

Training and Development

HRDV-5610

S1 2021 Section 69 3 Credits 01/04/2021 to 03/05/2021 Modified 11/17/2020

Meeting Times

Lecture

Orlando Metro Campus

Wednesday , 5:30 PM to 9:30 PM

Contact Information

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Description

Rapid changes in technology and job design, along with the increasing importance of learning- and knowledge-based organizations, make training and development an increasingly important topic in human resources development. In this course, the student will learn how to

1. Identify training and development needs through needs assessments,
2. Analyze jobs and tasks to determine training and development objectives,
3. Create appropriate training objectives,
4. Design effective training and development programs using different techniques or methods,
5. Implement a variety of different training and development activities, and
6. Evaluate training and development programs.

Requisites

None

Outcomes

1. Students will be able to **perform** a needs assessment.
2. Students will be able to **analyze** jobs and tasks to determine training and development objectives.
3. Students will be able to **create** appropriate training objectives.
4. Students will be able to **design** effective training and development programs.
5. Students will be able to **implement** a variety of training and development activities.
6. Students will be able to **evaluate** training and development programs.

Required Textbook

Employee Training & Development

Author: Noe

Publisher: MCG

Edition: 7th

ISBN: 978-0078112850

☰ Deliverables

MATERIALS

REQUIRED TEXTS: Employee Training & Development, 7th Edition, Raymond Noe; McGraw-Hill Education, 2016. ISBN 13:978-0078112850

SUPPLEMENTAL READINGS:

Selected articles from professional publications and websites.

USE OF THE WEBSTER LIBRARY IS ENCOURAGED.

Eden-Webster Library at <http://library.webster.edu> (<http://library.webster.edu/>). Go to Databases & Internet Resources: then to Online/full text Databases or <http://www.webster.edu/webmain2.html> (<http://www.webster.edu/webmain2.html>) and then go to Library Resources: then to Online/full text Databases.

ACTIVITIES

Students are expected to participate in all course activities as assigned by the instructor. Course activities may include discussions, weekly assignments, case studies, and learner assessments. However, individual instructors may incorporate other activities into the course materials.

Research Paper and Presentation:

Students are expected to conduct an in-depth training analysis on a company's training program of their choice and write a research paper using the ADDIE Training Model as a guide. The research paper should be at least eight to ten pages with at least six to eight references. Research papers without the appropriate number of references will automatically lose 10 points. Use the APA style formatting for the research paper. The latest edition is APA Publication Manual, 6 Edition, American Psychological Association, 2010. ISBN 10: 978-1-4338-0561-5. Purchasing the manual is not a requirement. You may also find APA guidance online.

Additional guidance for the research paper will be provided in class. Email the instructor the name of the company you plan to research by week two.

✓ Evaluation

Criteria

A/A- Superior graduate work

B+/B/B- Satisfactory graduate work

C- Work that is barely adequate as graduate-level performance

CR- Work that is performed as satisfactory graduate work (B- or better). A grade of "CR"- is reserved for courses designated by a department, involving internships, a thesis, practicums, or specified courses.

F- Work that is unsatisfactory

I- Incomplete work

ZF- An incomplete which was not completed within one year of the end of the course. ZF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation, and dismissal.

IP In progress

NR Not reported
 W Withdrawn from the course

Criteria

PERCENTAGE of GRADE

- Research Paper 20%
- Mid-term Examination 30%
- Final Examination 30%
- Case Studies/Participation 20%

Grade Distribution for this course is as follows:

- 100 - 95 A
- 94 - 90 A-
- 89 - 87 B+
- 86 - 84 B
- 83 - 80 B-
- 79 - 75 C
- Below 75 F

NOTE: Students using Tuition Assistance (TA) are responsible for ensuring that all Incomplete (I) work is completed within 120 days from the end of the course. If the work is not completed and a grade awarded, the military will take action to recover their TA payment from your pay. Students are responsible for ensuring that all grades of Incomplete (I) have been changed prior to petitioning to graduate.

ACADEMIC REVIEW PROCEDURE:

Grades of B- or higher may not be appealed. The appeal process begins with the instructor. If further review is warranted, a written request outlining the issue should be submitted to the Academic Advisor.

 **Schedule**

When	Topic	Notes
Week 1	Activities	Ch. 1 Introduction to Employee Training and Development Discuss the following: introductions, syllabus, textbook & APA publication manual, research paper, and classroom guidelines. Team and individual assignments will be announced. Icebreaker activity Case questions, exercises, and review questions TBD
Week 2	Activities	Ch 2 Strategic Training Ch 3 Needs Assessment Self-efficacy assessment Case questions, exercises, and review questions TBD
Week 3	Activities	Ch 4 Learning and Transfer of Training Review ADDIE Training Model Ch 5 Program Design Case questions, exercises, and review questions TBD

When	Topic	Week	Activities	Ch 6 Traditional Evaluation
				<p>Review for Mid-term (chapters 1-6)</p> <p>Case questions, exercises, and review questions TBD</p>
		Week 5	Activities	<p>Ch 7 Traditional Training Methods</p> <p>Midterm Exam: Chapters 1-6</p> <p>Case questions, exercises, and review questions TBD</p>
		Week 6	Activities	<p>Ch 8 Technology-Based Training Method</p> <p>Active listening exercise</p> <p>Case questions, exercises, and review questions TBD</p>
		Week 7	Activities	<p>Ch 9 Employee Development and Career Management</p> <p>Ch 10 Social Responsibility: Legal Issues, Managing Diversity, and Career Challenges</p> <p>Diversity activity</p> <p>Team building activity</p> <p>Case questions, exercises, and review questions TBD</p>
		Week 8	Activities	<p>Ch 11 The Future of Training and Development</p> <p>Skill dimensions activity</p> <p>Research paper is due.</p> <p>Research paper presentations</p> <p>Case questions, exercises, and review questions TBD</p>
		Week 9	Activities	<p>Final Examinations: Chapters 7-11</p> <p>Finish research paper presentations</p> <p>Course evaluations</p> <p>DISCLAIMER: This syllabus is intended to provide a basic structure to this course.</p> <p>Adherence to this syllabus is subject to change at the discretion of the instructor.</p>

* Course Policies

CLASS ATTENDANCE:

The following Webster University Graduate School Policy is in effect for this course:

- A. The University reserves the right to drop students who do not attend class the first week of the term/semester.
- B. The student should notify the instructor prior to class if an absence is anticipated and he or she should not miss more than four contact hours. Makeup work will be assigned and if the absence is unexcused, it may exceed the material presented.
- C. For absences of eight hours, the instructor has the option to lower the student's grade one letter grade and to inform the student of the action.
- D. If a student is absent twelve hours or more, the instructor has the option to assign a grade of "F" (work that is unsatisfactory) and to inform the student of the action. It is the student's responsibility to withdraw from the course.
- E. For excused absences, in extreme cases, when the instructor chooses to award a grade of Incomplete (I) for twelve hours missed, the student must provide acceptable documentation to verify that the absences were unavoidable (e.g. illness, military duty/TDY). The actions will be coordinated with the Site Director, who will ensure that the documentation is placed in the student's file.
- F. In all cases, without excused absences, the student should withdraw from the course if he or she has more than twelve hours of absences.

ETHICS:

Webster University strives to be a center of academic excellence. As part of our Statement of Ethics, the University strives to preserve academic honor and integrity by repudiating all forms of academic and intellectual dishonesty, including cheating, plagiarism, and all other forms of academic dishonesty. Academic dishonesty is unacceptable and is subject to disciplinary action. The University reserves the right to utilize electronic databases, such as Turnitin.com, to assist faculty and students with their academic work.

Institutional Policies

Academic Policies

Academic policies provide students with important rights and responsibilities. Students are expected to familiarize themselves with all academic policies that apply to them. Academic policies for undergraduate students can be found in the Undergraduate Studies Catalog; graduate students should review the Graduate Studies Catalog.

Undergraduate Studies Catalog

The Undergraduate Studies Catalog contains academic policies that apply to all undergraduate students. The *academic policies and information* section of the catalog contains important information related to **attendance, conduct, academic honesty, grades, and more**. If you are an undergraduate student, please review the catalog each academic year. The current Undergraduate Studies Catalog is at:

<http://www.webster.edu/catalog/current/undergraduate-catalog/> (<http://www.webster.edu/catalog/current/undergraduate-catalog/>)

Graduate Studies Catalog

The Graduate Studies Catalog contains academic policies that apply to all graduate students. The *academic policies* section of the catalog contains important information related to **conduct, academic honesty, grades, and more**. If you are a graduate student, please review the catalog each academic year. The current Graduate Studies Catalog is at:

<http://www.webster.edu/catalog/current/graduate-catalog/> (<http://www.webster.edu/catalog/current/graduate-catalog/>)

Grading

The Grades section of the academic catalog outlines the various grading systems courses may use, including the information about the final grade reported for this class.

Undergraduate

<http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html#grading>
(<http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html#grading>)

Graduate

<http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html#grades>
(<http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html#grades>)

Incomplete

There are important policies that govern grades of Incomplete (I), including the circumstances under which Incomplete grades are granted, deadlines for completion, and consequences should the remaining course work not be completed. It is the responsibility of a student who requests an Incomplete to ensure that he/she understands and follows the policies.

Grade Appeals

Instructors are responsible for assigning grades, and student should discuss grade issues with the instructor. Policies and procedures for appealing grades are available in the appropriate catalog.

Academic Honesty Policy

Webster University is committed to academic excellence. As part of our Statement of Ethics, we strive to preserve academic honor and integrity by repudiating all forms of academic and intellectual dishonesty, including cheating, plagiarism and all other forms of academic dishonesty. Academic dishonesty is unacceptable and is subject to a disciplinary response. Students are encouraged to talk to instructors about any questions they may have regarding how to properly credit others' work, including paraphrasing, quoting, and citation formatting. The university reserves the right to utilize electronic databases, such as Turnitin.com, to assist faculty and students with their academic work.

The University's Academic Honesty Policy is published in academic catalogs:

Undergraduate

<http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html>
(<http://www.webster.edu/catalog/current/undergraduate-catalog/academic-policies.html>)

Graduate

<http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html>
(<http://www.webster.edu/catalog/current/graduate-catalog/academic-policies.html>)

As a part of the University commitment to academic excellence, the Academic Resource Center provides student resources to become better acquainted with academic honesty and the tools to prevent plagiarism in its many forms:

http://www.webster.edu/arc/plagiarism_prevention/ (http://www.webster.edu/arc/plagiarism_prevention/)

Statement of Ethics

Webster University strives to be a center of academic excellence. The University makes every effort to ensure the following:

- The opportunity for students to learn and inquire freely
- The protection of intellectual freedom and the rights of professors to teach
- The advancement of knowledge through scholarly pursuits and relevant dialogue

To review Webster University's statement of ethics, see the Undergraduate Studies Catalog and the Graduate and Studies Catalog:

Undergraduate

<http://www.webster.edu/catalog/current/undergraduate-catalog/overview.html#ethics>
(<http://www.webster.edu/catalog/current/undergraduate-catalog/overview.html#ethics>)

Graduate

<http://www.webster.edu/catalog/current/graduate-catalog/ethics.html> (<http://www.webster.edu/catalog/current/graduate-catalog/ethics.html>)

Contact Hours for this Course

It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, the content must be covered at another time.

Important Academic Resources

Academic Accommodations

Webster University makes every effort to accommodate individuals with academic/learning, health, physical and psychological disabilities. To obtain accommodations, students must identify themselves and provide documentation from a qualified professional or agency to the appropriate campus designee or the Academic ADA Coordinator at the main campus. The Academic ADA Coordinator may be reached at 314-246-7700 or disability@webster.edu (<mailto:disability@webster.edu>).

If you have already identified as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor of the accommodations you will require for this class at the beginning of the course.

Academic Resource Center

Additional support and resources may be accessed through the Academic Resource Center (ARC). Support and resources include academic counseling, accommodations, assistive technology, peer tutoring, plagiarism prevention, testing center services, and writing coaching. Visit www.webster.edu/arc (<http://www.webster.edu/arc>) or Loretto Hall 40 on the main campus for more information.

University Library

Webster University Library is dedicated to supporting the research needs and intellectual pursuits of students throughout the University's worldwide network. Resources include print and electronic books, journal articles, online databases, DVDs and streaming video, CDs and streaming music, datasets, and other specialized information. Services include providing materials at no cost and research help for basic questions to in-depth exploration of resources. The gateway to all of these resources and services is <http://library.webster.edu> (<http://library.webster.edu>). For support navigating the library's resources, see <http://libanswers.webster.edu/> (<http://libanswers.webster.edu/>) for the many ways to contact library staff.

Drops and Withdrawals

Drop and withdrawal policies dictate processes for students who wish to unenroll from a course. Students must take proactive steps to unenroll; informing the instructor is not sufficient, nor is failing to attend. In the early days of the term or semester, students may DROP a course with no notation on their student record. After the DROP deadline, students may WITHDRAW from a course; in the case of a WITHDRAW, a grade of W appears on the student record. After the WITHDRAW deadline, students may not unenroll from a course. Policies and a calendar of deadlines for DROP and WITHDRAW are at:

Undergraduate

<http://www.webster.edu/catalog/current/undergraduate-catalog/enrollment.html>
(<http://www.webster.edu/catalog/current/undergraduate-catalog/enrollment.html>)

Graduate

<http://www.webster.edu/catalog/current/graduate-catalog/enrollment.html>
(<http://www.webster.edu/catalog/current/graduate-catalog/enrollment.html>)

Academic Calendar - <http://www.webster.edu/academics/academic-calendar/>
(<http://www.webster.edu/academics/academic-calendar/>)

Current tuition rates, policies, and procedures, including details of pro-rated tuition refunds, are available in the "Tuition, Fees, and Refunds" section of Webster's Academic Catalogs:

Undergraduate

<http://www.webster.edu/catalog/current/undergraduate-catalog/tuition.html>
(<http://www.webster.edu/catalog/current/undergraduate-catalog/tuition.html>)

Graduate

<http://www.webster.edu/catalog/current/graduate-catalog/tuition.html> (<http://www.webster.edu/catalog/current/graduate-catalog/tuition.html>)

Student Handbook and Other Important Policies

Student handbook and other non-academic policies may apply to you and may impact your experience in this class. Such policies include the student code of conduct, privacy, technology and communications, and more. Please review the handbook each year and be aware of policies that apply to you. The handbook is available at:

<http://www.webster.edu/student-handbook/> (<http://www.webster.edu/student-handbook/>)

Sexual Assault, Harassment, and Other Sexual Offenses

Webster University makes every effort to educate the community to prevent sexual assault, harassment, and other sexual offenses from occurring, and is committed to providing support to those affected when this behavior does occur. To access information and resources or to review the Policy on Sexual Assault, Harassment, and Other Sexual Offenses, visit:

<http://www.webster.edu/sexual-misconduct/> (<http://www.webster.edu/sexual-misconduct/>)

Research on Human Subjects

The Webster University Institutional Review Committee (IRB) is responsible for the review of all research on human subjects. The IRB process applies to all Webster University faculty, staff, and students and must be completed prior to any contact with human subjects. For more information on the IRB, visit:

<http://www.webster.edu/irb/index.html> (<http://www.webster.edu/irb/index.html>)

Course Evaluations

At the end of this course, you will have the opportunity to provide feedback about your experience. Your input is extremely valuable to the university, your instructor, and the department that offers this course. Please provide your honest and thoughtful evaluation, as it helps the university to provide the best experience possible for all of its students.

Important Technology Information

Connections Accounts

Webster University provides all students, faculty, and staff with a University email account through Connections. Students are expected to activate their Connections account and regularly check incoming University email. Students may choose to have their University email forwarded to an alternate email address. Connections account holders can call the Help Desk (314-246-5995 or toll free at 1-866-435-7270) for assistance with this setup. Instructions are also provided on the Information Technology website at:

<http://www.webster.edu/technology/service-desk/> (<http://www.webster.edu/technology/service-desk/>)

WorldClassRoom

WorldClassRoom is Webster's Learning Content Management System (LMS). Your instructor may use WorldClassRoom to deliver important information, to hold class activities, to communicate grades and feedback, and more. WorldClassRoom is available using your Connections ID at:

<https://worldclassroom.webster.edu/> (<https://worldclassroom.webster.edu/>)

Webster Alerts

Webster Alerts is the University's preferred emergency mass notification service, available free to current students, faculty and staff at all US campuses. By registering a valid cell phone number and email address, you will receive urgent campus text, voice

mail and email communications. Valuable information concerning a range of incidents affecting you - from weather-related campus closures, class delays and cancellations, to more serious or life-threatening events - are immediately and simultaneously delivered through multiple communication channels. To register for Webster Alerts, visit:

<http://www.webster.edu/technology/services/webster-alerts/> (<http://www.webster.edu/technology/services/webster-alerts/>)

Campus Information

Campus Information:

The Following Is Information Regarding The Metro-Orlando, Florida USA Campus That All Students Should Know:

- The Webster Downtown Campus Is Located At 501 West Church, Orlando, Florida 32805
- Access To The Secured Parking Garage And Entry Into The Building Requires A Webster Photo ID Security Badge. Badge Can Be Obtained By Contacting the School Staff At 407-869-8111
- The Students Photo ID Badge Must Be Visible And Worn At All Times While In The
- Webster Has A Four-Day Academic Week, Holding Evening Classes Monday- Thursday From 5:30 – 9:30 PM
- Each Class Meets One Evening Per Week For A Nine-Week Semester, (36 Contact Credit Hours)
- Webster Utilizes The World Classroom (Canvas Platform) And Hybrid Virtual Cisco WebEx, Online Webnet + Classes.
- All Correspondence With Webster University (Students/Faculty/Staff) Must Be Done Over The Webster E-Mail
- Students Must Know Building Emergency Protocols For Fire, Medical, Natural And / Or Manmade