

# Training and Development

## ***COURSE AUTHOR***

Professor Alan Saks, University of Toronto

## ***COURSE INSTRUCTOR***

Josie Martiniello

## ***COURSE DESCRIPTION***

Teaching students about the training and development process in organizations is the focus of this course. Students will learn about training needs analyses, the various methods associated with training and development interventions, and how to design and evaluate training programs in an effective fashion. The overall goal is to provide a well-rounded approach to training and development that is applicable to students in human resources as well as those seeking careers in other areas of business and management.

## ***LEARNING OBJECTIVES***

- To understand the role and function of training and development in organizations.
- To understand learning theories and principles and their implications for the effectiveness of training programs.
- To be able to identify training needs and objectives prior to the undertaking of training programs and to determine if training is a solution to performance problems.
- To understand the issues and steps involved in designing and implementing a training program.
- To understand the difficulties of transfer of training, how to overcome them and facilitate transfer of training.
- To understand how to evaluate the effectiveness of training programs in terms of training criteria and evaluation designs.
- To be able to evaluate the cost of training programs.
- To be knowledgeable about the various types of training programs and management development.

## ***REQUIRED TEXTS***

Saks, A. M. & Haccoun, R. R. (2019). *Managing Performance through Training & Development* (Eighth Edition). Toronto: Nelson Series in Human Resources Management. ISBN 0-17-679807-2

## ***COURSE CONTENTS***

**Multimedia Lectures by Professor Alan Saks, University of Toronto**

### **Unit 1: Introduction to Training and Development**

#### **Modules**

What is Training and Development?  
The Training and Development Process  
Organization Challenges and Training and Development

**READINGS:** Chapter 1

### **Unit 2: The Training Function**

#### **Modules**

The Context and Environment of Training and Development  
Organizing Training and Development  
The Role of the Trainer  
Marketing the Training Function

**READINGS:** Chapters 1 & 14

### **Unit 3 : Learning, Motivation and Performance**

#### **Modules**

Employee Behaviour & Performance  
Motivation Theories & Training  
Learning and the Conditioning Perspective  
Cognitive Theories of Learning

**READINGS:** Chapter 2

### **Unit 4: Needs Analysis and Training Objectives**

#### **Modules**

The Needs Analysis Process  
Levels of Needs Analysis  
Solutions to Performance Problems  
Training Objectives

**READINGS:** Chapter 3

### **Unit 5: Training Design and Implementation**

#### **Modules**

Designing the Training Program  
The Lesson Plan  
Maximizing Learning  
Implementing the Training Program

**READINGS:** Chapters 4 & 8

### **Unit 6: “Off the Job” Training Methods**

#### **Modules**

Traditional Training Methods  
Experiential Training Methods  
Technology-Based Training Methods

**READINGS:** Chapter 5 & 7

### **Unit 7: “On the Job” Training Methods**

Traditional Training Methods  
Developmental Training Methods  
Choosing a Training Method

**READINGS:** Chapter 6

### **Unit 8: Transfer of Training**

#### **Modules**

What is Transfer of Training?  
Barriers to Transfer of Training  
Transfer of Training Model  
Improving Transfer of Training

**READINGS:** Chapter 9

### **Units 9: Evaluation Criteria**

## **Modules**

What is Training Evaluation?  
Training Evaluation Criteria  
Overcoming Evaluation Obstacles

**READINGS:** Chapter 10

## **Unit 10: Evaluation Design**

### **Modules**

What is Evaluation Design?  
Non-Experimental Designs and Validity  
Experimental and Quasi-Experimental Designs  
Criterion Measures

**READINGS:** Chapter 10

## **Unit 11: Values, Costing Training Programs**

### **Modules**

The Cost and Benefits of Training  
Return on Investment  
Utility Analysis

**READINGS:** Chapter 11

### ***Learning Aids***

Interactive questions within the multimedia lecture streams. Self help quiz attached to each unit of the course.

### ***Participation***

Discussion board moderated and graded by the instructor. Students are required to post at least 3 substantial submissions (400 words or more) during the course on assigned questions (topical and case study based) that demonstrate knowledge and skills congruent with the Learning Objectives. There will be instructor feedback on all submissions.

There will also be a General Discussion Board moderated by the instructor in which questions can be asked on any course topic.

### ***Midterm Paper***

A midterm paper of approximately 1500 words to be submitted online approximately 6 weeks

after the start of the course. The instructor shall grade and comment on each paper, which shall be returned to the student.

### **Final Examination**

Proctored, opened book, online examination consisting of essay question(s). Any part of the entire course content may be examined. Government issued photo identification will be required to verify the student's identity.

### **Grade Weightings of Course Components**

Participation in Discussion Board: Weighting 10%

Midterm Paper: Weighting 35%

Final Examination: Weighting 55%: (It is required to pass the final examination with a grade of at least 65% in order to pass the course, regardless of grades earned in other components.)

**Passing Grade for the Course: 65%**