Training and Career Development

November 10-12, 2006          Friday      5:30 pm - 9:10 pm
November 17-19, 2006         Saturday    9:00 am – 12:00 pm and 1:30 pm – 5:00 pm
December 2-4, 2006           Sunday     1:00 pm - 4:00 pm

Room:  3108 on Fridays and Saturdays
      3108 on Sundays
Instructor:  Dr. Jennifer Kisamore          Phone:          (918) 660-3603
Office:  3J06              Office Hours:  Tuesdays 2:00-6:00 PM
          and by appt.
Email:  jkisamore@ou.edu          Mail Box:  1J39
Fax:   (918) 660-3383                   Website: on Desire2Learn

Prerequisites:  Admittance into ODYN program or instructor's consent.

Course Texts:
Required

Required Readings:
Available on the course Desire2Learn site or on Library Reserve. See Article listing in this syllabus for more information.

Course Description:
This course serves as an overview of the principles, theories and practices of learning and development in organizations. Applications of various training techniques and designs will be covered as well as roles of different organizational constituencies in employee training and development.

Learning Objectives:
By the conclusion of this course, the student will:
1. be able to identify several theories underlining current training and career development models.
2. be able to identify the training needs of subordinates
3. be able to build training programs based on job information
4. learn how to incorporate employee career objectives in the development of training programs
5. understand the role of technology in the development of both training and career development programs
6. understand that the current trend of globalization will present new challenges in the development of successful programs.
Philosophy for the Course:
I view myself as a catalyst to help you learn the information covered in the texts you will be reading as well as in the notes I cover. I cannot make you learn the material but I can help you in the process of learning the material. To make the learning process easiest on yourself, you need to do the assigned readings ahead of class time and show up to class, on time, with specific questions you have about the material you read.

Course Format:
Classes will be interactive and consist of lectures, teamwork, discussions, case analyses, group presentations, and individual assignments.

Course Grading:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points earned</th>
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<tbody>
<tr>
<td>A</td>
<td>895 or above</td>
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<tr>
<td>B</td>
<td>795-894</td>
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<tr>
<td>C</td>
<td>695-794</td>
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<tr>
<td>D</td>
<td>694 or below</td>
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Course Point Allocation Scheme:
- Participation/Preparation: 100 points
- Research Translation: 150 points (presentation & handout)
- Homework & in-class Assignments: 300 points
- Quizzes: 150 points (50 pts. each)
- Team Project Presentation: 100 points (one grade per team)
- Team Project Write-Up: 200 points (one grade per team)

1,000 points maximum

Other Considerations

Religious Holidays:
If any of the class meetings fall on a religious holiday that you will be observing, please let me know as soon as possible (no later than the end of the first class meeting) so that alternative arrangements can be made.

Disabilities:
Any student who has a disability that may prevent him or her from fully demonstrating his or her abilities should contact me personally as soon as possible so we can discuss accommodations necessary to ensure full participation and facilitate your educational opportunities.

Academic Dishonesty:
Plagiarism, cheating, and other forms of academic misconduct will not be tolerated. Students who engage in academic misconduct will receive the severest penalty in accordance with university guidelines. Penalties for academic misconduct include grade sanctions, censure, community service, suspension, and/or expulsion.

For more information about the OU Academic Misconduct Code, see www.ou.edu/provost/integrity
Overview of Assignments

1. **Participation/Preparation:**
   Students will be graded on participation and preparation by myself and their class peers.

2. **Research Translation:**
   You will be assigned an article on which to prepare a “research translation” (students will be allowed to pick articles from a list where each article is presented only once). The research translation will include a very brief (5 minute) oral presentation on an empirically-based article and preparation of a handout related to the article. You will read the article in advance of your presentation and prepare a professional handout which summarizes key information from the article. You will then discuss the article as you would to a group of upper level managers who do not have advanced training in Organizational Dynamics. This assignment is designed to help you develop the important skill of communicating academic and empirical research findings to non-academic audiences. Research translation handouts should be presented professionally and should be no more than 2 pages. *In your presentation, be sure to apply the article to the team training project on which you are working or a particular program used at your current organization.*

3. **Pre-class & in-class Assignments:**
   - **Pre-class:** See additional information on the course website about this assignment.
   - **In-class:** During this course, you will complete several assignments or activities during class meetings. The purpose of these assignments is to help you reflect on or apply material you learn through the readings, lectures, and class discussions.

4. **Quizzes:**
   Quizzes will be given every Sunday to evaluate your understanding of training concepts covered during class and in the assigned readings.

5. **Team Training Project:**
   The purpose of the team training project is to allow you to gain experience developing a *short* training program. The team training project will help prepare you for completion of your capstone project. Depending on the size of the class and available training projects, students will be divided into teams. As a team, you will select one of several projects identified by your instructor and develop a training program based on the needs of the client organization. Teams will present their training project on the last day of class. This should be a professional presentation no longer than 30 minutes. All members of the team will receive the same grade. More information regarding the team training project is available on the course website. This grade will be partially determined by client feedback.
Weekend One- Training Development and Design

Friday, November 10, 2006

Session 1a: Introductions and Course Overview

Session 1b: Introduction to Training and Development
Noe Ch 1 & 2
Kraiger (2003)

Saturday, November 11, 2006

Session 1c: Needs Assessment
Noe Ch 3
Zemke (1998)

Break 12:00-1:30 PM

Session 1d: Learning Theory, Program Design, and Off-the-Shelf Training
Noe Ch 4
Gerson & McCleskey (1998)

Session 1e: Transfer of Training
Noe Ch 5
Kupritz (2002)

Sunday, November 12, 2006

Session 1f: Quiz

Session 1g: Student presentations/Project Groups
Weekend Two- Training Delivery and Evaluation/Special Topics in Training

Friday, November 17, 2006

Session 2a: Training Evaluation
  Noe  Ch 6
  Abernathy (1999)
  Kirkpatrick (1996)
  Quinones & Tonidandel (2003)

Session 2b: Training Delivery Methods and E-learning
  Noe Ch 7 & 8
  Arthur, Bennett, Edens & Bell (2003)
  Botkin & Kaipa (2004)

Saturday, November 18, 2006

Session 2c: Special Issues in Training and Development
  Noe Ch 10 & 13
  Bendick, Egan & Lofhjelm (2001)
  Koonce (2001)
  Tyler (1998)
  El-Tannir (2002)
  • Diversity Training
  • Human Performance Technology, Workplace Design, and Ergonomics
  • Learning Organizations
  • Future of T&D

Sunday, November 19, 2006
  Session 2d: Quiz

  Session 2e: Wrap-up and Team Project Time
Weekend Three- Career Development and Management

Friday, December 2, 2006

Session 3a: Career Development and Management Theory
Noe Ch 9 & 11
London (1991)

Saturday, December 3, 2006

Session 3b: Stages of Career Development
Noe Ch 12
Greenhaus (2003)

Break 12:00-1:30 PM

Session 3c: Organizational Career Management Systems
Arnold (2002)

Session 3d: Discuss team project presentations and final paper

Sunday, December 4, 2006

Session 3e: Team Project Presentations

Session 3f: Quiz

To Do: Complete final paper. Turn in no later than 11:55 PM on December 12, 2006.
ARTICLE LIST

Required Articles:
Abernathy, D. J. (1999). Thinking outside the evaluation box. Training and Development, 53(2), 19-23. SESSION 2A
Zemke, R. (1998). How to do a needs assessment when you think you don’t have the time. Training, 35(3) 38,40,42, 44. SESSION 1C
Research Translation Articles (you will do ONE of these)


*** denotes articles that must be obtained through library reserve.
OTHER BOOKS OF INTEREST


