

MGMT 5153
MANAGING TRAINING AND DEVELOPMENT
Professor Thomas H. Stone
Spring, 2016

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Office Hours: Tu Th 3:25-4:15, and by appointment

MATERIALS:

Text: R. A. Noe, Employee Training & Development, 6th Ed., Irwin/McGraw Hill, 2013.
Notes and readings are available on D2L. Student materials including sample quizzes are available at <http://www.mhhe.com/etd6e> An e-copy of the text may be purchased for approximately half the price of a new paper copy at www.coursesmart.com ; search under Noe but be sure to select the Training text not the Noe, Gerhart, Hollenbeck and Wright, HR text.

OTHER MATERIALS: Additionally, samples of training and development (T&D) material may be distributed to groups of students, and students will be required to locate materials in both the library and via the Internet. Additionally, students who want to get a job in the HR profession should seriously consider joining as a student member of the Society for Human Resource Management (SHRM). The cost is very low and the benefits and available resources are excellent (see www.shrm.org and www.shrm.org/students . Three good sites for training and development information are: : <https://www.td.org/> (Association for Talent Development), www.prospera.com and www.trainingindustry.com

Additional material and websites will be provided during the course.

COURSE DESCRIPTION AND OBJECTIVES: This course emphasizes T &D concepts and methods.

There are a number of specific objectives and one general objective of this course. The general objective of the course is: students will learn the theories, principles, methods, and related terminology of training development (T&D) and their application to T&D problems. Specific objectives include the ability to:

1. Specify the knowledge, skills, abilities, and other characteristics (KSAOs) required for a job or set of jobs;
2. Construct a training program, including e-learning, from a set of KSAOs;
3. Develop and conduct a small training program;
4. Analyze and critique a T & D program;

5. Locate and evaluate material related to T&D.

PROCESS FOR EVALUATION AND COURSE REQUIREMENTS: There will be two exams, a mid-term worth 20% and a final worth 30% of the course grade. Exams will be multiple-choice, true false and perhaps some short answers; and sample questions will be provided.

Distance students must take exams under proctored conditions on D2L using Respondus Lockdown.

Upon enrolling each semester, contact the CEPD Distance Learning office to inform them of your proctoring site. You can call (405) 744-4048, or read the proctor policies and exam procedures, and complete the appropriate Testing Center form at <http://spears.okstate.edu/distance/guide>. The windows for exams will be approximately two days.

10 percent of the grade will be based upon periodic learning checks covering text and class material. LC's will be taken on D2L and require Respondus Lockdown browser. Each LC is 10 multiple choice and true/false questions with a time limit of 10 minutes and a one-minute grace period. For each minute past 11, one point will be deducted. A group project is the final 40 percent of the course grade. The project component of the course will be done in three or four-person teams. The project requires developing a training program including all the important steps of the instructional design process. Briefly, this project involves identifying a training need, specifying the KSAO's to be learned, the level of proficiency to be achieved, training content, methods used, training procedures and methods of evaluation. You are encouraged to consider developing a training program for a volunteer/ service organization such as United Way, YMCA, Salvation Army and others. These organizations often have needs and are more than willing to have free assistance. I encourage you to select a training need that is of interest to you and perhaps your employer. The purpose of the training project is to allow you to gain experience developing a *short* training program. An additional option is to describe an existing training program, critique it and describe in detail how it can be improved.

>> A proposal regarding the paper is due Wed March 9. The proposal should include information about the training issue/problem, organization and the nature of your access to the organization.

Grades will be determined by combining points from the exam, project and presentation. The grading scale is: A = 100%-90%; B = 89%-80%; C = 79%-70%; D = 69%-60%; and F = 59% and below. For group projects, each student will rate their own contribution as well as other group members at the end of each project phase using a 100-point allocation system. For example, for a four-person group, equal contributions would result in 25 points assigned to each student and each student would receive the grade assigned to the group. Additionally, each group member must provide a signed statement stating his or her specific contribution to the project.

SPECIAL ACCOMMODATIONS: If any member of this class feels that he/she has a disability and needs special accommodations of any nature whatsoever, the instructor will work with you and the Office of Disabled Student Services to provide reasonable accommodations to ensure that you have a fair opportunity to perform in this class. Please advise the instructor of such disability and the desired accommodations at some point before, during, or immediately after the first scheduled class period.

Academic Integrity: Oklahoma State University is committed to the maintenance of the highest standards of integrity and ethical conduct of its members. This level of ethical behavior and integrity will be maintained in this course. Participating in a behavior that violates academic integrity (e.g., unauthorized collaboration on homework or assignments, plagiarism, multiple submissions of the same assignment, cheating on examinations, fabricating information, helping another person cheat, having unauthorized advance access to examinations, altering or destroying the work of others, and fraudulently altering academic records) will result in your being sanctioned. Violations may subject you to disciplinary action including the following: receiving a failing grade on an assignment, examination or course, receiving a notation of a violation of academic integrity on your transcript, and being suspended from the University. You have the right to appeal the charge. Contact the Office of Academic Affairs, 101 Whitehurst, 405-744-5627, <<http://osu.okstate.edu/acadaffr/aa/academicintegrity.htm>>.

You will be asked to sign the following statement when submitting assignments and exams for this course.

“On my honor, as a student, I have neither given nor received unauthorized aid on this academic work.”

Any student found cheating on an exam or any course assignment will receive a zero on that exam or assignment. Any student having evidence of cheating should report to the instructor.

Important Information: Please check the following website for University and College information.

<http://academicaffairs.okstate.edu/content/resources-faculty-staff>),

University Drop Policy

Information about university drop policy and dates is at this website:

<http://registrar.okstate.edu/>

Click on “class schedules,” and “short, internet, and outreach courses”

To drop this course, contact the Registrar’s office, (405) 744-6876, or drop through SIS (Student Information Services).

Research Activity Extra Credit: Information for Students

In this class, you may participate in research activities for extra credit. Research activities include the following: participating in a management department research experiment or composing a reflection report on a management-related research manuscript. Students that complete either research activity will earn **extra credit points** according to the type of research activity (the maximum number of extra credit points is set by the professor). These research projects have been reviewed by University Institutional Review Board (IRB) whose members are drawn from across the entire academic community, and they are supervised by a faculty member from the Department of Management.

Research opportunities will be given to you during the semester, and you can make multiple appointment times if seats are available. Each session has a certain amount of credit, and you can participate in sessions to earn your extra credit to a maximum of 5% of course grade and should come from SONA credit.

Your account will be automatically generated by the Management SONA system, and an email with your log-in information will be sent out on February 1. Once you receive the email, you can log-in to the system by visiting <http://okstategmt.sona-systems.com>. Once you have successfully logged-in you will be able to view studies and sign-up online. Note that studies are first-come-first-serve, and they are rotated monthly (studies are subject to change throughout the semester). You will be notified by the Management SONA system whenever any study becomes available.

If you choose to participate in a research session, your responses will be confidential. That is, your name will not be associated with your responses to the study questions at any time. All data you provide will be grouped with data others provide for purposes of reporting and presentation.

If you do not wish to participate in a research session, you may substitute an alternative assignment: preparing a summary and critical analysis of a recent management research article. To view the assignment, you will also need to sign up online at <http://okstategmt.sona-systems.com/>. To receive credit for participating, the alternative assignment must be submitted to the email address provided on the website by the due date (5:00 pm on the last day of appointments for each session).

Most answers to typical questions can be found on the Management SONA's FAQ page. If you have any questions about the research experience or have difficulty signing up for lab sessions please contact the Management SONA Manager at mgmtresearch@okstate.edu.

Topical Outline and Readings:

Introduction:

Noe, Chp. 1; A. Anderson video.

>> Sample LC for Chp 1; grade does not count.

Noe, Chp. 2 Strategic Training

>> LC 1 for Chp 2

Needs Assessment:

Noe, Chp. 3

>> LC 2 for Chp 3

Learning Theory and Transfer of Training:

Noe, Chp. 4; Gigi Gerson & Cathy McClesky, Numbers help make a training decision that counts.

Clay, Mini-multitaskers, *Monitor on Psychology*, 40, #2, 2009.

McNamara, Hambrick & Oswald, Deliberate Practice and Performance in Music, Games, Sports, Education, and Professions: A Meta-Analysis, *Psychological Science*, 2014, Vol. 25(8) 1608–1618

>> LC 3 for Chp 4

Program Design:

Noe, Chp. 5; >> LC 4 for Chp 5

Greenfieldboyce, How a position of power can change your voice,

<http://www.npr.org/blogs/health/2015/01/05/371964053/how-a-position-of-power-can-change-your-voice>

(**Training videos**) (examples of YouTube videos that claim to teach you to do something; there are many, many other examples)

[How to Make a Kite in 5 Minutes - YouTube](#)

www.youtube.com/watch?v=9qZHrDDBCUG

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<https://www.youtube.com/watch?v=ZZZ7k8cMA-4> 14 + Mins. body language hand shake, etc

http://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are?language=en&utm_source=tedx 20 mins.

[How to Meditate Properly: Meditation Techniques ... - YouTube](#)

▶ 6:18

www.youtube.com/watch?v=TvsF7i76UXI

Assertiveness Techniques Monika Hoyt

<https://www.youtube.com/watch?v=S5xSLRNcNT0>

Wendy's training video for serving chili
<https://www.youtube.com/watch?v=eOvHZDgk-kY>

Training Evaluation:

Noe, Chp. 6;
>> LC 5 for Chp 6

>> **Mid-term exam** (Chapters 1-6 and assigned material); exam will be scheduled within 1-2 class periods of completing Chp. 6.
>> NOTE: Exam must be taken under proctored conditions.

>> **Wed. March 9 Submit paper proposal**

Traditional Training Methods:

Noe, Chp. 7; Arthur, B., Bennett, W., Edens, P. S. & Bell, S. T., Effectiveness of training in organizations: A meta-analysis of design and evaluation features.
NPR program on apprenticeships <http://www.npr.org/2014/11/06/361136336/in-south-carolina-a-program-that-makes-apprenticeships-work>
>> LC 6 for Chp 7

Technology-Based Training Methods

Noe, Chp. 8; Yacovelli, S. How to effectively evaluate E-learning
Guest speaker: Larry Straining, CPLP, Tulsa ASTD
>> LC 7 Chp 8
<http://www.teachthought.com/apps-2/50-of-the-best-video-games-for-learning-2015/>

Employee Development and Career Management:

Noe, Chp. 9
>> LC 8 Chp 9

Social Responsibility: Legal Issues, Managing Diversity, and Career Challenges

Noe, Chp. 10; Akram A El-Tannir The corporate university model for continuous learning, training and development; Frazee, Corporate universities: A powerful model for learning.
http://www.clomedia.com/articles/corporate_universities_a_powerful_model_for_learning
Richard Koonce, Redefining Diversity.

1-11. >> LC 9 Chp 10

>> **Group Project due: Thursday April 14**

Noe, Chp. 11 The Future of Training and Development, Discussion questions 1-9.
>> LC 10 Chp 11

>> Final Exam Window: Monday May 2- Tuesday May 3 11 PM