PURPOSE: This course will provide you with a survey of research and perspectives on training in organizations. Our emphasis will be on understanding the principles and techniques of training. This class will follow a seminar format. This means that you should read the assigned articles before class time and be prepared to discuss/critique them. From this course, students should gain in their abilities to read, critique, and discuss major research perspective and ideas in the training literature. You will also gain in your abilities to apply training techniques, and develop research proposals that can contribute to the training literature.

OUTLINE OF TOPICS:

I. Training: An introduction – (1/24-31)
II. Learning theories – (1/31-2/7)
III. Training needs assessment – (2/14)
IV Instructional design – (2/21-28)
V Practice, feedback, and information provision – (3/7-21)
VI Trainee characteristics – (3/21-28)
VII Training transfer – (3/28-4/4)
VIII Training evaluation – (4/11)
IX The organizational context – (4/18)
X Developmental work assignments – (4/18-4/25)
XI Managerial training and development – (4/25-5/2)

REQUIREMENTS: Your grade in this class will be based on three individual and team assignments. The first assignment will be a team project that will entail a training needs analysis and training intervention prospectus for a particular organization. An outline of the proposal will be due March 21st. The final assignment will be due April 25th. The second assignment will be a research proposal on any topic in training. An outline of the proposal will be due March 28th. The final paper will be due May 2. The third assignment will be a cumulative final examination. This examination will also be take-home essay in format. The final examination will be distributed on May 2. The final examination will each be worth 30% of your final grade. The training proposal will also be worth 40%, and the research proposal will be worth 30% of your grade. Missed deadlines for the assignments will result in a letter-grade deduction (10 points) for each day late.

TEXT:


Honor Code: The provisions of the George Mason University honor code apply to all aspects of this course.

Add/Drop Deadlines: Add = Feb 7; Drop = Feb 24.

If you are a student with a disability and you need academic accommodations, please see me and contact the
ASSIGNED READINGS

I. Training: An introduction and overview


Goldstein & Ford (2002). Chapters 1-2

II. Learning theories


III. Training needs assessment


Goldstein & Ford (2002). Chapter 3

### IV Training design


Goldstein & Ford (2002). Chapters 4, 7

### V Practice, Feedback and information provision


VI. **Trainee characteristics**


Goldstein & Ford (2002). Chapters 1-2

VII **Training transfer**


**VIII Training evaluation**


Goldstein & Ford (2002). Chapters 5,6

**IX The organizational context**


Goldstein & Ford (2002). Chapter 9

**X Developmental work assignments and self-development**


XI Managerial training and development; team training


Goldstein & Ford (2002). Chapter 8