



Diploma in Human Resources Management (630) – Training & Development

Prerequisites: Knowledge of business organisational terminology.	Corequisites: A pass or higher in Certificate in Business Studies or equivalence.
Aim: This course considers the role of training and development in organisations. Candidates become familiar with the manner in which training and development is part of the human resource system of an organisation; with the psychology of the learning process on which training is partially based; with the basics of needs analysis, program design and program evaluation. Essential principles include those related to developing training objectives, selecting training methods and resources, sequencing the learning experiences, and evaluating the training. Candidates will learn to: describe the role of needs assessment in program development; formulate and assess clear training objectives; select training methods appropriate to learners, the goals of the program; analyse the strengths and weaknesses of specific training strategies; understand the role of culture in training; identify and confirm ethics based on professional standard.	
Required Materials: Recommended Learning Resources.	Supplementary Materials: Lecture notes and tutor extra reading recommendations.
Special Requirements: The course requires a combination of lectures, demonstrations and discussions.	
Intended Learning Outcomes: 1 Discuss employee training and development	Assessment Criteria: 1.1 Discuss the forces influencing the workplace and learning, and explain how training can help companies deal with these forces. 1.2 Discuss various aspects of the instructional system design model. 1.3 Describe the amount and types of training occurring in companies. 1.4 Discuss how much money is spent on training in companies and how the money is used. 1.5 Discuss the key roles and competencies required for training professionals. 1.6 Identify appropriate resources (e.g., journals, websites) for learning about training research and practice. 1.7 Discuss current trends in using formal education for development. 1.8 Relate how assessment of personality type, work behaviors, and job performance can be used for employee development. 1.9 Describe the benefits that protégés and mentors receive from a mentoring relationship. 1.10 Explain the characteristics of successful mentoring programs. 1.11 Discuss how job experiences can be used for skill development. 1.12 Explain how to train managers to coach employees.
2 Discuss how business strategy influences the type and amount of training in a company.	2.1 Describe how changes in work roles influence training.

<p>Explain how the role of training has changed.</p>	<p>2.2 Discuss how a company's staffing and human resource planning strategies influence training.</p> <p>2.3 Explain the training needs created by concentration, internal growth, external growth, and disinvestment business strategies.</p> <p>2.4 Discuss the advantages and disadvantages of organizing the training function according to the faculty, customer, matrix, and corporate university models.</p> <p>2.5 Discuss the characteristics of the virtual training organization and how it can contribute to the company's business strategy.</p>
<p>3 Discuss the role of organization analysis, person analysis, and task analysis in needs assessment.</p>	<p>3.1 Identify different methods used in needs assessment and identify the advantages and disadvantages of each.</p> <p>3.2 Discuss the concerns of upper-level and mid-level managers and trainers in needs assessment.</p> <p>3.3 Explain how person characteristics, input, output, consequences, and feedback influence performance and learning.</p> <p>3.4 Discuss the steps involved in conducting a task analysis.</p> <p>3.5 Analyze the task analysis data to determine the tasks in which people need to be trained.</p> <p>3.6 Explain competency models and the process used to develop them.</p>
<p>4 Discuss the different types of learner outcomes. Discuss the implications of identical elements, stimulus generalization, and cognitive theories for transfer of training.</p>	<p>4.1 Explain the implications of learning theory for instructional design.</p> <p>4.2 Describe how learners receive, process, store, retrieve, and act upon information.</p> <p>4.3 Discuss the internal conditions (within the learner) and external conditions (learning environment) necessary for the trainee to learn each type of capability.</p> <p>4.4 Develop a self-management module for a training program.</p> <p>4.5 Discuss the technologies that can be used to support transfer of training.</p> <p>4.6 Discuss the key features of the learning organization.</p>
<p>5 Explain why evaluation is important.</p>	<p>5.1 Identify and choose outcomes to evaluate a training program.</p> <p>5.2 Discuss the process used to plan and implement a good training evaluation.</p> <p>5.3 Discuss the strengths and weaknesses of different evaluation designs.</p> <p>5.4 Be able to choose the appropriate evaluation design based on the characteristics of the company and the importance and purpose of the training.</p> <p>5.5 Conduct a cost-benefit analysis for a training program.</p>




<p>6 Discuss the strengths and weaknesses of presentational, hands-on, and group building training methods.</p>	<p>6.1 Provide recommendations for effective on-the-job training. 6.2 Develop a case study. 6.3 Develop a self-directed learning module. 6.4 Discuss the key components of behaviour modeling training. 6.5 Explain the conditions for adventure learning to be effective. 6.6 Discuss what team training should focus on to improve team performance</p>
<p>7 Discuss e-learning and the use of technology in training</p>	<p>7.1 Explain how new technologies are influencing training. 7.2 Discuss potential advantages and disadvantages of multimedia training. 7.3 Evaluate a Web-based training site. 7.4 Explain how learning and transfer are enhanced by using new training technologies. 7.5 Explain the strengths and limitations of e-learning. 7.6 Be able to recommend what should be included in an electronic performance support system. 7.7 Compare and contrast the strengths and weaknesses of traditional training methods with those of methods based on new technology. 7.8 Identify and explain the benefits of new technologies that can be used to improve the efficiency of training administration.</p>
<p>8 Describe career management. Identify the reasons why companies should help employees manage their careers.</p>	<p>8.1 Discuss why and how the concept of a career has changed. 8.2 Explain the development tasks and activities in the career development process. 8.3 Design a career management system. 8.4 Discuss the role of the web in career management. 8.5 Effectively perform the manager's role in career management</p>
<p>9 Discuss the future of training and development</p>	<p>9.1 Identify the future trends that are likely to influence training departments and trainers. 9.2 Discuss how future trends may impact training delivery and administration as well as the strategic role of the training department. 9.3 Describe the components of the change model and how they can be used to introduce a new training method. 9.4 Be able to benchmark current training practices.</p>

Recommended Learning Resources: Training and Development

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<p>Text Books</p>	<ul style="list-style-type: none"> • Employee Training & Development by Raymond Andrew Noe. ISBN-10: 0071259341 • Managing the Training and Development Function by Allan D. Pepper. ISBN-10: 0566024357 • Training and Development by Rosemary Harrison. ISBN-10: 0852923929
<p>Study Manuals</p> 	<p>BCE produced study packs</p>
<p>CD ROM</p> 	<p>Power-point slides</p>
<p>Software</p> 	<p>None</p>