



Program: Undergraduate

Program Level ☒ Bachelor ☐ Graduate Diploma ☐ Master ☐ Higher Graduate Diploma ☐ Doctor

Course Title: People and Talent Management

Faculty/College/Institute: MUIC

Course Code: ICTB 301

Department: Tourism and Hospitality Management

## Course Specification

### Section 1 General Information

#### 1. Course Code and Title

In Thai ICTB 301 การจัดการทรัพยากรบุคคลและคนเก่ง

In English ICTB 301 People and Talent Management

#### 2. Number of Credits

4 (4-0-8)

(Theory 4 hrs. Practice 0 hrs. Self-Study 8 hrs./week)

#### 3. Curriculum and Course Type

3.1 Program Undergraduate Degree (International Program)

3.2 Course Type Specific Course ☒ Compulsory Course ☐ Elective Course

#### 4. Course Coordinator and Instructor

4.1 Course Responsible Instructor Boontip Boonbumroongsuk, Ph.D.

Email: [boontip.boon@mahidol.ac.th](mailto:boontip.boon@mahidol.ac.th)

#### 5. Trimester/Class Level

5.1 Trimester 2024-2025\_T1 / Class Level: Bachelor Degree

5.2 Number of Students Allowed Approximately 40 Students

#### 6. Prerequisites

ICTB 202 Principles of Management

#### 7. Co-requisites

N/A



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## Section 2 Course Goals and Course Description

### 1. Course Goals

The purpose of this course is to introduce students to the fundamentality of people and talent management knowledge in travel and service business. Students will be able to confer and apply knowledge/skills learned in evaluating the effectiveness of basic functions of people and talent management in the travel and service businesses.

### 2. Course Description

(In Thai) ภาพรวมของการจัดการทรัพยากรมนุษย์และการจัดการคนเก่ง กระบวนทัศน์ในการบริหารจัดการบุคลากร โครงสร้างองค์กร การวางแผนกำลังคน การออกแบบงานและสถานที่ทำงาน การสรรหาและการคัดเลือกบุคลากร การเตรียมความพร้อมของพนักงาน การจัดการอาชีพ การฝึกอบรม และการพัฒนาบุคลากร การบริหารผลการปฏิบัติงาน การบริหารค่าตอบแทน; การบริหารความสัมพันธ์และสวัสดิการของพนักงาน แนวทางการปฏิบัติในการลาออกของพนักงาน

(In English) Overview of human resources management and talent management; paradigm shift of people management; organizational structures; workforce planning; designs of jobs and the workplace; recruitment and selection; employee onboarding; career management, training, and development; performance management; compensation management; employee relations and welfare management; turnover management

## Section 3 Course Objectives, Course-level Learning Outcomes and Course Implementation

### 1. Course Objectives

The objectives of the course are to equip students with the following knowledge and skills:

#### A. Knowledge

- i. Factual knowledge on the meaning of people and talent management, human resource (HR) functions, and the relationship of strategic human resource management (SHRM) to achieving organizational goals within travel and service businesses
- ii. Practical knowledge on implementation of major human resource management functions



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## B. Skill

### i. Cognitive Domain

- Define people management, talent management, and different HR functions
- Relate SHRM to the achievement of organizational objectives
- Demonstrate understanding of the paradigm shift in people management
- Develop solutions to issues in people and talent management
- Analyze real-world organizational scenarios in managing people

### ii. Ethical Reasoning

- Identify ethical issues in people and talent management

### iii. Communication Skills (e.g., add dimensions like towards customers, employees, peers)

- Outline steps in giving effective feedback to employees
- Demonstrate the ability to communicate with team members

### iv. Collaboration Skills

- Display team spirit, acceptance of different ideas, and respect for peers
- Demonstrate the ability to cooperate in group activities and work in teams

## C. Character: Affective Skills-Behavior

- Listen attentively to the lecturer in class
- Follow directions and comply with assignment guidelines
- Show self-reliance when working independently
- Understand and accept own strength and weakness in people management
- Display the ability to empathize with peers



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## 2. Course-level Learning Outcomes (CLOs):

On completion of the course, the students will be able to:

- 1) CLO1 Explain the significance of effective people and talent management for organizational success
- 2) CLO2 Determine relevant people and talent management strategies flexible to real-world organizational scenarios
- 3) CLO3 Apply ethical principles and industry standards in people and talent management decisions and practices
- 4) CLO4 Demonstrate the ability work effectively with team members
- 5) CLO5 Describe personal knowledge, skill gaps, and developmental areas in the context of people and talent management

## 3. How to organize learning experiences to develop the knowledge or skills stated in number 1 and how to measure the learning outcomes

CLOs	Teaching and Learning Experience Management Methods				Summative Assessment Method						
	Interactive Lecture	Group Discussion	Case Study	Project-based Learning	In-Class Assignment	Reflective Essay	Case Study Analysis	Group Project Report	Presentation	Peer Assessment	Quiz (Open-Ended)
CLO1	X	X	X	X	X		X	X	X		X
CLO2	X	X	X	X	X		X	X	X		X
CLO3	X	X	X	X	X		X	X	X		X
CLO4		X	X	X	X					X	
CLO5	X		X	X		X					



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## Section 4 Lesson Plan and Evaluation

### 1. Lesson Plan

Teaching Period	Topics/Details	Number of hours		Methods: Teaching Approach	Assessment	Lecturer
		Theory*	Practice**			
1	Course Introduction and Agreement	1	-	Interactive Lecture	-	Boontip B.
	Topic 1: The Triple Disruption Scenario and its Effects on Businesses & People and Talent Management	3	-	Interactive Lecture and Group Discussion	In-Class Assignment	Boontip B.
2	Topic 2: The Paradigm Shift of People Management	3	-	Interactive Lecture and Group Discussion	In-Class Assignment	Boontip B.
	Group Project Briefing	1	-	Interactive Lecture	-	Boontip B.
3	Topic 3: Organizational Structures and Workforce Planning	2	-	Interactive Lecture and Group Discussion	In-Class Assignment	Boontip B.
	Topic 4: Job Analysis and the Re-Designs of Jobs and the Workplace	2	-	Interactive Lecture and Group Discussion	In-Class Assignment	Boontip B.
4	Topic 5: Recruitment and Selection	3	-	Interactive Lecture and Group Discussion	In-Class Assignment	Boontip B.
	Topic 6: Employee Onboarding Experience Design	1	-	Interactive Lecture and Group Discussion	In-Class Assignment	Boontip B.
5	Case Study Analysis No.1	4	-	Case Study	Case Study Analysis	Boontip B.
6	Topic 7: Career Management, Training, and Development	4	-	Interactive Lecture and Group Discussion	In-Class Assignment	Boontip B.
7	Topic 8: Performance Management	4	-	Interactive Lecture and Group Discussion	In-Class Assignment	Boontip B.
8	Case Study Analysis No.2	4	-	Case Study	Case Study Analysis	Boontip B.



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Teaching	Topics/Details	Number of hours		Methods:	Assessment	Lecturer
9	Topic 9: Compensation	2		Interactive Lecture and Group Discussion	In-Class Assignment	Boontip B.
	Topic 10: Employee Relations, Welfare, and Turnover Management	2	-	Interactive Lecture and Group Discussion	In-Class Assignment	Boontip B.
10	Course Summary	1		Interactive Lecture	Reflective Essay	Boontip B.
	Individual Quiz	3	-	Case Study	Quiz (Open-Ended)	Boontip B.
11	Group Project Presentation	4	-	Project-based Learning	Group Project Report, Presentation, and Peer Assessment	Boontip B.
12	Group Project Presentation	4	-	Project-based Learning	Group Project Report, Presentation, and Peer Assessment	Boontip B.
Total Hours		48	-			

## 2. Plan for Assessment of Expected Course-Level Learning Outcomes (CLOs)

### 2.1 Measurement and Evaluation of learning achievement

#### A. Formative Assessment

Student learning is monitored throughout the course by providing ongoing feedback to improve learning. Students will be provided with the score and feedback of their assignments and group projects to help students identify their strengths and weaknesses and target areas that need improvement.



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## B. Summative Assessment

### (1) Tool and weight for measurement and evaluation

Learning Outcomes	Summative Assessment Method							Weight (Percentage)
	In-Class Assignment	Reflective Essay	Case Study Analysis	Group Project Report	Presentation	Peer Assessment	Quiz (Open- Ended)	
CLO1 Explain the significance of effective people and talent management for organizational success	1		5	10	5		10	31
CLO2 Determine relevant people and talent management strategies flexible to real-world organizational scenarios	1		10	5	5		5	26
CLO3 Apply ethical principles and industry standards in people and talent management decisions and practices	1		5	5	5		5	21
CLO4 Demonstrate the ability work effectively with team members	2					10		12
CLO5 Describe personal knowledge, skill gaps, and developmental areas in the context of people and talent management		10						10
<b>Total</b>	<b>5</b>	<b>10</b>	<b>20</b>	<b>20</b>	<b>15</b>	<b>10</b>	<b>20</b>	<b>100</b>

### (2) Grading

- To get an evaluation, students are expected to attend at least 80% of the class:  
If a student is unable to attend classes, the student must email the lecturer stating the reason for absence and provide attachment(s) of valid evidence (e.g., medical certificate). For other reasons, the student must check with the lecturer whether they would be excused.
- Plagiarized answers and AI-generated answers:  
The maximum allowance for plagiarism percentage per assignment is 10%. If plagiarism is highly detected, the assignment may not be evaluated. Students must ensure proper referencing is always made in APA style according to Mahidol University. AI-generated answers will not be marked and can result in a zero score for the assignment/quiz.



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- **In-Class Assignment (5%):**

Students are to reflect and discuss the application of taught concepts by participating in class activities and discussions throughout the course. Points can be collected only when a student is present in the class that the activity is conducted. The schedule of in-class activities may change due to the flow of teaching to accommodate different groups of students in each trimester. If the student is absent due to medical reasons (with valid proof of absence), a make-up assignment can be assigned.
  - **Reflective Essay (10%):**

Through introspection and analysis, students are required to identify their personal strengths, weaknesses, and areas of development in relation to managing people as a future manager or leader in the Travel and Service Business sector.
  - **Case Study Analysis (20%):**

There will be two case study analyses (Week 5 and 8), in which the case studies and questions will be given to students in advance. Students are to prepare and present their answers as a group. All group members are expected to contribute equally to the formulation and the presentation of answers. Submissions are required as presentation slides only, and no reports are required. Each case study is 10%.
  - **Group Project Report (20%):**

A group project assignment will be conducted to allow students to apply theories and concepts learnt in class to real world cases. Each group is to collect data via in-depth interview and critically analyze an organization of choice on how the company manages its HR functions (i.e., recruitment and selection, performance management, career management, training and development, compensation, and employee relations). Students are to make suggestions on how the organization can better manage their people and talent in relation to business strategies and changing demands/trends of the Travel and Service Business.





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Program Level



Bachelor



Graduate Diploma



Master



Higher Graduate Diploma



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- Group Project Presentation (15%):

Students are to interactively present their findings and analysis of the group project and answer critical questions about how the company manages its HR functions and the suggestions made.

- Peer Assessment (10%):

Students are to assess each of their team members and themselves based on clarity of communication and attitude when involved in the group work to ensure that students respect different ideas, be culturally sensitive, and accept team's consensus to enhance a healthy working environment.

- Quiz (20%):

Based on all course contents and a case study (given in advance), the quiz will include open-ended questions to assess student's overall understanding and application of the course contents to Travel and Service Businesses. Students must be present on the quiz date that is specified and communicated at the beginning of the trimester and will only be excused if the student is absent due to valid medical reasons (e.g., medical certificate clearly specifies a need for home rest or hospitalization).

### (3) Measurement and Evaluation

Grade	Achievement	Final Score (% Range)	GPA
A	Excellent	90-100	4.0
B+	Very good	85-89	3.5
B	Good	80-84	3.0
C+	Fairly good	75-79	2.5
C	Fair	70-74	2.0
D+	Poor	65-69	1.5
D	Very poor	60-64	1.0
F	Fail	Less than 60	0.0



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## 2.2 Re-examination (if the course allows any.)

No re-examinations are allowed.

## 3. Students' Appeal

As per MUIC processes and procedures.

## Section 5 Teaching Resources

### 1. Required Texts

- 1) Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2024) Fundamentals of Human Resource Management: 2024 Release (10<sup>th</sup> ed.). McGraw-Hill.
- 2) Mello, J. A. (2019) Strategic Human Resource Management (4th ed.). Singapore: Cengage Learning.

### 2. Suggested Materials

- 1) World Economic Forum. (2023). (rep.). The Future of Jobs Report. Cologny, Geneva. Retrieved from <https://www.weforum.org/publications/the-future-of-jobs-report-2023/>.
- 2) PricewaterhouseCoopers. (2023). (rep.). Asia Pacific Workforce Hopes and Fears Survey. Retrieved from [https://www.pwc.com/gx/en/about/pwc-asia-pacific/hopes-and-fears.html?gclid=CjwKCAjw9cCyBhBzEiwAJTUWNbo8iYkwh\\_bW67dpZbLZ7lQ5pn\\_HwDij8BL4oyqGbJcpz3yWOZj4eRoCuqUOAvD\\_BwE](https://www.pwc.com/gx/en/about/pwc-asia-pacific/hopes-and-fears.html?gclid=CjwKCAjw9cCyBhBzEiwAJTUWNbo8iYkwh_bW67dpZbLZ7lQ5pn_HwDij8BL4oyqGbJcpz3yWOZj4eRoCuqUOAvD_BwE).
- 3) Srinivasan, S. , Milap, A., Malhotra, P., Dadhich, H., and Kathuria, A. (2018). *Lemon Tree Hotels: Opening Doors for Everyone*. Ivey ID: W18736. <https://hbsp.harvard.edu/product/W18736-PDF-ENG>
- 4) Soltes, E. and Sesia, A. (2012). *Aman Resorts (Abridged)*. HBS No. 112100. <https://hbsp.harvard.edu/product/112100-PDF-ENG>

### 3. Other Resources (will be informed in class and uploaded on MUIC E-Learning)



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## Section 6 Evaluation and Improvement of Course Implementation

### 1. Analysis and Evaluation of Course Implementation

#### A. Data for Analysis

- Student feedback and evaluation of the course
- Students' class participation
- Students' successful completion of the course

#### B. Course Effectiveness Evaluation

- Student feedback and evaluation of the course
- Students' class participation
- Students' successful completion of the course

### 2. Revision Process and Improvement Plan for Course Effectiveness

- Sharing and discuss among lecturers within and outside the college
- Follow up with the business trend from Travel and Service Businesses
- Update sources of information in order to seek new ideas and adjust the course
- Complete TQF5 within 60 days of course completion

### 3. The self-assessment report of the course

- Self-observation in class
- Continuous feedback from students
- Student's course evaluation



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## Appendix

### 1. Relations between the course and the program

**Table 1** Relations between the course and the PLOs

Course Title: People and Talent Management	Program-Level Learning Outcomes (PLOs)						
	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
Course Code: ICTB 301	R		R			R	R

**Table 2** Relation between CLOs and PLOs

Course Code: ICTB 301	Program-Level Learning Outcomes (PLOs)						
	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7
CLO1 Explain the significance of effective people and talent management for organizational success	1.1						
CLO2 Determine relevant people and talent management strategies flexible to real-world organizational scenarios			3.1				
CLO3 Apply ethical principles and industry standards in people and talent management decisions and practices			3.3				
CLO4 Demonstrate the ability work effectively with team members						6.1, 6.2	
CLO5 Describe personal knowledge, skill gaps, and developmental areas in the context of people and talent management							7.1, 7.2

**Table 3** PLOs and SubPLOs that the course is responsible for

PLOs	SubPLOs
LO1: Develop strategic business plans for Travel and Service Businesses (TSB), achieving sustainable growth and revenue optimization.	1.1 Explain how key business concepts and principles can be applied to TSB operations to promote sustainable growth and optimize revenue.
LO3: Perform tasks relevant to the Travel and Service Business (TSB) sector adhering to ethical standards and promoting a culture of professional and integrity	3.1 Cultivate adaptability and flexibility in responding to dynamic and unpredictable situations in the TSB industry, adjusting their approach to meet changing demands and trends.
	3.3 Exhibit professionalism and ethical conduct in all aspects of TSB operations, adhering to industry standards and promoting a culture of integrity and respect.
LO6: Collaborate effectively within a team to accomplish shared objectives efficiently and harmoniously.	6.1 Effectively communicate information to team with clarity and appropriate attitude.
	6.2 Respect different ideas, be culturally sensitive, and accept team's consensus to enhance a healthy working environment.



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PLOs	SubPLOs
PLO7: Continuously develop one's academic potential to be a globally competent and responsible graduate, with well-rounded skills for the Travel and Service Business (TSB) sector.	7.1 Identify one's strengths and areas for improvement using reliable evidence and feedback for others.
	7.2 Identify personal learning goals and proactively seek opportunities for skill development relevant to the TSB sector.

## 2. Rubric Scoring

### 2.1 In-Class Assignment (5%)

Criteria	Weight	1	2	3
		Needs Improvement	Satisfactory	Excellent
PUNCTUALITY	10	Frequently late	Mostly punctual	Always punctual
ACTIVE CONTRIBUTION	20	Never contributes to class/group	Occasionally contributes to class/group	Proactively and regularly contribute to the class/group discussion
ACTIVE LISTENING	20	Lack of attention to the discussed topic	Listen when others discuss and sometimes respond to the discussed topic	Appropriately listen when others discuss and consistently respond to the discussed topic
UNDERSTANDING	30	Lacks understanding of materials and concepts	Understands most materials and concepts	Demonstrates thorough understanding of materials and concepts
COLLABORATION	20	Struggles to work with peers and/or is often disrespectful towards others	Generally, works well with peers and is usually respectful and cooperative with others	Consistently works well with peers, fosters group cohesion, and is highly respectful towards others

### 2.2 Reflective Essay (10%)

Criteria	Weight	1	2	3
		Needs Improvement	Satisfactory	Excellent
CLARITY AND SPECIFICITY	20	Descriptions are somewhat unclear or vague	Descriptions are clear and specific but may lack some detail	Descriptions of strengths, weaknesses, and areas of development are very clear, specific, and well-articulated
DEPTH OF REFLECTION	20	Offers minimal reflection with few or vague examples	Shows strong reflection with good examples, though some areas could be more detailed	Demonstrates thorough and insightful reflection on strengths, weaknesses, and areas of development by providing detailed and relevant examples
ACTIONABILITY OF DEVELOPMENT PLAN	20	Development plan is minimally actionable, with few specific steps, goals, timelines, or resources	Development plan is actionable, but some steps, goals, timelines, or resources are less detailed	Development plan is highly actionable, with detailed steps, realistic goals, specific timelines, and relevant resources
WRITING QUALITY	20	Essay is poorly organized, with significant grammar, spelling, or formatting errors	Essay is organized, with minor grammar, spelling, or formatting errors	Essay is well-organized, with clear structure, excellent grammar, and no spelling or formatting errors
ADHERENCE TO GUIDELINES	20	Minimally adheres to guidelines, with many deviations	Mostly adheres to guidelines, with minor deviations	Fully adheres to length, format, and submission guidelines, and uses APA format correctly for citations



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### 2.3 Case Study Analysis (20%)

Criteria	Weight	1	2	3
		Needs Improvement	Satisfactory	Excellent
UNDERSTANDING OF CASE	20	Lacks understanding of the case, major gaps present	Shows a good understanding of the case with minor gaps	Demonstrates a thorough and deep understanding of the case
ANALYSIS AND INSIGHTS	20	Provides basic analysis, some conclusions lack support	Offers solid analysis with supported conclusions	Provides insightful and original analysis, with well-supported conclusions
USE OF EVIDENCE	20	Some use of evidence, but not always well-integrated	Good use of evidence, generally well-integrated	Excellent use of evidence to support analysis, well-integrated
CLARITY AND ORGANIZATION	15	Presentation has some organizational issues, lacks clarity	Presentation is mostly clear and organized	Presentation is clear, logical, and well-organized
DELIVERY	15	Delivery lacks confidence, mostly reading from a script	Clear and mostly confident delivery	Confident, clear, engaging delivery
VISUAL AIDS	10	Visual aids are used but not effectively integrated	Good visual aids, generally well-used	Effective and engaging visual aids, well-integrated into the presentation

Note 1: Every group member must take part in the presentation, and scores may vary among individual group members.

Note 2: Penalty for late submission is a 20% deduction of scores received.

Note 3: The use of electronic devices is NOT allowed during the presentation. You can use reference cards or one A4-sized paper as notes.

### 2.4 Group Project Report (20%)

Criteria	Weight	1	2	3
		Needs Improvement	Satisfactory	Excellent
UNDERSTANDING OF TOPIC	20	Lacks understanding of the topic, major gaps present	Shows good understanding of the topic with minor gaps	Demonstrates comprehensive understanding of the topic
ANALYSIS AND INSIGHTS	20	Analysis is superficial, conclusions are poorly supported	Offers solid analysis with supported conclusions	Provides deep analysis with original insights, well-supported conclusions
PROBLEM-SOLVING	15	Solutions are basic with limited rationale	Offers good solutions with clear rationale	Provides practical solutions and approaches with strong rationale
QUALITY OF RESEARCH	15	Basic research, some sources lack credibility or relevance	Good research, mostly using credible sources	Research is thorough, using credible and relevant sources
CLARITY AND ORGANIZATION	10	Report has some organizational issues, lacks clarity in parts	Report is generally well-organized and clear	Report is logically organized and clearly written
WRITING QUALITY	10	Writing is generally understandable but lacks clarity in parts, some errors present	Writing is mostly clear and concise, minor errors present	Writing is clear, concise, and free of errors
GRAMMAR AND SYNTAX	10	Many grammatical, spelling, or punctuation errors	Minor grammatical, spelling, or punctuation errors	No grammatical, spelling, or punctuation errors

Note 1: Scores may vary among individual members depending on each member's contribution to the project.

Note 2: Penalty for late submission of report is a 20% deduction of scores received.

Note 3: Exceeding the word limit by more than 10% may result in a penalty of 10% deduction of scores received.

Note 4: Failure to submit the proof of interview may result in a 20% deduction of overall scores or a zero score for the project.



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## 2.5 Group Project Presentation (15%)

Criteria	Weight	1	2	3
		Needs Improvement	Satisfactory	Excellent
UNDERSTANDING OF TOPIC	20	Lacks understanding of the topic, major gaps present	Shows good understanding of the topic with minor gaps	Demonstrates comprehensive understanding of the topic
ANALYSIS AND INSIGHTS	20	Analysis is superficial, conclusions are poorly supported	Offers solid analysis with supported conclusions	Provides deep analysis with original insights, well-supported conclusions
PROBLEM-SOLVING	15	Solutions are basic with limited rationale	Offers good solutions with clear rationale	Provides practical solutions and approaches with strong rationale
CLARITY AND ORGANIZATION	10	Presentation has some organizational issues, lacks clarity	Presentation is mostly clear and organized	Presentation is clear, logical, and well-organized
DELIVERY	15	Delivery lacks confidence, mostly reading from a script	Clear and mostly confident delivery	Confident, clear, engaging delivery
VISUAL AIDS	10	Visual aids are used but not effectively integrated	Good visual aids, generally well-used	Effective and engaging visual aids, well-integrated into the presentation
CREATIVITY	10	The presentation is merely a summary of the project	An effort of creativity to engage the audience has been displayed, but could not fully engage the audience	An effort of creativity to engage the audience has been displayed, and is successful in fully engaging the audience

Note 1: Every group member must take part in the presentation, and scores may vary among individual group members.

Note 2: Penalty for late submission is a 20% deduction of scores received.

Note 3: The use of electronic devices is NOT allowed during the presentation. You can use reference cards or one A4-sized paper as notes.



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3. Relations between the course and Sustainable Development Goals (SDGs)

- ☐ SDG1 No poverty
- ☐ SDG2 Zero Hunger
- ☒ SDG3 Good Health and Wellbeing
- ☒ SDG4 Quality Education
- ☒ SDG5 Gender Equality
- ☐ SDG6 Clean Water and Sanitation
- ☐ SDG7 Affordable and Clean Energy
- ☒ SDG8 Decent Work and Economic Growth
- ☐ SDG9 Industry, Innovation and Infrastructure
- ☒ SDG10 Reduced Inequalities
- ☐ SDG11 Sustainable Cities and Communities
- ☐ SDG12 Responsible Consumption and Production
- ☐ SDG13 Climate Action
- ☐ SDG14 Life Below Water
- ☐ SDG15 Life on Land
- ☒ SDG16 Peace, Justice and Strong Institutions
- ☐ SDG17 Partnerships for the goals