Instructor: Travis Tubré  
Office Phone: 715-425-4689  
Email: travis.tubre@uwrf.edu  
Office Hours: by appointment

Please feel free to contact me with any questions and ideas you may have about the course. I also want to emphasize that I welcome open discussion about concerns and/or critical feedback related to the course. This is a continuous learning environment, both for you and for me. In terms of getting in touch with me, I will generally be available for at least an hour before every class meeting. I am also receptive to staying after class if your work schedule makes it difficult for you to come in early. Other than that, you should email me to set up specific appointments.

Content Description:

This seminar is designed to provide an in-depth appreciation of a systems approach to training and development in organizations. We will explore theoretical advancements, empirical research, and applications of psychological and HRM research to organizational training. At the onset of the course, students will be introduced to the nature and extent of training in organizations. We will pay close attention to the current challenges of an increasingly diverse and dynamic workplace and related implications for organizational training. Consistent with a systems approach, students will explore issues pertaining to assessing training needs and evaluating the effectiveness of training. This will include topics such as opportunity to perform trained tasks, skill retention and decay, transfer of skill and training, and contextual influences on training effectiveness. We will also examine instructional design and the role of individual differences in training. Students will be introduced to a large variety of on- and off-site training techniques as well as special topic areas including: (a) leadership training, (b) team training and cooperative learning, (c) cross-cultural training, (d) e-learning, and (e) rater training in the context of performance appraisal and interviewing.

Although issues regarding organizational training are presented from an HRM perspective, the content of the course is integrated with literature from other disciplines such as industrial/organizational, social, cognitive, and human factors psychology.

Course Objectives:

The objectives of this course are to (a) increase our understanding of the substantive issues underlying employee training in organizations, (b) critically analyze theoretical, empirical, and practical applications of employee training, (c) relate employee training to other important organizational functions, (d) discuss and advance our own ideas about employee training, and (e) identify future directions in the field in terms of both research and practice.

Required Materials:

- Required readings are listed in the tentative course schedule. I have tried to limit course readings to documents that are available full-text on the online library databases. I will also make some of the readings available in PDF format on the course web site (ClassNet).

- I also reserve the right to hand out additional readings or to provide you with Internet links for additional readings beyond those listed in the syllabus. These additional readings may or may not be designated as required readings based on my assessment of their content relevance and importance.
Coursework and Grades:

Given the condensed time frames for the course, your grade will be based primarily on a comprehensive final exam administered at the end of the term. In addition to the final, you will be required to complete a brief position paper on one of the assigned topics from the course. Finally, a smaller portion of your grade will be determined based on your class participation. Each of these components of your grade and its contribution to your grade is discussed below.

Final Exam (60 points)
The final exam will be a comprehensive, take-home exam, consisting of essay questions. The content of the questions will be drawn from BOTH the assigned readings AND our class discussions. Your answers to the exam questions SHOULD incorporate material (properly cited) from BOTH of these sources. As the course progresses, I will provide additional information regarding the structure of and expectations for the final.

Position Paper (25 points)
You will complete a relatively brief position paper for one of the assigned topics. This paper should follow standard formatting rules (i.e., standard font, 12pt, 1” margins, etc.) and should be between three and four pages in length, typed, and double-spaced. Please do not exceed the four-page maximum. In this paper, I expect you to provide your thoughts or “position” on the assigned topic for the day. Although you may reference assigned readings, this paper should NOT be a summary of the readings for the week. Rather, you should provide unique insight, personal reactions, recollections of personal experience, suggestions for scientific inquiry or organizational practices, a critique of the approach, or anything else that shows you have given some extensive thought to the topic. These papers will be evaluated CRITICALLY and graded, so please ensure that they reflect your best and original work. Finally, the papers must be turned in PRIOR to our discussion of the given topic (i.e., at the beginning of the class for that evening).

Participation and Attendance (15 points)
Your participation grade will be based on the extent to which you attend and ACTIVELY participate in class. This extends beyond asking and responding to questions. I want to see that you have prepared for class and given some serious thought to the issues we will discuss. Regardless of whether I am lecturing, we are engaging in group activities or discussions, guest lecturers are presenting, or your classmates are interjecting their ideas, I expect that you will listen, comment, solicit the viewpoints of others, etc. I also recognize that, given the nature of enrollment for this course, many of you may have very relevant personal experience that could benefit all of us if they are shared. So, again, I encourage you to share these experiences with your classmates and with me.
Tentative Course Schedule

I want to stress that this schedule is extremely tentative. I am much more interested in the quality of our discussions and course sessions than in sticking to specific timelines. In fact, I hope that some of our discussions on given topics will be so lively that they will spill over into the next class session. However, you will always have at least a week of advance notice about what topic we will cover in the next meeting. As such, and because the quality of our class sessions depends on our understanding of the content matter, I expect that you will read the assigned materials for each section BEFORE coming to the class. As mentioned previously, part of your participation grade will be determined by your ability to demonstrate in class that you have done the assigned reading.

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<th>Session 1</th>
<th>Overview and the Changing Nature of Employee Training</th>
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<th>Session 2</th>
<th>Strategic Training and Development</th>
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<th>Session 3</th>
<th>Training Needs Assessment</th>
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Session 4  
Feb 9
Contextual Factors Influencing Training Outcomes; Training Transfer and Retention


Session 5  
Feb 16
Learning and Instructional Design


Additional readings will be added here

Session 6  
Feb 23
Training Evaluation


Additional readings will be added here. We will also most likely have a guest speaker on this date.

Session 7  
Mar 2
Special Topics for Training: Orientation and Socialization, Diversity, Training Aging Workers, Customer Service Training, Managerial Skills Training, eLearning


STATEMENT ON COURSE REQUIREMENTS

1. The instructor will determine the conditions, if any, under which an "Incomplete" will be assigned instead of a grade. The instructor may set dates and conditions for makeup work, if it is to be allowed.

2. A student may not negotiate the submission of extra work in an attempt to raise his or her grade unless the instructor has made such opportunities available to all students.

3. Academic misconduct is a very serious issue with potential consequences ranging from failure in the course in question to dismissal from the University. The Carlson School defines academic misconduct as any act by a student that misrepresents the student’s own academic work or that compromised the academic work of another. Scholastic misconduct includes (but is not limited to) cheating on assignments or examinations; plagiarizing, i.e., misrepresenting as one’s own work any work done by another; submitting the same paper, or substantially similar papers, to meet the requirements of more than one course without the approval and consent of the instructors concerned; or sabotaging another’s work. Within this general definition, however, instructors determine what constitutes academic misconduct in the courses they teach. Students found guilty of academic misconduct face penalties ranging from lowering of course grade to suspension from the university.

4. Students with disabilities that affect their ability to participate fully in class or to meet all course requirements should bring this to the attention of the instructor during the first week of class so that appropriate accommodations can be made. Similarly, students for whom English is not their native language may request accommodation (such as additional time for examinations).

5. Student complaints or concerns about some aspect of a course sometimes arise. If possible, it is hoped that these can be resolved through an informal meeting between student and instructor. However, if a student feels this is not feasible, or if such discussion does not remedy the problem, the student may consult with the Director of Graduate Studies in 3-300 Carlson School of Management (if a graduate student) or the Director of the Industrial Relations Center, also in 3-300 Carlson School of Management (if an undergraduate student).

6. University policy prohibits sexual harassment. Copies of the University policy on sexual harassment are available at 419 Morrill Hall. Complaints about sexual harassment should be reported to the University Office of Equal Opportunity at 419 Morrill Hall.

7. Materials for this course are available in alternative formats upon request. Please contact the Director of Graduate Studies, 3-300 Carlson School of Management, (612) 624-2500.