

Training and Development HRDV-5610

SU 2021 Section 34 3 Credits 05/31/2021 to 07/30/2021 Modified 05/26/2021

Meeting Times

Lecture

Mondays beginning 5-31-2021

Mondays: 6:00 - 10:00* pm ET/ 5 pm CT/ 4 pm MT/ 3 pm PT

Class will be held via Zoom – the links will be posted in the course shell in WorldClassroom.

NOTE: Monday, May 31st is our *first* class, however, it is Memorial Day so we will not meet in person. It is expected that you will check WorldClassroom for HRDV 5610 by June 2nd this is prior to our week 2 meeting.

Contact Information

Instructor: Dr. Walter H Timm Jr.

Email: waltertimm76@webster.edu

Office: anytime 24/7 via email, text or call

Phone: 9103580597

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: 8th

ISBN: 978-1260043747

Materials

Textbook title and ISBN posted here:

<http://www.bkstr.com/websteronlinestore/home>

Start here - follow drop down menus

Deliverables

1. Article Reports/Reviews
2. Homework
3. Team Presentation
4. Mid-Term Exam
5. Final Exam
6. Class Participation

Evaluation

Final course grade will be based on the following:

Type	Weight	Topic	Notes
Mid-Term Exam	30.00%	Chapters 1-5	
Final Exam	30.00%	Chapters 6-11	
Team Presentation	20.00%	Presentation	
Article/Research Review & Homework	10.00%	Written	
Class Participation	10%	Vocal participation	

Schedule

Schedule

When/Week	Topics	Chapters in Text
Lecture	<i>We will NOT meet in person please log into WorldClassroom by June 2nd</i>	1
Week 1:	<ul style="list-style-type: none"> · Review course syllabus, class requirements and grading 	
We will NOT meet in person	<ul style="list-style-type: none"> · Chapter 1: Introduction/Overview of Employee Training & Development · Key Components of Learning · Designing Effective Training · Forces Influencing Working & Learning · Snapshot of Training Practices 	

Lecture Week 2	<ul style="list-style-type: none"> · Review Student Weekly Article & Homework 1 · Chapter 2: Strategic Training <ul style="list-style-type: none"> ◦ Evolution of Training from an Event to Learning ◦ Learning as a Strategic focus ◦ The Process of Strategic Training & Development ◦ Organizational Characteristics That Influence Training ◦ Training Needs in Different Strategies ◦ Models of Organizing the Training Department ◦ Marketing Training & Creating a Brand ◦ Outsourcing Training 	2
Lecture Week 3	<ul style="list-style-type: none"> · Review Student Weekly Article & Homework 2 · Chapter 3: Needs Assessment <ul style="list-style-type: none"> ◦ Why, Who, & What Needs Assessment ◦ Methods Used in Needs Assessment ◦ The Needs Assessment Process ◦ Competency Models ◦ Scope of Needs Assessment · Chapter 4: Learning & Transfer of Training <ul style="list-style-type: none"> ◦ What is learning? ◦ What is learned? ◦ Learning theories ◦ Transfer of Training Theory ◦ The Learning Process ◦ Instructional Emphasis for Learning 	3,4
Lecture Week 4	<ul style="list-style-type: none"> · No Homework or article reviews · Team Presentation #1 (training presentation) · Chapter 5: Program Design <ul style="list-style-type: none"> ◦ Considerations in Designing Effective Programs ◦ Selecting & Preparing the Training Site ◦ Choosing Trainers ◦ How Trainers Can make the Training Site & Instruction conducive to Learning ◦ Curriculum Course & Lesson Design ◦ How to Choose a Vendor of Consultant for Training Services · Mid-Term Exam covers Chapter 1-5 · Exam will be posted after class and due at the next class 	5

Lecture	· Chapter 6: Training Evaluation	6
Week 5	<ul style="list-style-type: none"> ◦ Reasons for Evaluating Training: Formative & Summative ◦ The Evaluation Process ◦ Outcomes Used in the Evaluation of Training Programs ◦ Determining Whether Outcomes are Appropriate ◦ Evaluation Practices ◦ Evaluation Designs ◦ Determining Return on Investment ◦ Measuring Human Capital & Training Activity 	
Lecture	· Review Student Weekly Article & Homework 3	7,8
Week 6:	· Chapter 7: Traditional Training Methods	
We WILL not meet in person (7/5)	<ul style="list-style-type: none"> ◦ Presentation Methods ◦ Hands-on Methods ◦ Group Building Methods ◦ Choosing a Training Method 	
	· Chapter 8: Technology-Based Training Methods	
	<ul style="list-style-type: none"> ◦ Trainings Influence on Training & Learning ◦ Computer-Based Training, E-Learning ◦ Developing Effective Online Learning ◦ Social Media: Wikis, Blogs, Micro-blogs & Social Networks ◦ Blended Learning ◦ Simulations & Games ◦ Mobile Technology & Learning ◦ Adaptive Training ◦ Distance Learning ◦ Technologies For Training Support ◦ Learning Management Systems ◦ Choosing new Technology Training Methods 	
Lecture	· Review Student Weekly Article & Homework 4	9
Week 7	· Team Presentation #2 (training presentation)	
	· Chapter 9: Employee Development & Career Management	
	<ul style="list-style-type: none"> ◦ The Relationship Among Development, Training & Careers ◦ Development Planning Systems ◦ Approaches to Employee Development ◦ 	

Lecture	· No homework or articles	10
Week 8	<ul style="list-style-type: none"> · Chapter 10: Social Responsibility: Legal Issues, Managing Diversity & Career Challenges ◦ Legal Issues & Managing a Diverse Workforce at Home & Abroad ◦ Cross-Cultural Preparation ◦ Career Challenges Facing a Multigenerational Workforce ◦ Career Paths & Dual Career Paths ◦ Career Recycling ◦ Coping with Career Breaks ◦ Coping with Job Loss ◦ Meeting the Needs of Older Workers ◦ · Final Exam covers Chapter 6-11 ◦ Exam will be posted after class and due at the next class 	
Lecture	· Chapter 11: The Future of Training & Development	11
Week 9	<ul style="list-style-type: none"> · Training & Sustainability · Increased Use of New Technologies · Increased Emphasis on Design Speed & Multiple Delivery Methods · Increased use of Just-In-Time (JIT) Learning · Increased use on Performance Analysis · Course Wrap-Up 	
Evaluation	ONLINE EVALUATION: https://evaluation.webster.edu - <i>available weeks 8 & 9</i> , posted in WorldClassroom as well	

Reading suggestions for Employee Training & Development HRDV 5610: Reading Suggestions and/or find others:

Google these search topics and many interesting articles will appear. Select at least two per class session: Read and summarize the information and end it with your comments on its potential impact on pricing, markets and the company.

1. Robert Mager
2. employee training
3. benefits of employee training and development
4. importance of training and development of employees
5. importance of training and development in the workplace
6. training and development in organizations
7. strategic training
8. using technology in employee training
9. learning strategies
10. needs assessments
11. formative evaluation of training
12. summative evaluation of training
13. traditional training methods advantages
14. technology-based training methods advantages
15. future of training and development

16. training millennials
17. training generation x
18. evolution of workplace training
19. evolution of employee training
20. training department
21. employee training authors
22. best books on training and development
23. training and development books free download
24. pages.bizlibrary.com/online-employee-training
25. instructional system design (isd)
26. adult learning
27. Malcolm Knowles
28. andragogy
29. andragogy vs pedagogy
30. addie model
31. lesson plan for employee training
32. wiki
33. virtual teams
34. virtual reality
35. Was the dreamliner built using a virtual team
36. train the trainer model
37. train the trainer guide
38. training of trainers course outline
39. four part lesson plan
40. five part lesson plan
41. six part lesson plan
42. zenger miller frontline leadership
43. zenger miller certified trainer
44. zenger miller 5 basic principles
45. Table 4.6 Learning & Transfer of Learning pg 176 in textbook
46. instructional objectives
47. baby boomers generation x generation y millennials
48. millennials in the workplace
49. job vs career... job = short term vs career = long term
50. millennials in the workplace
51. millennials characteristics
52. millennials: definition & characteristics of generation y

* Course Policies

Please silence all cell phones during class (set to vibrate for emergency calls is acceptable). Even while meeting remotely a ringing phone can be distracting.

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.

Student Success Portal

Webster University's Student Success Portal, powered by Starfish, is a communications tool to connect students with faculty members and campus support services. It allows faculty and staff members to communicate with you regarding academic achievements as well as areas where support may be helpful. You may use the portal to contact faculty and staff members for assistance and to arrange meetings. Activity in the portal will be communicated to your Webster University email account. The Student Success Portal is available via your course home page in WorldClassRoom or via Connections. Learn more about the Student Success Portal at <http://www.webster.edu/success/students.html> (<http://www.webster.edu/success/students.html>).

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/>).

Due to the Education Centers not re-opening in the DC region, *as of yet*, due to the pandemic ***please*** meet via Zoom for the Summer term.

Instructors will post the meetings in WorldClassroom/Canvas for students to log in each week (added security measure). On the left side with all the hyperlinks there will be one for Zoom.

We recommend Chrome for the browser and please mute yourself when not speaking, also only you are able to unmute yourselves in Zoom. If there are many participants it also might be wise to disengage video too (or if bad weather) if low band width messages continually appear.

Webster University - Joint Base Anacostia-Bolling:

Phone (202) 561-4382

bolling@webster.edu

Additional Items

Emerson Library: library.webster.edu

There is a live chat feature - home page, contact a librarian (middle of page, middle box): Chat with a librarian on left side (might have to scroll down a bit) - accessible 24 hours a day.

The WSBT subject librarian is:

Business & Management	Mary Anne Erwin	800-985-4279	maerwin@webster.edu
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Please use these excellent resources!

Additionally in WordClassroom - on the left navigation side: Select Help (?): Other resources - here there are links to other departments including: Academic Resource Center (ARC), Writing Center, Petitions to Graduate and more.