Course Description

Study of current trends in human resource training and development with application to diverse organization environments and labor practices.

Prerequisites

None

Course Textbook


Course Learning Objectives

Upon completion of this course, students should be able to:

1. Describe the phases in the training processes model and examine how training relates to HRD and strategic process planning.
2. Identify and summarize major learning, performance, and motivational theories and apply theoretical concepts to training development.
3. Explain the purpose for performing training needs analysis (TNA) and define the various theories and methods used in the TNA process.
4. Outline the importance of creating learning objectives for the trainee, as well as the training unit, and describe how learning objectives impact training design.
5. Describe traditional training methods, computer-based training methods, and e-learning and highlight the appropriate usage of each.
6. Describe the field of organizational development (OD) and its relationship to training activities, including levels of and resistance to change.
7. Demonstrate the appropriate use of icebreakers, exercises, and games in the training room, as well as techniques for handling different types of trainees.
8. Explain the rationale for performing training evaluation and identify possible reasons for the resistance to training evaluation.
10. Describe issues related to key training areas for all organizations, training equity, and the importance of executive/management training programs.

Credits

Upon completion of this course, the students will earn three (3) hours of college credit.

Course Structure

1. **Unit Learning Objectives:** Each unit contains Unit Learning Objectives that specify the measurable skills and knowledge students should gain upon completion of the unit.
2. **Written Lectures:** Each unit contains a Written Lecture, which discusses lesson material.
3. **Reading Assignments:** Each unit contains Reading Assignments from one or more chapters from the textbook.

4. **Learning Activities (Non-Graded):** These non-graded Learning Activities are provided to aid students in their course of study.

5. **Key Terms:** Key Terms are intended to guide students in their course of study. Students should pay particular attention to Key Terms as they represent important concepts within the unit material and reading.

6. **Discussion Boards:** Discussion Boards are a part of all CSU term courses. Information and specifications regarding these assignments are provided in the Academic Policies listed in the Course Menu bar.

7. **Unit Assessments:** This course contains eight Unit Assessments, one to be completed at the end of each unit. Assessments are composed of multiple-choice questions and written response questions.

8. **Article Critique:** Students are required to submit for grading an Article Critique in Unit VI. Specific information and instructions regarding this assignment are provided below.

9. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.

10. **Student Break Room:** This communication forum allows for casual conversation with your classmates.

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**Unit VI Article Critique**

According to the textbook, companies spend a lot of time on training and development. Use the database within the CSU Online Library to find the article, “Training is the Answer…But what was the Question?” by Rob Rosner, May 1999 (This author may also be found under Bob Rosner in some research databases). This article examines the usefulness of training.

After reading the article, write a brief summary and answer the following questions:

- What is the author’s main point?
- Is training always an effective solution? Why, or why not? What evidence supports the main point?
- What is your opinion of the article? Do you agree with the author? Why, or why not?
- What evidence from the textbook or other sources supports your opinion?
- How does the article support the course?

Use these guidelines to prepare your Article Critique:

- It must be at least three pages in length.
- Identify main topic/question.
- Identify the intended audience.
- Summarize the article for page one.
- Think critically about the article and how it applies to the course for pages two and three.

Format your article critique using APA Style. Use your own words and avoid plagiarism. All sources used, including the textbook, must be referenced. Any paraphrased and quoted material must have accompanying citations.

**APA Guidelines**

CSU requires that students use the APA style for papers and projects. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. A document titled “APA Guidelines Summary” is available for you to download from the APA Guide Link, found in the Learning Resources area of the myCSU Student Portal. It may also be accessed from the Student Resources link on the Course Menu. This document provides links to several internet sites that provide comprehensive information on APA formatting, including examples and sample papers.

**CSU Grading Rubric for Papers/Projects**

The course papers will be graded based on the CSU Grading Rubric for all types of papers. In addition, all papers will be submitted for electronic evaluation to rule out plagiarism. Course projects will contain project specific grading criteria defined in the project directions. To view the rubric, click the Academic Policies link on the Course Menu, or by accessing the CSU Grading Rubric link, found in the Learning Resources area of the myCSU Student Portal.
Communication Forums

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.

Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

Grading

- Discussion Boards (8 @ 2%) = 16%
- Unit Assessments (8 @ 9%) = 72%
- Unit VI Article Critique = 12%
- Total = 100%

Course Schedule/Checklist (PLEASE PRINT)

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.
By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

### Unit I: Training and HRD

**Review:**
- Unit Study Guide
- **Learning Activities (Non-Graded):** Instructions are below Written Lecture.

**Read:**
- **Chapter 1:** Training in Organizations
- **Chapter 2:** Aligning Training with Strategy

**Discuss:**
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)

**Submit:**
- **Assessment** by Tuesday, Midnight (Central Time)

### Unit II: Learning, Motivation, and Performance

**Review:**
- Unit Study Guide
- **Learning Activities (Non-Graded):** Instructions are below Written Lecture.

**Read:**
- **Chapter 3:** Learning, Motivation and Performance

**Discuss:**
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

**Submit:**
- **Assessment** by Tuesday, Midnight (Central Time)

### Unit III: Needs Analysis

**Review:**
- Unit Study Guide
- **Learning Activity (Non-Graded):** Instructions are below Written Lecture.

**Read:**
- **Chapter 4:** Needs Analysis
- **Appendix 4.1**

**Discuss:**
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

**Submit:**
- **Assessment** by Tuesday, Midnight (Central Time)

Notes/Goals:
## Unit IV: Training Design

### Review:
- Unit Study Guide
- **Learning Activity (Non-Graded):** Instructions are below Written Lecture.

### Read:
- **Chapter 5:** Training Design

### Discuss:
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

### Submit:
- **Assessment** by Tuesday, Midnight (Central Time)

### Notes/Goals:

## Unit V: Training Methods

### Review:
- Unit Study Guide
- **Learning Activities (Non-Graded):** Instructions are below Written Lecture.

### Read:
- **Chapter 6:** Traditional Training Methods
- **Chapter 7:** Computer-Based Training Methods

### Discuss:
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

### Submit:
- **Assessment** by Tuesday, Midnight (Central Time)

### Notes/Goals:

## Unit VI: Training Development and Implementation

### Review:
- Unit Study Guide

### Read:
- **Chapter 8:** Development and Implementation of Training

### Discuss:
- **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

### Submit:
- **Assessment** by Tuesday, Midnight (Central Time)
- **Article Critique** by Tuesday, Midnight (Central Time)

### Notes/Goals:
### Unit VII: Training Evaluation

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Notes/Goals:

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### Unit VIII: Key Training Areas

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