

Course Outline

**Department of Management
School of Business and Economics**

HRMN 4840-3

Organizational Learning, Training and Development (3,0,0)

Calendar Description

Students examine the educational activities provided by organizations to enhance the current performance of individuals or groups of employees and instill a commitment to continuous improvement and advancement. They study how organizations can become more adaptive by learning from their experiences and reacting more quickly to environmental change. Topics include organization learning; training and development; learning and motivation; needs analysis; training design, methods, and delivery; transfer of training; training evaluation; and cost and benefits of training programs.

Educational Objectives/Outcomes

Upon completing this course, students will be able to:

1. Articulate how training and development relates to human resources.
2. Describe the instructional design model and how training stages are incorporated.
3. Describe how training and development impacts performance management.
4. Contrast the various methods for effective training.
5. Conduct needs analyses.
6. Design and evaluate training programs.
7. Describe the financial implications of training and development.
8. Incorporate learning and motivational theories into program design.

Prerequisites

HRMN 2820 or HRMN 3820

Co-requisites

None

Texts/Materials

Managing Performance Through Training and Development, 6th Edition, Nelson.

Student Evaluation

Term test	20%
Final exam	30%
Research project	30%
Assignments	20%

Students must pass the final exam to pass the course.

Course Topics

1. Organizational Learning
 - Definition
 - Learning organizations
 - Knowledge and knowledge management
 - Informal learning
 - Communities of practice
 - Multilevel systems model of organizational learning
2. Training and Development
 - Performance management
 - Training and development
 - Benefits
 - Investment or expense
 - Context
 - Instructional systems design
3. Learning and Motivation
 - Learning outcomes
 - Learning styles
 - Learning theories
 - Adult learning theory
 - Theories of motivation
 - Training effectiveness
4. Needs Analysis
 - Definition, methods and sources
 - Needs analysis process
 - Organizational analysis
 - Task analysis
 - Person analysis
 - Solutions to performance problems
5. Training Design
 - Objectives
 - Purchase-or-design decision
 - Request for proposal

- Training content
 - Training methods
 - Active practice
6. Training Methods
- Off the job methods
 - On the job methods
 - Technology based methods
7. Training Delivery
- Lesson plans
 - Trainers and trainees
 - Materials and equipment
 - Training site
 - Seating arrangements
 - Scheduling
 - Administration
 - Implementing the program
 - Problems
8. Transfer of Training
- Definition
 - Transfer problems
 - Transfer process
 - Transfer strategies
 - Transfer interventions
9. Training Evaluation
- Definition and purpose
 - Barriers to evaluation
 - Types of evaluation
 - Models of evaluation
 - Evaluation variables
 - Data collection designs
10. Costs and Benefits of Training Programs
- Training and the bottom line
 - Costing training programs
 - Benefits of training programs
 - Return on investment

Methods for Prior Learning Assessment and Recognition

As per TRU policy

Attendance Requirements – Include if different from TRU Policy

As per TRU policy

Special Course Activities – Optional

Use of Technology – Optional