive (and respectful) in-class debates.	Eat/Drink food in class.
Let the lecturer know in advance if you need to miss a class.	Ask the lecturer to reschedule deadlines.
Constantly monitor the course outline and have it with you at all times.	<b><u>Ask the lecturer to change attendance details.</u></b>
<b><u>Switch off/Put your phones on silent</u></b> during class.	<b><u>Forget to write some form of identification on each document that is due for submission of any kind.</u></b>
Follow submission instructions for any assessment content	Make up your own format of labelling / submission of assessed material – you <b>will</b> lose marks for this