UNSW Course Outline

MGMT3729 Managing Training and Development - 2024

Published on the 25 Aug 2024

General Course Information

Course Code : MGMT3729
Year : 2024
Term : Term 3
Teaching Period : T3
Is a multi-term course? : No
Faculty : UNSW Business School
Academic Unit : School of Management and Governance
Delivery Mode : In Person
Delivery Format : Standard
Delivery Location : Kensington
Campus : Sydney
Study Level : Undergraduate
Units of Credit : 6

Useful Links

[Handbook](#) [Class Timetable](#)

Course Details & Outcomes

Course Description

This course examines the theory and practice of training and development. Training and development are essential components of successful and strategic human resource management. In the expedited careers of the modern workplace, the mechanisms by which skills

are acquired, accredited, and rewarded are of increasing importance for a broad range of stakeholder groups in organisations. By following the essentials of employee training and development, learning and growth among talent can occur more effectively and efficiently in the pursuit of organisational goals. This course will teach you to apply core principles of training and development to wide applications across individual, group, and organisational levels of analysis.

Course Aims

In this course, you will gain a deeper understanding of the theory and practice of training and development in organisations. Here, you will learn the overarching principles behind guiding employee development with considerations for the future. Within the course, we will cover topics and activities including strategic alignment, needs assessment, learning and training transfer, context and evaluation, career development, and emerging trends.

Relationship to Other Courses

The aim of this course is to provide you with a deeper understanding of training, learning, and development within organisations. The course draws from a range of management and learning theories with significant practical applications for employee development. Through exploration and application of theories and concepts, you will consider and examine 'best practices' for managing training and development as well as promoting learning and growth across employees. Overall, this course builds upon the body of knowledge gained from courses you have previously undertaken. With successful course completion, the expansion of your knowledge in terms of training, learning, and development has broad applications for future courses and experiences across a variety of disciplines.

Course Learning Outcomes

Course Learning Outcomes
CLO1 : Reflect on the value of training and development.
CLO2 : Examine the application of learning theories to training practice
CLO3 : Discuss best practices for managing employee development
CLO4 : Conduct a training needs analysis with strategic goal alignment.
CLO5 : Describe the key components of skill development in organisations.

Course Learning Outcomes	Assessment Item
CLO1 : Reflect on the value of training and development.	• Reflective Report 1 • Reflective Report 2 • Training Plan • Take home exam
CLO2 : Examine the application of learning theories to training practice	• Reflective Report 1 • Reflective Report 2 • Training Plan • Take home exam
CLO3 : Discuss best practices for managing employee development	• Reflective Report 1 • Reflective Report 2 • Training Plan • Take home exam
CLO4 : Conduct a training needs analysis with strategic goal alignment.	• Reflective Report 1 • Reflective Report 2 • Training Plan • Take home exam
CLO5 : Describe the key components of skill development in organisations.	• Reflective Report 1 • Reflective Report 2 • Training Plan • Take home exam

Learning and Teaching Technologies

Moodle - Learning Management System

Learning and Teaching in this course

This course was designed with your best interests in mind. In structuring the course, there is a deliberate balance between offering flexibility where possible while selecting the best ways to achieve our learning goals. Learning material will come from a variety of mediums and sources including textbook readings, lecture slides, video clips, and discussions of recent experiences

and current events. This content is quite structured with weekly topics building on previous content as we move through the course. The course involves a combination of three components each week: a two-hour lecture, a one-and-a-half-hour tutorial, and individual study. There are inherent expectations that you: 1. Review the respective textbook chapters/other assigned readings and 2. Follow the posted lecture material and attend tutorials as scheduled on a weekly basis.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates
Reflective Report 1 Assessment Format: Individual	25%	Due Date: 11/10/2024 04:30 PM
Reflective Report 2 Assessment Format: Individual	25%	Due Date: 08/11/2024 04:30 PM
Training Plan Assessment Format: Individual	25%	Due Date: 15/11/2024 04:30 PM
Take home exam Assessment Format: Individual	25%	

Assessment Details

Reflective Report 1

Assessment Overview

In this assessment, you will reflect and report on recent course content with the integration of potential contributions to society, business, and career ahead.

Assesses: PLO1, PLO2, PLO3, PLO5, PLO7

Course Learning Outcomes

- CLO1 : Reflect on the value of training and development.
- CLO2 : Examine the application of learning theories to training practice
- CLO3 : Discuss best practices for managing employee development
- CLO4 : Conduct a training needs analysis with strategic goal alignment.
- CLO5 : Describe the key components of skill development in organisations.

Assessment Length

1,200 – 1,600 words

Assessment information

See posted assessment instructions on Moodle.

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students do not see Turnitin similarity reports.

Generative AI Permission Level

No Assistance

This assessment is designed for you to complete without the use of any generative AI. You are not permitted to use any generative AI tools, software or service to search for or generate information or answers.

For more information on Generative AI and permitted use please see here.

Reflective Report 2

Assessment Overview

In this assessment, you will reflect and report on recent course content with the integration of potential contributions to society, business, and career ahead.

Assesses: PLO1, PLO2, PLO3, PLO5, PLO7

Course Learning Outcomes

- CLO1 : Reflect on the value of training and development.
- CLO2 : Examine the application of learning theories to training practice
- CLO3 : Discuss best practices for managing employee development
- CLO4 : Conduct a training needs analysis with strategic goal alignment.
- CLO5 : Describe the key components of skill development in organisations.

Assessment Length

1,200 – 1,600 words

Assessment information

See posted assessment instructions on Moodle.

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Generative AI Permission Level

No Assistance

This assessment is designed for you to complete without the use of any generative AI. You are not permitted to use any generative AI tools, software or service to search for or generate

information or answers.

For more information on Generative AI and permitted use please see [here](#).

Training Plan

<u>Assessment Overview</u>

In this authentic and problem-based assessment, you will apply course principles and practice your employee/industry development planning by designing a training plan based upon a real problem/case (and anticipated conditions).

Assesses: PLO1, PLO2, PLO3, PLO5, PLO6, PLO7

myBcom points and PL06

<u>Course Learning Outcomes</u>

- CLO1 : Reflect on the value of training and development.
- CLO2 : Examine the application of learning theories to training practice
- CLO3 : Discuss best practices for managing employee development
- CLO4 : Conduct a training needs analysis with strategic goal alignment.
- CLO5 : Describe the key components of skill development in organisations.

<u>Detailed Assessment Description</u>

In this authentic and problem-based assessment, you will apply course principles and practice your employee/industry development planning by designing a training plan based upon a real problem/case (and anticipated conditions).

Assesses: PLO1, PLO2, PLO3, PLO5, PLO6, PLO7

<u>Assessment Length</u>

1,200-1,600 words

<u>Assessment information</u>

See posted assessment instructions on Moodle.

<u>Assignment submission Turnitin type</u>

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

<u>Generative AI Permission Level</u>

Simple Editing Assistance

In completing this assessment, you are permitted to use standard editing and referencing functions in the software you use to complete your assessment. These functions are described below. You must not use any functions that generate or paraphrase passages of text or other media, whether based on your own work or not.

If your Convenor has concerns that your submission contains passages of AI-generated text or media, you may be asked to account for your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

For more information on Generative AI and permitted use please see here.

Take home exam

Assessment Overview

This summative multiple choice-style exam (timed) tests your knowledge of course terms and information in a rapid manner to ensure that course content can be applied at conversational speed.

Assesses: PLO1, PLO2, PLO7

Course Learning Outcomes

- CLO1 : Reflect on the value of training and development.
- CLO2 : Examine the application of learning theories to training practice
- CLO3 : Discuss best practices for managing employee development
- CLO4 : Conduct a training needs analysis with strategic goal alignment.
- CLO5 : Describe the key components of skill development in organisations.

Assessment Length

50 questions

Assessment information

The final exam is delivered online via Moodle.

Assignment submission Turnitin type

Not Applicable

Generative AI Permission Level

Not Applicable

Generative AI is not considered to be of assistance to you in completing this assessment. If you do use generative AI in completing this assessment, you should attribute its use.

For more information on Generative AI and permitted use please see here.

General Assessment Information

As a student at UNSW you are expected to display academic integrity in your work and interactions. Where a student breaches the UNSW Student Code with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the Working with Academic Integrity module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Grading Basis

Standard

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 9 September - 15 September	Lecture	Tuesday 9-11 am (week 1 - 5, week 7- 10, BUS220)
	Tutorial	Tuesday 11-12:30 pm (week 1 - 5, week 7 - 10, BUS 114) Wednesday 4-5:30 pm (week 1 - 5, week 7 - 10, Law 201) Tutorial Introductions & Overview of Lecture Content • Tutorial Introductions • Discussion of Week 1 Lecture Material
Week 2 : 16 September - 22 September	Lecture	Strategic Training • Textbook reading: Chapter 2
	Tutorial	Highlighted Discussion of Lecture Content: Training for our mission and developing for our vision • Discussion of Week 2 Lecture Material
Week 3 : 23 September - 29 September	Lecture	Conducting Needs Assessment • Textbook reading: Chapter 3
	Tutorial	Highlighted Discussion of Lecture Content: What are we missing? • Discussion of Week 3 Lecture Material
Week 4 : 30 September - 6 October	Lecture	Learning & Training Transfer • Textbook reading: Chapter 4
	Tutorial	Highlighted Discussion of Lecture Content: Individual motivations • Discussion of Week 4 Lecture Material
Week 5 : 7 October - 13 October	Lecture	Training Context & Design • Textbook reading: Chapter 5
	Tutorial	Highlighted Discussion of Lecture Content: Setting the context • Discussion of Week 5 Lecture Material
	Assessment	Reflective Report #1 due Friday 11 October by 4:30 pm (AEDT).
Week 6 : 14 October - 20 October	Lecture	Flexibility Week • No new material • No expected meetings
	Lecture	Evaluation of Training • Textbook reading: Chapter 6
Week 7 : 21 October - 27 October	Lecture	Training Sources & Methods • Textbook readings: Chapter 7
	Tutorial	Highlighted Discussion of Lecture Content: Justifying the value • Discussion of Week 7 Lecture Material
Week 8 : 28 October - 3 November	Lecture	Lecture Applications of Training
	Tutorial	Highlighted Discussion of Lecture Content: Applications of training • Discussion of Week 8 Lecture Material
Week 9 : 4 November - 10 November	Lecture	Employee Development & Career Considerations • Textbook reading: Chapter 9
	Tutorial	Highlighted Discussion of Lecture Content: Mentoring in modern organisations • Discussion of Week 9 Lecture Material
	Assessment	Reflective Report #2 due Friday 8 November by 4:30 pm (AEDT).
Week 10 : 11 November - 17 November	Lecture	The Future of Training/Development • Textbook readings: Selected parts of Chapters 10 & 11 with supplementary material (not in textbook)
	Tutorial	Highlighted Discussion of Lecture Content: Emerging trends and final thoughts • Course wrap-up • Discussion of Week 10 Lecture Material
	Assessment	Training Plan due Friday 15 November by 4:30 pm (AEDT).

Attendance Requirements

Please note that lecture recordings are not available for this course. Students are strongly

encouraged to attend all classes and contact the Course Authority to make alternative arrangements for classes missed.

General Schedule Information

The lecture and tutorials are delivered in a live, face-to-face format.

Course Resources

Prescribed Resources

The website for this course is on Moodle. Additional course resources to support your learning experience will be provided on this site.The required textbook for this course is: ISE Employee Training & Development (9th edition) by Raymond Noe (McGraw Hill). The textbook is available through the UNSW Bookstore (and elsewhere) in paperback and digital versions.

Recommended Resources

Additional resources to be posted on Moodle.

Additional Costs

N/A

Course Evaluation and Development

MGMT3729 has been designed with your best interests in mind. The organisation of *Managing Training & Development* aims to strike a healthy balance across goals and circumstances. We cover a range of exciting topics that can be widely applied in your future growth and career development. In leading the course, we use a variety of mediums and sources to enrich your learning. Across our student-centred (and problem-based) assessments, you have meaningful opportunities to practice new knowledge and skills with the flexibility to tailor responses toward your interests and concerns. This course continues be a positive experience based upon student feedback; however, this course is continually being refined through a sustained process of stakeholder consultation, planning, and course redesign. Each term, modifications are made that aim to improve the course and foster student success. Some key examples of recent changes include updating assessments across intended purposes, refreshing content, and bolstering guidance within marking guides. Informal feedback about the course as we progress in the term is always appreciated.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Lecturer	Andrew Dhaenens		Room 539, UNSW Business School		By appointment	No	Yes

Other Useful Information

Academic Information

COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the Policies and Guidelines page.

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to UNSW graduate capabilities. More information on Coursework PLOs is available on the Policies and Guidelines page. For PG Research PLOs, including MPDBS, please refer to UNSW HDR learning outcomes.

Academic Honesty and Plagarism

As a student at UNSW you are expected to display academic integrity in your work and interactions. Where a student breaches the UNSW Code of Conduct with respect to academic integrity, the University may take disciplinary action. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Code of Conduct, it is strongly recommended that you complete the Working with Academic Integrity module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Submission of Assessment Tasks

SHORT EXTENSIONS

Short Extension is a new process that allows you to apply for an extended deadline on your assessment without the need to provide supporting documentation, offering immediate approval during brief, life-disrupting events. Requests are automatically approved once submitted.

Short extensions are ONLY available for some assessments. Check your course outline or Moodle to see if this is offered for your assessments. Where a short extension exists, all students enrolled in that course in that term are eligible to apply. Further details are available the UNSW Current Students page.

SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable.

Applications can only be made online and will NOT be accepted by teaching staff. Applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application. The majority of applications will be processed within 3-5 working days.

For further information, and to apply, see Special Consideration on the UNSW [Current Students](#) page.

LATE SUBMISSION PENALTIES

LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. In the case of an approved Equitable Learning Plan (ELP) provision, special consideration or short extension, the late penalty applies from the date of approved time extension. After five days from the extended deadline, the assessment cannot be submited.

An assessment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the 'wrong' assessment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

Faculty-specific Information

PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to this page.
- Students in the **School of Banking & Finance** should also refer to this page.
- Students in the **School of Information Systems & Technology Management** should also refer to this page.

COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the myExperience survey, which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

QUALITY ASSURANCE

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the Class Timetable website for the most up-to-date teaching times and locations.