

Training and Development

HRDV-5610

S2 2022 Section BH 3 Credits 03/21/2022 to 05/20/2022 Modified 03/06/2022

Meeting Times

Tuesdays, 5:30-9:30 PM EST

Via WebNet (sections 49, NL, WI, FQ, BH, 69, & IR)

Ft. Bragg is the Host Site

Zoom Link: Join URL: <https://webster-edu.zoom.us/j/95981227283> (<https://webster-edu.zoom.us/j/95981227283>)

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.

Employee Training and Development

Author: Noe

Publisher: McGraw-Hill

Edition: Please Use Most Recent Edition

Deliverables

MATERIALS

REQUIRED TEXTS: Employee Training & Development, 8th Edition, Raymond Noe; McGraw-Hill

· Publisher : McGraw Hill; 8th edition (February 20, 2019)

· Hardcover : 592 pages

· ISBN-13 : 978-1260043747

To order: Call MBS direct at 1-800-325-3252, or by Internet: <http://www.mbsdirect.net>.

SUPPLEMENTAL READINGS:

Selected articles from professional publications and websites.

USE OF THE WEBSTER LIBRARY IS ENCOURAGED.

Eden-Webster Library at <http://library.webster.edu>. Go to Databases & Internet Resources: then to Online/full text Databases or <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, 7th 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

The GRADUATE catalog provides these guidelines and grading options:

- 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

Week	Activities	Ch. 1 Introduction to Employee Training and Development
1:		<p>Discuss the following: introductions, syllabus, textbook & APA publication manual, research paper, HRMG 6000 (Integrated Studies in Human Resources Management) capstone course, and classroom guidelines.</p> <p>Team and individual assignments will be announced.</p> <p>Case questions, exercises, and review questions TBD</p>

Week 2:	Activities	<p>Week 2:</p> <p>Ch 2 Strategic Training</p> <p>Ch 3 Needs Assessment</p> <p>Self-efficacy assessment</p> <p>Case questions, exercises, and review questions TBD</p>
Week 3:	Activities	<p>Week 3:</p> <p>Ch 4 Learning and Transfer of Training</p> <p>Review ADDIE Training Model</p> <p>Ch 5 Program Design</p> <p>Case questions, exercises, and review questions TBD</p>
Week 4:	Activities	<p>Week 4:</p> <p>Ch 6 Traditional Evaluation</p> <p>Review for Mid-term (chapters 1-6)</p> <p>Case questions, exercises, and review questions TBD</p>
Week 5:	Activities	<p>Week 5:</p> <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>Week 6:</p> <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>Week 7:</p> <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>Week 8:</p> <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>Week 9:</p> <p>Final Examinations: Chapters 7-11</p> <p>Finish research paper presentations (if needed)</p> <p>Course evaluations</p> <p>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.</p>

* Course Policies

MA-INTEGRATED STUDIES 6000: Students should begin thinking about their 6000 capstone projects early in their program. Discussions with your instructor and the mentor for your program area are encouraged. An approved project is required to enroll in the capstone course. Group projects are encouraged, but individual projects also meet the requirements for the course.

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

<https://webster.edu/catalog/current/graduate-catalog/academic-policies.html#gradingsystem>
(<https://webster.edu/catalog/current/graduate-catalog/academic-policies.html#gradingsystem>)

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 they understand and follow 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 Reeg Academic Resource Center provides student resources to become better acquainted with academic honesty and the tools to prevent plagiarism in its many forms:

<https://websteru.sharepoint.com/sites/AcademicIntegrityAtWebster>
(<https://websteru.sharepoint.com/sites/AcademicIntegrityAtWebster>)

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 and Support

At Webster University, we understand that all students learn differently and may have specific, often differing, learning needs. Some examples are doing rather than watching, being active instead of sitting still, and taking frequent breaks. For others, the professor needs to speak louder, give more clear instructions, and be understanding with health issues. Regardless of what makes learning easier for you, our goal is to provide the most accessible learning environment possible for each student. If there are any specific needs you'd like to make your instructors personally aware of, including any academic accommodations, please reach out to them directly.

Webster University supports students in several ways. Students with academic/learning, health, physical, and psychological disabilities and students who have accessibility concerns can reach out to Webster's Academic ADA Coordinator at disability@webster.edu. You can also reach out if you have any questions relating to accessibility.

Online resources through WorldClassRoom (Canvas) have a variety of accessibility tools, provided through a program called Ally, for both students and faculty. Ally is free and already incorporated into WorldClassRoom. It helps students who have visibility and attention challenges; who need easier access to course materials from mobile phones, tablets, electronic readers, etc.; or who need or prefer file types different from the format uploaded by the instructor. You can find more information about Ally at <https://webster.edu/online/ally.php> (<https://webster.edu/online/ally.php>).

Life circumstances can make focusing on education, or anything else, difficult. For this reason, several additional resources and services are available to students at no cost:

1. Reeg Academic Resource Center (<https://websteru.sharepoint.com/sites/ReegARC> (<https://websteru.sharepoint.com/sites/ReegARC>))
 - Academic Counseling: academiccounseling@webster.edu
 - Assistive Technology: atacr@webster.edu
 - Disability Accommodations: disability@webster.edu
 - Testing Center: arc@webster.edu
 - Tutoring: tutoring@webster.edu
 - Writing services: writing@webster.edu
2. Counseling and Life Development (<https://www.webster.edu/student-counseling.php> (<https://www.webster.edu/student-counseling.php>)): 314-968-7030 or counselingld@webster.edu (these contact methods are non-confidential, but appointments are confidential)

Lastly, circumstances change. If, at any point throughout your education, you find that something is making learning difficult for you, please reach out to your instructor directly and/or to Webster's ADA team. It is never too late to ask for accommodations. We entirely support you and want you to have the best and most accessible education possible.

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 <https://www.legacy.webster.edu/success/students.html>. (<https://www.legacy.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:

<https://webster.edu/titleix/policy.php> (<https://webster.edu/titleix/policy.php>)

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:

<https://www.legacy.webster.edu/irb/> (<https://www.legacy.webster.edu/irb/>)

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:

<https://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 (sign with your university-provided email and password:

<https://www.getrave.com/login/webster> (<https://www.getrave.com/login/webster>)

Campus Information

None
