Milano The New School for Management and Urban Policy

Training and Development in Organizations **Spring 2010**

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Course Description:
This course offers the theoretical and applied components of training and development—within all types of organizations. Principles of adult learning; identification of training needs, development and delivery of effective training programs; and evaluations of training are explored. Students develop the ability to critically assess their own and others' training competencies.

Course Objectives:
At the conclusion of the course, participants will be able to:

- Identify the six key roles in the learning field (director, project leader/relationship manager, instructional designer, developer, facilitator, and administrator).
- Research the skills, knowledge and attributes required for success in the learning field.
- Identify the steps in the instructional systems design model, and the risks associated with taking shortcuts in learning design and development.
- Design, develop, facilitate and evaluate a 15-minute learning session that meets the standards of sound instructional design.

Required Text

The Trainer's Handbook, updated edition © 2009
Karen Lawson
Pfeiffer; IBSN 987-0-470-40304-4 paperback

Course Expectations
Active participation is required both online and in the classroom sessions. To adequately prepare, please read all assignments, noting your questions and relevant personal experience. Attendance and your full participation are required for success in this course.
Please check in online at least once each week. New readings may be assigned.

Since writing is a critical skill in the learning field, your written work will be evaluated for clarity and organization, as well as context. Please do not rely on spell check—proofread your work.

All assignments are expected before or on the due date noted in the course outline. If you are unable to meet the deadline, please contact the instructor at least 24 hours before the assignment is due.

Course Requirements

1. Preparation and participation in online asynchronous and synchronous learning experiences; as well as classroom sessions
2. Research Project: Training and Development Roles
   Interview someone currently working in the learning field. This assignment has three parts:
   a. Develop the interview protocol
   b. Conduct the interview
   c. Analysis Report: interview results/key learning (include a copy of your interview protocol)
3. Current Events: Training and Development
   Analyze a current news article related to training and development. Your analysis should be no longer than 3 pages, double spaced. Include a copy of (or link to) the article.
4. Training Session
   Design, develop, facilitate and evaluate a 15-minute training session. This assignment has four parts:
   a. Needs assessment
   b. Design document
   c. Facilitation on May 2
   d. Session Evaluation/Learning analysis: Did your session go as planned? Why or why not? What would you do next time? What did you learn from this experience?

Grading Protocol

Presence and participation online and in the classroom	20%
Research project: Training and Development Roles	20%
Current Events	20%
Training Session	
Needs assessment/design document	15%
Facilitation	10%
Evaluation/learning analysis	15%

Course Outline

Date	Topic	Assignments
January 30 Classroom Session	Course requirements Adult learning theory Roles in the learning field Overview: Instructional Design Model Case Study Part 1: Needs Assessment	Chapters 1, 2, 3 Complete the Learning Styles pp. 31 - 35
February 13	*Assignment* *Research Project: Training and Development Roles*	*Email to jpolichetti@yahoo.com*
February 27 Classroom Session	Learning Today Evaluating Learning Case Study Part 2: RFP	Chapters 4, 13, 14, 15
March 6	*Assignment* *Training Session: Needs Assessment*	*Post needs assessment tool on Blackboard for classmates to complete. Include a response date.*
March 18	*Assignment* *Needs Assessment Summary*	*Email to jpolichetti@yahoo.com*
March 27 Classroom Session	Learning delivery methodologies Introduction to learning design and development Case Study Part 3: Learning Design Document Facilitation skills overview	Chapters 5, 6, 7, 8, 11, 12 Skim chapters 9, 10
April 20	*Assignment* *Training Session Design Document*	*Email to jpolichetti@yahoo.com*
May 1	*Assignment:* *Current Events*	*Email to jpolichetti@yahoo.com or bring to last session*
May 1 Classroom session	Training Sessions: Facilitation and feedback Course evaluation	Facilitation of Training Sessions
May 6	*Assignment:* *Session Evaluation/ Learning Analysis*	*Email to jpolichetti@yahoo.com*