

<b>Course</b>	<b>HRDV 5610 / JC / Training and Development</b>
<b>Term</b>	Fall 2, 2009 – Tuesday – 6:00-10:00 PM
<b>Instructor</b>	Name: Dr. Cristina Phillips Phone: 904-268-3037 Email: <a href="mailto:cphillips69@webster.edu">cphillips69@webster.edu</a>
<b>Catalog Description</b>	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 a different training and development activities, and 6) evaluate training and development programs.
<b>Prerequisites</b>	None
<b>Course Level Learning Outcomes</b>	<ol style="list-style-type: none"> <li>1. Students will be able to <b>perform</b> a needs assessment.</li> <li>2. Students will be able <b>to analyze</b> jobs and tasks to determine training and development objectives.</li> <li>3. Students will be able to <b>create</b> appropriate training objectives.</li> <li>4. Students will be able to <b>design</b> effective training and development programs.</li> <li>5. Students will be able to <b>implement</b> a variety of training and development activities.</li> <li>6. Students will be able to <b>evaluate</b> training and development programs.</li> </ol>
<b>Materials</b>	Noe, R.A., (2006). <b>Employee Training &amp; Development</b> . (4 <sup>th</sup> Edition). McGraw-Hill Irwin Publishing. ISBN# 978-0-073-40490-5 or 0-073-40490-X
<b>Grading</b>	<b>Course Requirements:</b> <ol style="list-style-type: none"> <li>1. Midterm Exam 25%</li> <li>2. Research Paper or Lesson Plan 35%</li> <li>3. Final Exam 25%</li> <li>4. Presentation 10%</li> <li>5. Attendance/Participation 5%</li> </ol>

	100% Total
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Students will work in small groups to discuss textbook content.</li> <li>• Experiential exercises will be used.</li> <li>• A guest speaker will attend (content covered may be on final exam).</li> <li>• Creation of either a graded research paper or lesson plan is expected by the end of the course.</li> <li>• Each student will do a 15 – 20 minute presentation.</li> <li>• Active participation is expected of all students and will be graded.</li> </ul>
<b>Policy Statements: University Policies</b>	<p>University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university’s published policies. The following policies are of particular interest:</p> <p><b>Academic Honesty</b></p> <p>The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university’s academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.</p> <p><b>Drops and Withdrawals</b></p> <p>Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund.</p> <p><b>Special Services</b></p> <p>If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.</p> <p><b>Disturbances</b></p> <p>Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.</p> <p><b>Student Assignments Retained</b></p> <p>From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In</p>

	<p>every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project.</p> <p><b>Contact Hours for this Course</b></p> <p>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, it must be rescheduled.</p>	
<p><b>Weekly Schedule</b></p>	<p><b>Week 1</b></p> <p>Meeting Date: <b>Oct. 20</b></p>	<ul style="list-style-type: none"> <li>• Introductions &amp; Review Syllabus and Class Requirements</li> <li>• Course Orientation</li> <li>• The Training Process Model</li> <li>• Active vs. Inactive Training</li> <li>• Research Topic Selection</li> </ul>
	<p><b>Week 2</b></p> <p>Meeting Date: <b>Oct. 27</b></p>	<ul style="list-style-type: none"> <li>• Chapters 1 &amp; 2 (Intro to employee training and development and Strategic Training)</li> <li>• Teams and Interaction Skills</li> </ul>
	<p><b>Week 3</b></p> <p>Meeting Date: <b>Nov. 3</b></p>	<ul style="list-style-type: none"> <li>• Chapters 3-4 (Needs Assessment &amp; Learning Theories)</li> <li>• Strategies for Effective Training (Training Objectives, Designing Training)</li> </ul>
	<p><b>Week 4</b></p> <p>Meeting Date: <b>Nov. 10</b></p>	<ul style="list-style-type: none"> <li>• Chapters 5 –6 (Transfer of Training &amp; Training Evaluation)</li> <li>• Stages of Team Development and Team Success factors</li> <li>• Training for Impact Process</li> <li>• Prepare for Mid-Term</li> </ul>
	<p><b>Week 5</b></p> <p>Meeting Date: <b>Nov. 17</b></p>	<ul style="list-style-type: none"> <li>• <b>Mid-Term Exam</b> (Text Chap 1 – 6 &amp; class notes)</li> <li>• Small Discussion Groups</li> </ul>
	<p><b>Week 6</b></p> <p>Meeting Date: <b>Nov. 24</b></p>	<ul style="list-style-type: none"> <li>• Chapters 7-8 (Training Methods &amp; E-Learning)</li> <li>• Tying Training to Technology</li> <li>• Training Development Strategies</li> <li>• Effective Training Implementation Strategies</li> </ul>
	<p><b>Week 7</b></p> <p>Meeting</p>	<ul style="list-style-type: none"> <li>• Chapters 9-10 (Employee Development &amp; Special Issues)</li> <li>• Company Strategies for Providing Development</li> </ul>

	<p>Date: <b>Dec. 1</b></p>	<ul style="list-style-type: none"> <li>• Training Issues Resulting from the External Environment</li> <li>• Training Issues Related to Internal Needs of the Company</li> </ul>
	<p><b>Week 8</b>  Meeting Date: <b>Dec. 8</b></p>	<ul style="list-style-type: none"> <li>• Chapter 11-12 (Careers, Career Management, and Special Challenges)</li> <li>• <b>Research Paper or Lesson Plan Due</b></li> <li>• <b>Presentations</b></li> <li>• Prepare for Final Exam</li> </ul>
	<p><b>Week 9</b>  Meeting Date: <b>Dec. 15</b></p>	<ul style="list-style-type: none"> <li>• Chapter 13 (Future of Training and Development)</li> <li>• <b>Final Exam</b> (all material)</li> <li>• <b>Presentations</b></li> </ul>
<p><b>Additional Information</b></p>	<p><b>Course Attendance:</b> The University reserves the right to drop students who do not attend class the first two weeks of the term/semester. Students are expected to attend all class sessions of every course. In the case of unavoidable absence, the student must contact the instructor. The student is subject to appropriate academic penalty for incomplete or unacceptable makeup work, or for excessive or unexcused absences.</p> <p><b>Conduct:</b> Students enrolling in a degree program at Webster University assume the obligation of conducting themselves in a manner compatible with the University's function as an education institution. Misconduct for which students are subject to discipline may be divided into the following categories:</p> <ol style="list-style-type: none"> <li>1. All forms of dishonesty, cheating, plagiarism, or knowingly furnishing false information to the University.</li> <li>2. Obstruction or disruption of teaching, research, administration, disciplinary procedures, or other University activities or of other authorized activities on University premises.</li> <li>3. Classroom disruption. Behavior occurring within the academic arena, including but not limited to classroom disruption or obstruction of teaching, is within the jurisdiction of Academic Affairs. In case of alleged campus and/or classroom disruption or obstruction, a faculty member and/or administrator may take immediate action to restore order and/or to prevent further disruption (e.g. removal of student[s] from class or other setting). Faculty members have original jurisdiction to address the immediacy of a situation, as they deem appropriate. When necessary and appropriate, Public Safety and/or the local [or military] police may be contacted to assist with restoring peace and order. Faculty response is forwarded to the academic dean</li> </ol>	

(or his or her designee) for review and, if necessary, further action. Further action might include permanent removal from the course. Repeated offenses could lead to removal from the program and/or the University.

4. Theft of or damage to property of the University. Students who cheat or plagiarize may receive a failing grade for the course in which the cheating or plagiarism took place.
5. Students who engage in any of the above misconducts may be subject to dismissal from the University on careful consideration by the executive vice president of the University or his designee. To the extent that penalties for any of these misconducts (e.g. theft or destruction of property) are prescribed by law, the University will consider appropriate action under such laws.

Students are subject to the Student Code of Conduct and Judicial Procedure described in the Online Student Handbook.

**Course Contact Hours:**

Unless a course has enrolled fewer than four students, faculty have a contractual obligation to meet the full complement of contact/meeting hours (36 for graduate courses). Not to meet this full complement of hours may be construed as a breach of contract and may also endanger Webster University's accreditation by The Higher Learning Commission, a commission of the North Central Association of Colleges and Schools, and its licensure by the State of Florida. Finally, course meetings which are missed for any reason must be made up.

**Disclaimer:**

- This syllabus is intended to provide a basic structure to this course. Adherence to this syllabus is subject to change at the discretion of the instructor without the prior notification or consent of the student.

For Webster University policies and procedures, please refer to the Catalog and Student Handbook.

For Webster University policies and procedures, please refer to the Catalog and Student Handbook. If you have a documented disability as described in Section 504 of the 1973 Rehabilitation Act of the Americans with Disability Act (ADA), you can contact our Academic Resource Center (ARC) at [www.webster.edu/acadaffairs/asp/arc.htm](http://www.webster.edu/acadaffairs/asp/arc.htm), or call 800-981-9801 ext 7620, to make arrangements for services. Also, please notify your site administrator if you are attending an extended campus.

Reviewed by: *J. Ewing*

Job Title: Faculty Coordinator

Date: 09/29/09

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