

Management 333.01 - Training and Development

MWF 1:30 to 2:20 pm, BC 102

Fall 2007

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COURSE DESCRIPTION This course focuses on Training and Development as a function that enables organizations to perform better. It addresses in depth the key stages of the systematic training cycle: needs assessment, training design, implementation & evaluation. It also explores the strategic role of training managers & Human Resource Development (HRD) specialists in an environment characterized by key challenges, such as, competitiveness, diversity, quick technology development, lifelong learning, etc. Through several experiential methods, team & individual activities, students will have the opportunity to gain enough knowledge & develop some skills pertaining to the core competencies of the profession of training & development.

LEARNING OBJECTIVES By the end of this course participants should be able to:

- Specify the main activities pertaining to training & development
- Recognize & explain the role of training managers & the challenges they face today in Organizations
- Describe the roles of HRD professionals & indicate the competencies they require
- Conduct a training needs assessment at organizational, job or person level
- Design, deliver & evaluate a training session
- Set a personal career development plan
- Identify & analyze the major issues related to strategic training & development

TEXTBOOK

- Noe, R.A. (2008). *Employee Training and Development*. New York: McGraw Hill.

TEACHING METHODS A variety of andragogical methods will be used to accommodate different learning styles. These methods will include: Lecture, role play, in class team activity, case study analysis, discussions & debates, and videos.

COURSE REQUIREMENTS

- Participation & Attendance (80 points): You are required & highly encouraged to participate in class in team & or individual activities. Attendance is mandatory in all sessions unless you have a strong reason for absence. If you reach 3 unexcused absences 5% will be deducted from your final grade. Any absence will require a make up assignment. Please, bear in mind that you have to be punctual in every class. It is the university policy that "Students making satisfactory progress in their classes will be excused from classes when they are representing New Mexico State University on a university sponsored event (e.g., ASNMSU President represents NMSU at legislative session, student-athletes competing in NMSU scheduled athletic events or education field trips and conferences). Authorized absences do not relieve the student of class responsibilities. Prior written notice of the authorized absence will be provided to the instructor by the sponsoring department."
- In Class Team Activities & Assignments (200 Points): As a member of a team, you are expected to take part of class activities (Role plays, Case analyses, Debates, Discussions, Presentations, etc.). Your team as well as your individual performance will be taken into consideration. All assignments related to team & individual activities will be posted on WebCT. It is your responsibility to visit the course website & update yourself on posted assignments, documents, readings & grades.
- Training Needs Assessment Project (100): You are expected to conduct training needs assessment at job and person levels in a specific organization of your choice and submit a report that respects the guidelines provided on WebCT. Also some teams will volunteer to conduct a person analysis interview in class.
- Design and Delivery Project (100): In this team project, you are supposed to choose any topic that you are interested in, but that pertains to the area of training & development, & design a training session to be delivered in class during the last weeks of the semester. For this one you have to submit a team written report. An indicative list of topics will be given
- Career Development Plan (100): Every student is expected to develop a career plan for themselves. This will require a lot of reflection, analysis & visioning. Guidelines on this assignment will be provided
- Individual Tests (180): You will take 3 individual tests of 20 minutes to test the acquired knowledge & to ascertain that you do your readings

- Exams (200): You are expected to take the mid-term & the final exam
- Peer Assessment (100): Every member of every team will be doing a self-assessment and will assess the other team members
- Respecting the deadlines for all your assignments and projects is very crucial. Any failure to hand your assignments in on due dates will result in at least 15% deduction of your grade.
- Make-up work, exams, and quizzes: students who are absent on university business or have plausible reasons for their absence will be allowed to make their assignments, exams and quizzes up.

Grading Criteria			
Items	Points	Course Grade	
		Percent	Grade
Tests (3 @ 60 points each)	180	954 -1060 848 - 953 742 - 847 636 -741 635 & below	A B C D F
Assignments & in class activities (4 @ 50 points each)	200		
Exams (2)	200		
Team Project 1 (TNA)	100		
Team Project 2 (Design and Delivery)	100		
Individual Career Plan	100		
Peer Assessment	100		
Participation & Attendance	80		
Total Points	1060		

- **Incompletes ("I" grades)**: Given for passable work that could not be completed due to circumstances beyond the student's control (e.g., severe illness, death in the immediate family). These circumstances must have developed after the last day to withdraw from the course. Requests for "I" grades should be made to the instructor, but must be approved by the Management Department Head.
- **Withdrawals**: It is the responsibility of the student to know important dates such as University drop dates; last day to withdraw with a W is Oct. 16. Moreover, it is the responsibility of the student to officially withdraw from this class if he or she intends to drop. No faculty or department head signatures are required to drop a class. Students may drop a class on the web only until the last day to drop (September 7, 2007). Courses dropped by September 7 do not appear on the student's transcript and there is no tuition charge.
- **Cheating**: Cheating will not be tolerated. Punishment for those caught cheating will be an "F" in the course. The person will also be subject to further sanctions as indicated in the student code of conduct (Please see the NMSU Student Handbook http://www.nmsu.edu/~vpss/SCOC/student_hand_book.html.)
- **Multiple Submissions**: it is not legitimate to submit in this class work that you have submitted in other courses.
- **Students with Disabilities**: If you have or believe you have a disability and would benefit from any accommodations, you may wish to self-identify by contacting the Services for Students with Disabilities (SSD) Office located in Garcia Annex (phone: 646-6840). If you have already registered, please make sure that your instructor receives a copy of the accommodation memorandum from SSD within the first two weeks of classes. It is your responsibility to inform either your instructor or SSD representative in a timely manner if services/accommodations provided are not meeting your needs.
If you have a condition which may affect your ability to exit safely from the premises in an emergency or which may cause an emergency during class, you are encouraged to discuss any concerns with the instructor and/or Michael Armendariz, SSD Coordinator. Feel free to call Mr. Gerard Nevarez, Director of Institutional Equity and EEO/ADA Office at 646-3635 with any questions about the Americans with Disabilities Act (ADA) and/or Section 504 of the Rehabilitation Act of 1973. All medical information will be treated confidentially.

COURSE SCHEDULE: It might be modified according to the needs of the group as the course progresses.		
Date	Topic	Reading & Assignments
08/22/07	Breaking the ice, course syllabus, learning styles questionnaires (LSQ)	
08/24/07	Introduction to Training & Development	Textbook Chapter 1 Fill the LSQ out and bring them to class
08/27/07	Introduction to Training & Development (cont.)	Textbook Chapter 1 Team exercise & class discussion
08/29/07	Strategic Training	Chapter 2
08/31/07	Strategic Training	Chapter 2 – <i>Assignment 1 Due</i>
09/03/07	Labor Day Holiday	
09/05/07	Training Needs Assessment	Test 1 (Review Chapt. 1& 2) Chapter 3
09/07/07	Training Needs Assessment Guidelines on project 1	Chapter 3
09/10/07	Training Needs Assessment	<i>Team Role Play.</i> Conducting a person analysis interview
09/12/07	Learning Theories	Chapter 4 pp. 123-148
09/14/07	Learning Theories (LT)	<i>Team Role Play.</i> LT in Practice
09/17/07	Learning /Training Transfer	Chapter 5
09/19/07	Learning/Training Transfer	Additional Reading (Check WebCT) Class Debate on Experiential Learning
09/21/07	Learning Organization	Additional Reading (Check WebCT) Case Study Analysis
09/24/07	Training Design	Chapter 4 pp.149-160 Test 2 (Review Chapt. 3, 4 & 5)
09/26/07	Training Design Guidelines on Project 2	In class team activity
09/28/07	Delivery Techniques I	Chapters 7 & 8
10/01/07	Delivery Techniques II	Video followed by class discussion
10/03/07	Training Evaluation	Chapt. 6 – Project 1 Due
10/05/07	Training Evaluation	In Class Case Analysis
10/08/07	Training Evaluation	Class Assignment
10/10/07	Training Evaluation	In Class Team Activity
10/12/07	Career Management & Development I	Chapters 11 & 12
10/15/07	Career Management & Development I Guidelines on your individual career plan	In class discussion
10/17/07	Career Management & Development II	Test 3 (Review Chapt. 6, 11 & 12)
10/19/07	Career Management & Development II	In Class team activity
10/22/07	Training & Development Programs for Culturally diverse Employees I	Chapter 10
10/24/07	Training & Development Programs for Culturally diverse Employees I (cont.)	Chapter 10
10/26/07	Review For the Mid-Term Exam	Team Competition Activity
10/29/07	Mid-Term Exam	
10/31/07	Training & Development Programs for Culturally diverse Employees II	Class Discussion
11/02/07	Training & Development Programs for Culturally diverse Employees II	Project 2 Due
11/05/07	Project Presentation 1	Peer Assessment I Feedback and discussion
11/07/07	Project Presentation 2	Feedback and discussion
11/09/07	Project Presentation 3	Feedback and discussion
11/12/07	Project Presentation 4	Feedback and discussion

11/14/07	Project Presentation 5	Feedback and discussion
11/16/07	Project Presentation 6	Feedback and discussion Assignment on personal career plan due
11/19/07 - 11/23/07	Thanks Giving Holiday	
11/26/07	The Future of Training & Development	Chapter 13
11/28/07	The Future of Training & Development	Class Discussion
11/30/07	The Future of Training & Development	In Class Team Activity
12/03/07	The Future of Training & Development	Individual Exercise
12/05/07	Course Synthesis	
12/07/07	Review for the final Exam	Peer Assessment 2
12/10/07	Final Exam	