Subject Description Form

Subject Code	MM3131
Subject Title	Training and Development
Credit Value	3
Level	3
Normal Duration	1-semester
Pre-requisite / Co-requisite/ Exclusion	**Pre-requisite:** Management and Organisation (MM2021) or equivalent
Role and Purposes	This subject provides skills and knowledge in organizing training and development (T&D) for employees in organizations, a key area of HRM, and demonstrates the contributions of training and development to personal and organizational effectiveness.
Subject Learning Outcomes	Upon completion of the subject, students will be able to: a. explain the role of training and development in organizations. b. assess training and development needs, design, deliver and administer training programmes, and evaluate training and development programme effectiveness. c. discuss current issues facing training and development professionals and develop their critical and creative thinking skills.
Subject Synopsis/ Indicative Syllabus	**The Role of Training and Development in an Organization** Link between learning, education, and training and development; Relationship between training and other human resource functions; Evaluation of the contributions of training and development in improving organizational performance. **Theories of Learning** The learning process; The learning curve; The learning styles; Definitions and criteria for good learning objectives. **Assessment of Training and Development Needs** The systematic approach to training and development; The needs assessment process: organizational analysis, person analysis, and task analysis; Methods of Training Needs Assessment. **Training Methods and Techniques** Selecting different methods of training; Use of technological-based training methods. **Administration of Training Activities** Selecting a training provider; Establishing a Training Center. **Evaluation of Training Activities** Transfer of training; Reasons for training evaluation; The evaluation process; The Four-Level Model: Reaction, Learning, Behavior, and Results. **Employee Development** The importance of employee development; Succession planning.

| | | Teaching/Learning Methodology | The lectures will present essential knowledge and theories in training and development, while the seminars will offer opportunities for students to practice their T&D skills, such as facilitation and presentation skills. Flipped learning approach and experiential learning methods including role-play, self-awareness exercises, will help students better understand personal learning and employee development issues for organizational effectiveness. |

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Assessment Methods in Alignment with Intended Learning Outcomes

Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)			
		a	b	c	d
Continuous Assessment	**60%**				
1. Class Participation	10%	✓		✓	✓
2. Individual Assignment Reflection Journal	15%				
3. Group Project	35%	✓	✓	✓	✓
Examination	**40%**	✓	✓	✓	✓
Total	100%				

Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.

Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:

The reflection journal allows students to understand themselves from a learners' perspective better. Through an opportunity of experiential learning, students reflect on how to apply their self-development experience in workplace training and development context.

Through the group project, students can apply and demonstrate T&D skills, knowledge, and theories learned to design creative training solutions that contribute to organizational effectiveness. Feedback is given to students immediately following the presentations, and all students are invited to join this discussion.

To pass this subject, students are required to obtain Grade D or above in the overall subject grade.

Student Study Effort Required

Class contact:	
▪ Lectures	26 Hrs.
▪ Seminars	13 Hrs.
Other student study effort:	
▪ Preparation for Individual Assignment	39 Hrs.
▪ Preparation for Group Assignment	39 Hrs.
Total student study effort	117 Hrs.

Reading List and References	Indicative references:

Dachner, A. M, Ellingson, J. E, Noe, R. A, & Saxton, B. M. (2021). The future of employee development. *Human Resource Management Review, 31, 100732.* https://doi.org/10.1016/j.hrmr.2019.100732

Noe, R. A. (2023). *Employee Training and Development,* 9th ed., McGraw-Hill

Pauli, U. (2020). Training professionalisation and SME performance. *Human Resource Development International, 23*(2), 168–187.

Soria, R. & Hanshaw, G. (2024, July). *Learners, meet your AI role-play partner. Harness artificial intelligence chatbots to ready learners for real-world scenarios*. ATD TD Magazine, p. 14 - 15.

Other references
Human Resource Management Review
Human Resource Development Review
International Journal of Human Resource Management
Journal of Applied Psychology

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