**HR2150 Human Resource Management**

**Training and Development**

Fall 2011 Clarenville Campus

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**CLASS MEETS:** Tuesday 3:30-4:25 Room 119, Wednesday – 9:30-10:25 Room 204, Thursday - 1:30 – 2:25 Room 117, Friday – 10:35-11:30

**TEXT:** Blanchard, Effective Training: Systems, Strategies and Practices 4th ed. Prentice Hall

**SPECIFIC COURSE EVALUATION:**

“Cases Presentation” (Individual) 10%

Case Presentation 2 (Group) 10%

Course Assignment 30%

Midterm Exam 20%

Final Exam 30%

**CASE PRESENTATIONS**

**Individual “Cases Presentation”**

This is an ongoing presentation. Your task is to find and post ad present articles that you find on the topic of Training and Personal development.

You will the scour media, online and printed sources throughout the term for articles, and or pieces related to your selected topic/theme.

You will then post these links to the Course’s FB site for others to read. You grade will depend on not only the quantity of your posting, but the regularity of your posting, the relevance of your posting and the interpretation of other’s posting. You will have the opportunity to add content until the last day of classes for the term.

**Group Presentation**

In groups of 2-4, you will be assigned an end-of-chapter case during week 3. Your group will be tasked with analyzing and presenting the case to the class on the assigned time.

**COURSE ASSIGNMENT (Due Week 3 and Week 12)**

**Client Company Overview**

Summit Appliances, Inc. manufactures and sells its own line of innovative refrigerators, microwave ovens, conventional and convection ovens, garbage compactors, freezers, dishwashers, clothes washers and dryers, and pure water dispensers.

Mr. Wallace Young is the Vice President of Human Resources. After discussions with the various managers and the CEO, Mr. Sid Lawrence, his department decided that there were sufficient complaints over the years about staff lacking a variety of skills. The following areas were identified as possible training topics.

|  |  |
| --- | --- |
| Essential or Basic Skills Training | Leadership Skills |
| Conflict Resolution | Managing Workplace Violence |
| Customer Service Training | Mediation Training |
| Diversity or Cross-Cultural Training | Preparing for Performance Appraisals |
| Effective Employee Communications | Orientation Training |
| Employee Discipline Training | Sexual Harassment Training |
| Employment Equity Training | Stress Management Training |
| Ethics Training | Sales Training |
| Health & Safety Training | Team Training |
| Interview Skills Training | Technical (Computer) Skills Training |

Mr. Lawrence and Mr. Young decide to hire an outside training company to tackle the various topics as they don’t have the resources or subject matter experts to set up all of the above training programs.

**Company History**

Summit Appliances, Inc. has been in business for 45 years and its business is still expanding. Currently there are 3 production plants with 75 production workers, 3 supervisors, 2 managers and approximately 20 support staff including warehouse, accounting, sales, human resources, and administrative assistants. The head office is located in Toronto, Ontario with one plant attached to the head office and the other two plants approximately an hour away in either direction: Oshawa and Oakville. The head office staff (not including the plant) consists of 75 people including: the CEO, all vice presidents including: finance, marketing, human resources, and production as well as numerous support staff.

There are roughly 375 employees in total between the head office and the three production plants. All three plants are unionized but relations between the union and management has always been good. There are the usual grievances but they are handled efficiently. As with any production organization, there is always the occasional discipline problem or conflict that has to be resolved. Sometimes this doesn’t go as planned.

The organization has gotten more culturally diverse in recent years and while relations are good, there is always room for improvement. Many of the production/warehouse staff have limited education although their performance is satisfactory. However, within the next 5 years, several of the supervisors will be retiring and Summit has a promote-from-within policy.

The Training Plan

Summit Appliances, Inc. decides to hire your company to develop the first training session. Mr. Young has given you the run of the organization and access to any materials and staff you may need to help you develop your training program:

• Annual Reports

• Strategic Plan

• Production Reports

• Defect Reports

• Staff files

• Complaints and union grievances

• Job Descriptions

• Completed Performance Appraisals

**Deliverables: You will:**

1. In groups of four (4) or less, choose a single human resources topic from the list of performance gaps above. (Let me know of your choice by week 3)

2. Create your own fictional training company. Develop a brief history and include resume(s) of your training staff. Note: This will be needed for presentation to your client company (see overview above).

3. Based on the performance gap you have chosen to address, **explain which Training Needs Analysis (TNA) tools you would use to** collect data for your training program. You need this information to make sure the rest of your training program reflects the needs of the organization’s performance gap. Explain how your TNA will fill the training performance gap and who the trainees will be.

4. **Develop 2-3 learning objectives using proper learning objective format**. These objectives must reflect the training needs discovered during the TNA. These objectives will be used to develop the rest of your training program. While you only have to submit 2-3 objectives, your training program may need more to cover the full performance gap.

5. **Design a minimum of 2-3 training methods to be used and give a written explanation** as to how these training methods match the learning objectives.

6. Choose and define a **classroom layout** for the presentation and explain why you chose this particular design, discussing how it affects the degree of formality, focus of attention and level of communication.

7. **Develop an Instructor’s Manual** containing all lecture notes, lesson plans and any other activities and the room layout and rationale. Any instructor should be able to take this manual and teach your lesson without having to look up any extra material. (It’s called an “In-the-can” presentation.)

a. **Develop all notes/lecture materials**, handouts, assessments and other activities for use during your training session. Also include a list of outside resources that trainees can use to supplement the training. Include any constraints on your training. (This section will be graded under the Instructor Manual.)

b. **Create a lesson plan** incorporating all the above information, stating exactly when you will lecture, debate, use activities etc., and match them to your learning objectives. See attached sample /lesson plan(s).

c. Create a valid evaluation tool to determine the effectiveness of the training. (Evaluated separately)

8. Develop a **Participant Manual** containing all information a participant would need, such as, note paper, exercises/activities, extra resources, evaluation, etc.

9. Develop a (minimum) **15-slide PowerPoint** presentation to use during your 20-minute in-class training session. Use proper presentation design and delivery.

10. Provide a written submission containing all the above information in the following format:

a. Cover Page

b. Table of Contents

c. Your training company introduction

d. Performance Gap/Training Needs Analysis

e. Instructor’s Manual

f. Participant Manual

g. PowerPoint presentation

h. Appendix

i. Resumes

i. Bibliography (if necessary)

**Assignment Evaluation Scheme:**

HR Topic and Company Description /05

Performance Gap & Training Analysis /10

Learning Objectives /10

Training Methods & Rationale /10

Classroom Layout & Rationale /05

Lesson Plan /10

Training Evaluation /05

Instructor’s Manual /15

Participant’s Manual /10

PowerPoint & Presentation /10

Written Submission /10

Total /100

**EXAMS**

There will be a midterm and a final examination. Each exam will consist of a combination of Multiple Choice questions and Essay Questions.

**SCHEDULE**

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| --- | --- | --- |
| **Week** | **Key Events** |  |
| September 6 | Read Ch. 1 – Intro. To Training and Ch. 2 Training & Strategy | Overview, Expectations and Syllabus Review |
| **1**  **September 12** | Read Ch. 4 – Needs Analysis |  |
| **2**  **September 19** | Read Ch. 5 – Training Design |  |
| **3**  **September 26** | Read Ch. 6 – Training Methods | **Choose a human resource topic for assignment**  **End-of-chapter case assigned to your group** |
| **4**  **October 3** | Read Ch. 6 – Training Methods |  |
| **5**  **October 10** | **Review**  **Midterm Exam 2 (Ch 4-6)** |  |
| **6**  **October 17** | Read Ch. 7 – CBT |  |
| **7**  **October 24** | Read Ch. 8 – Dev. Imp. Training |  |
| **8**  **October 31** | Read Ch. 9 – Evaluation and Training |  |
| **9**  **Nov 7** |  |  |
| **10**  **Nov 14** | Read Ch. 10 – Training in Canadian Organizations |  |
| **11**  **Nov 21** |  |  |
| **12**  **Nov 28** | Read Ch. 11 – Employee/Mgmt Development | **Group Term Assignment Presentations** |
| **13**  **Dec 5** | Development Issues |  |
| **14** | Final Exam |  |
| **15** | **Final Exam (Comprehensive + Case)** |  |