



Human Resource Development

MGMT 4305 – 110 (80250)

Fall 2019 (Face-to-Face – 16 Weeks)

COURSE OVERVIEW AND INSTRUCTOR CONTACT INFORMATION

Instructor: Dr. Larry Garner, Dean Emeritus

Office Phone: 254-519-5483

Office: FH 217

E-mail: lgarner@tamuct.edu (use canvas course messaging for all class related communication)

Office Hours: Monday & Wednesday 10:00-11:00am, 12:30-1:30pm, and 4:00-5:00 pm or by appointment. Call Melanie Mason at 254.501.5944 or m.mason@tamuct.edu to set an appointment.

College of Business Administration Information:

COBA Main Phone Number: 254-519-5437

COBA Main Email: cobainfo@tamuct.edu

COBA Main Fax#: 254-501-5825

a. Method of Instruction: This course is a 100% face to face lecture course and uses the TAMUCT Canvas Learning Management System, which can be accessed at <https://tamuct.instructure.com>. For information on how to access Canvas, please refer to section “Technology Requirements and Support” in this syllabus. There are prerequisites to this course such as solid knowledge of APA style, familiarity with the use of PowerPoint, Microsoft Word, the Internet, and attaching documents. You will access all course materials (except textbook), assignments, student-instructor and student-student communication, activities, quizzes, and resource links via the Course website. I am the facilitator for your learning who will provide you with the information, but it will be up to you to study the material to achieve learning.

b. Student/Professor Email: I am accessible through Canvas Inbox, which I check several times a day during the week and usually once a day on weekends. I will try to get back to you within 24 hours during the week and within 36 hours during the weekend. Do not use my TAMUCT email for course related matters. Please provide in the subject line of each Canvas Inbox message the course information “MGMT 4305” so that I can identify your class.

c. 911 Cellular: Emergency Warning System for Texas A&M University – Central Texas 911Cellular is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911 Cellular through their myCT email account. Connect at 911Cellular {<https://portal.publicsafetycloud.net/Texas->

AMCentral/alertmanagement} to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

COURSE INFORMATION

COURSE DESCRIPTION

MGMT 4305. Human Resource Development. 3 Semester Credit Hours.

Learn practical and theoretical approaches to training and development of employees in an organization. Study role and scope of training and development functions, philosophies, strategies, needs analysis, development of program content, and evaluation Prerequisite(s): MGMT 3302 and BUSI 3301.

COURSE LEARNING OBJECTIVES

Upon successful completion of the MGMT 4305 Human Resource Development course, you will be able to:

1. Understand human resource development concepts related to designing and implementing effective organizational training and development practices.
2. Identify and describe employment laws that impact human resource development.
3. Describe the process to identify needs, design, implement, and evaluate a training program.
4. Identify and describe the talent management process.
5. Distinguish between employee training and employee development.
6. Identify and describe legal issues in performance management.
7. Identify and explain rater issues in assessing employee performance.
8. Describe the relationship between performance management and human resource development.
9. Demonstrate appropriate communication and participation skills and understanding of concepts through various related activities.
10. Design, develop, and deliver a learning experience that addresses specific learning needs.
11. Evaluate a training program and/or learning experience.

INSTRUCTIONAL MATERIALS & SUPPORT RESOURCES



Employee Training & Development

8th Edition

By Raymond Noe

ISBN10: 1260043746

ISBN13: 9781260043747

Copyright: 2020

*MHHE Connect, which comes with the text will also be used, and is required.

TECHNICAL REQUIREMENTS

This course will use the A&M-Central Texas Instructure Canvas learning management system. Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com>].

Username: Your MyCT username (xx123 or everything before the "@" in your MyCT e-mail address) Password: Your MyCT password

Technology Support.

For log-in problems, students should contact Help Desk Central. 24 hours a day, 7 days a week: Email: helpdesk@tamu.edu Phone: (254) 519-5466 Web Chat: [<http://hdc.tamu.edu>] Please let the support technician know you are an A&M-Central Texas student. For issues with Canvas, select "chat with Canvas support," submit a support request to Canvas Tier 1, or call the Canvas support line: 1-844-757-0953, links to all are found inside of Canvas using the "Help" link. For issues related to course content and requirements, contact your instructor.

COURSE PERFORMANCE GUIDELINES / GRADING POLICIES

Individual Performance: It is vital that you are active in the course and complete all work in a professional fashion. One of the biggest issues with student success in courses is simply failure to submit work on time. You are expected to read the chapters as assigned in the calendar as well as read or view any supplemental resources that may be found in the Module content folders for that period.

Quality Work: All work submitted for grading shall be of upper level quality: Depth of analysis, grammatical structure, etc.

Identifying Submissions: Submissions must clearly identify the student's name and the title of the assignment.

Submission Style Requirements: While not all instructors require full APA formatting, I do! Submissions will be in accordance with The Publication Manual of the American Psychological Association, 6th ed. (Cover page, running head, 1" margins, 12pt font, double spaced, in-text citations, and reference page). All written work must be submitted utilizing Microsoft Word in either a .doc or .docx format.

Posting of Grades: All student grades will be posted on the Canvas Grade book and students should monitor their grading status through this tool. I will attempt to post grades for all assignments and discussions within one week after the due date, unless I let you know otherwise. Grades on quizzes and exams will be available immediately.

Due Dates and Late Submissions: The assignment instructions and deadlines are clearly laid out in the syllabus. If you encounter an issue, please let me know as soon as possible. It is much easier to discuss issues before due dates rather than after. Late penalties are severe and as follows: 1. Assignments - These will remain open for 3 additional days and you will receive a 10% penalty per day. 2. Quizzes – You have 48 hours after a quiz is due to fill out a form located on the quiz page in canvas. I may allow you to take the quiz with a 10% penalty and will only allow 24 hours from time of approval for you to take the quiz. 3. Exams – If you miss an exam without notifying me in advance, I may allow you an opportunity to take it (not guaranteed) if you contact me within 48 hours of the due date. If I allow you to take it, you will generally score no higher than a 70 regardless of how high your score is.

Changes to Syllabus: This syllabus serves as an instructional and study planning document. Although every effort will be made to maintain the schedule and activities presented herein, it may become necessary during the course of the semester to make changes to the syllabus. In such events, changes will be announced and students will receive written notice as soon as possible.

Student Profile and Course Agreement: Students should review this Syllabus in depth and be sure they are willing to comply with all assignments and deadlines in this course. The course agreement requires students to agree to these expectations and promise that they have the computer set-up and self-discipline needed for a course using online components. This assignment is worth 5 pts and must be completed prior to me grading any of your work.

Introduction: Each student will be required to post an introduction on the discussion board under "Introductions". This assignment is worth 5 pts and must be completed prior to me grading any of your work.

Exams: There will be 2 required exams – a midterm (Modules 1 & 2) and a final (Modules 3 & 4). Each exam will contain 75 multiple choice / true false questions covering the students' knowledge of the key frameworks and concepts from the text and power point presentations/notes. Exams are anticipated to take approximately 60-90 minutes each and must be completed in one sitting. Opportunities to complete exams late will be provided with written documentation of an unavoidable or unforeseeable event. Exams represent the independent work of students; teamwork will not be permitted on exams. Exams will be given in class. See Class Schedule for dates. Each exam will be worth 150 pts; a total worth of 30% of your grade.

Quizzes: There will be 11 chapter quizzes. They are provided to help students determine their general understanding of the material and prepare for exams. Each quiz will cover its respective chapter and will contain 10 multiple choice questions. There will also be a syllabus quiz and an APA quiz. Quizzes are anticipated to take approximately 10-15 minutes to complete. Quizzes will be timed and once started, must be completed at that time. Quizzes represent the independent work of students; teamwork will not be permitted on quizzes. Availability will vary based on the unit so be sure to review dates posted in the course schedule in this syllabus. Chapter review quizzes will be worth 10 pts each and the syllabus and APA quizzes will be worth 5 pts each; a total worth of 12% of your grade.

Assignments: Assignments in this course are designed to help you practice applying training and development course concepts as well as identifying reliable and credible sources of information. Assignments are anticipated to take approximately 60-120 minutes. There will be one Library Database assignment (25 pts) in order to ensure that students are aware of how to use this vital source. There will be five assignments (40 pts each) that require you to write a memo and/or complete an assigned activity. There will be two 2-3 pages essays (25 pts each) covering course related topics which will require you to include APA citations and references.

The final assignment (25 pts) will be a team evaluation for the team you complete your project with. Detailed information will be provided in the Assignment Area on Canvas. The combined total of your assignments (to include the introduction and course profile) will be worth a total of 31% of your grade. Due dates will be posted online as well as in the course schedule part of this syllabus. A rubric will be provided for each assignment.

Social Learning Experience / Team Teaching: To replace a typical discussion requirement, we will engage in a social learning experience via team teaching. You will pair up and be responsible for teaching one chapter (drawn at random) to your peers. We will all engage in this experience. The purpose of this experience is to not only engage with your peers and professor and learn course material in a more interactive way, but it will also aid in your organization and presentation skills which will benefit you when it comes time to present your team project. I, the professor, will teach the first two and the last two chapters in your book, thus totaling the 11 chapters of your text. Each team member will earn 50 points for their chapter and 10 points for participating in the 7 additional chapters led by your peers. This experience will be worth 12% of your grade. A rubric will be provided for your guidance.

Team Project: This is something I want you to look forward to and I will be here to help you as much as possible. It is not a secret that students sometimes do not like group projects, but learning to work collaboratively and count on your peers is an essential part of this learning experience. Employers ask us, as instructors, to teach our students how to work in groups and learn to deal with the conflicts that often occur in this setting. In a work environment, the job needs to be done regardless of the circumstances, including personality conflicts and poor performance of group members. This will be no different! I want you to try to work as a team, not a group. Teams work together to accomplish a common goal / outcome! Groups do their own thing and piece it together later.

* You will work in teams of 2-3 to design and develop a training package and presentation of interest to individuals involved in the HRD process. It will be pre-approved by the instructor. No one person can be responsible for one specific section of the project – it will be a team effort.

* A short essay and participation points will make up 30 points of this project.

* **The training package will include:**

*Cover page

*Table of Contents

*Needs Assessment

*Competency Model

*Lesson Plan

*Evaluation Plan

*Supporting Materials (Power Point Presentation and any additional handouts)

*Reference Page

* Your sources should consist of peer reviewed journals from the library database.

The course textbook may/should be cited as one of the references used.

* Reference page must be in proper APA format.

* Oral presentation

* Each team will present their training package in a 20-25 minute class presentation.

* Oral presentations will be conducted in a professional manner, to include appropriate business dress. Men: slacks, shirt, socks, and shoes. Ladies: blouse and slacks or dress. Look like professionals!

* Submission details will be provided within Canvas. .

* This project will be worth 150 points and 15% of your grade.

GRADE COMPUTATION

Course Element	Value	Total Points	% Final Grade
Exams	2 @ 150 pts each	300	30%
Chapter Quizzes	11 @ 10 pts each	110	11%
Other Quizzes	2 @ 5 pts each	10	1%
Social Learning Experience/Team Teaching	1 @ 60 pts each 6 @ 30 pts each	120	120%
Assignments (9)	4 @ 40 pts each 3 @ 30 pts each 2 @ 25 pts each 2 @ pts each	310	31%
Team Project		150	15%
Participation	30 pts		
Package	120 pts		
TOTAL		1000	100%

POINTS GRADE	EQUALS	LETTER
900-1000		A
800-899		B
700-799		C
600-699		D
Below 600		F

COURSE SCHEDULE

Dates Chapter & Topic Assignment

Week 1: Aug 26 & 28 Class Intro *Go Over Syllabus and Intros on Aug 26 *Team Teaching Selection on Aug 28 *Team Choices and Team Topics on Aug 28 *Syllabus Quiz: Available Aug 29; due Sep 2 *Complete & Submit Student Profile and Course Agreement via Canvas Assignment Link due Aug 31 *Student Introductions via Discussion Forum due Sep 2.

Week 2: Sept 2 & 4 Ch. 1 Introduction to Employee Training and Development *Read Ch. 1; Study Required and Supplemental Materials. *Quiz 1: Available Sep 6; due Sept 10 *APA Quiz on Sept 10 (No class meeting on Labor Day).

Week 3: Sept 9 & 11 Ch. 2 Strategic Training *Read Ch. 2; Study Required and Supplemental Materials – Review on Sept 11 *Quiz 2: Available Sep 11; due Sept 15 *Team Teaching Prep on Sept 11.

Week 4: Sept 16 & 18 Ch. 3 Needs Assessment *Read Ch. 3; Study Required and Supplemental Materials *Quiz 3: Available Sept 18; due Sept 24 *Group Day for Comp. Model on Sept 18 *A2: Competency Model Assignment due Sept 22.

Week 5: Sept 23 & 25 Ch. 4 Learning and Transfer of Training *Read Ch. 4; Study Required and Supplemental Materials – Review on Sept 25 *Quiz 4: Available Sept 25; due Oct 1 *Learning Style Activity on Sept 25 *A3: Andragogy Essay on Oct 1.

Week 6: Sep 30 & Oct 2 Ch. 5 Program Design *Read Ch. 5; Study Required and Supplemental Materials *Quiz 5: Available Oct 2; due Oct 8 *Generation Activity on Oct 2 *A4: Training and Development Essay due Oct 7.

Week 7: Oct 7 & 9 Ch. 6 Training Evaluation *Read Ch. 6; Study Required and Supplemental Materials – Review on Oct 12 *Quiz 6: Available Oct 9, due Oct 15 *Group Day for Evaluation on Oct 9 *A5: Evaluation Memo due Oct 15

Week 8: Oct 14 & 16 Midterm Ch. 1 – Ch 6 *Midterm Review on Oct 14 ***Midterm Exam:** Ch. 1-6 on Oct 16.

Week 9: Oct 21 & 23 Ch. 7 Traditional Training Methods *Read Ch. 7; Study Required and Supplemental Materials *Quiz 7: Available Oct 23; due Oct 29 *Group Day for Catch up on Oct 26 *A6: Traditional Training Method Choice Memo due Oct 29

Week 10: Oct 28 & Oct 30 Ch. 8 Technology-Based Training Methods *Read Ch. 8; Study Required and Supplemental Materials *Quiz 8: Available Oct 31; due Nov 5 *Traditional vs. Tech Activity on Nov 4.

Week 11: Nov 4 & 6 Ch. 9 Employee Development and Career Management *Read Ch. 9; Study Required and Supplemental Materials *Quiz 9: Available Nov 6; due Nov 12 *Development Activity on Nov 6 *A7: MBTI Activity & Memo due Nov 12

Week 12: Nov 11 & 13 Ch. 10 Social Responsibility: Legal Issues, Managing Diversity, and Career Challenges *Read Ch. 10; Study Required and Supplemental Materials *Quiz 10: Available Nov 13; due Nov 19 *The Legal Side Activity on Nov 13 *Discussion Forum Bonus: Company's Social Responsibility. Original Post due Nov 13; 2 Replies due Nov 19

Week 13: Nov 18 & 20 Ch. 11 The Future of Training and Development *Read Ch. 11; Study Required and Supplemental Materials *Quiz 11: Available Nov 20; due Nov 26 *A8: Future of Training Essay on Nov 26 Preparation for Project & Presentations *We will conclude in class preparation of Training Packages on Nov 25 ***Final Exam: Ch. 7-11** - Nov 25 *Campus Closed on Nov 27-28 (**Thanksgiving Holiday**)

Week 14: Nov 25 & 27 Final Exam & Preparation for Project & Presentations
***Final Exam: Ch. 7-11** - Nov 25

Campus Closed on Nov 27-28 (Thanksgiving Holiday**)

Week 15: Dec 2 & 4 Project & Presentations *A9: Team Evaluation Form due Dec 3 *We will start presenting Training Packages on Dec 4 *Training Package and presentation due Dec 4

Week 16: Dec 9 & 11 Project & Presentations *We will continue and conclude presenting Training Packages this week. *IDEA Course Eval

Important University Academic Dates:

August 26 Fall Semester Classes begin

September 2, Labor Day, CAMPUS CLOSED

September 11, Last day to drop 16-week classes with no record

October 4, Deadline to submit application for graduation

November 8, Last day to drop with a Q or withdraw with a W (16-week classes)

November 11, Veteran's Day

November 28-29, Thanksgiving, CAMPUS CLOSED

December 13, Last day to withdraw from the University (16-week and 2nd 8-week classes)

December 13, Last day to file for Degree Conferral (Registrar's Office)

December 13, Commencement (End of Fall Term)

COURSE AND UNIVERSITY POLICIES/PROCEDURES

a. Drop Policy.

If you discover that you need to drop this class, you must complete a [Drop Request Form](https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf) [https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf].

Professors cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the University Calendar for which the form must be completed, signed and returned. Once you return the signed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar's Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

b. Academic Integrity.

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and

expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

For more [information regarding the Student Conduct process](https://tamuct.campuslabs.com/engage/organization/tamuct-student-conduct-panel), [https://tamuct.campuslabs.com/engage/organization/tamuct-student-conduct-panel].

If you know of potential honor violations by other students, you may [submit a report](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0), [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0].

c. Academic Accommodations.

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier-free education. The Office of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the university's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Office of Access and Inclusion at (254) 519-5797. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://www.tamuct.edu/student-affairs/access-inclusion.html) web page [https://www.tamuct.edu/student-affairs/access-inclusion.html].

d. Important information for Pregnant and/or Parenting Students.

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit the [Student Affairs](https://www.tamuct.edu/student-affairs/index.html) web page [https://www.tamuct.edu/student-affairs/index.html]. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines online](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf), please visit the website <http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf>

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting students should contact the Associate Dean in the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

e. Tutoring.

Tutoring is available to all A&M-Central Texas students, both on-campus and online. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance,

Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or have any other question, contact Academic Support Programs at (254) 519-5796, or by emailing Dr. DeEadra Albert-Green at deeadra.albertgreen@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive FREE online tutoring and writing support. This tool provides tutoring in over 40 subject areas. Access Tutor.com through Canvas.

f. The University Writing Center.

Located in 416 Warrior Hall, the University Writing Center (UWC) at Texas A&M University-Central Texas is a free workspace open to all TAMUCT students from 10am-5pm Monday-Thursday with satellite hours in the University Library on Mondays from 6:00-9:00pm. Students may arrange a one-on-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via [WOnline](https://tamuct.mywconline.com/) [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu to schedule an online tutoring session. Tutors are prepared to help writers of all levels and abilities at any stage of the writing process.

While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just wants a quiet place to work, the University Writing Center is here to help!

If you have any questions about the University Writing Center, please do not hesitate to contact Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu.

g. University Library.

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 72,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at TAMUCT are available through our website to help students

navigate these resources. On-campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available twenty-four hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place on Skype or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments. Our 27,000-square-foot facility on the TAMUCT main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [homepage](https://tamuct.libguides.com/): <https://tamuct.libguides.com/>

Policies/Expectations

- a. What You Can Expect of Me:** You can expect that I will be an active participant in the online course room. I will be prepared and ready to engage in active learning. I will work to create a respectful learning environment where all of us can express our thoughts and ask questions. While we do not have to agree with each other, we will do so in respectful ways. I expect to learn from you as we spend the next 16 weeks together! I will be available to answer your questions and help you be successful in this course.
- b. I reserve the right to make reasonable alterations to the course calendar and syllabus. It is a guide, not a hard and fast rule. Changes will only be made that benefit the class as a whole.** Online attendance is essential in a class of this nature. Make sure to check Canvas daily. In order to successfully pass this course a student must engage in the online course room and complete all assignments.
- c. Copyright Notice.** Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas' Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

Copyright. (2019) by Larry Garner at Texas A&M University-Central Texas, COBA; 1001 Leadership Place, Killeen, TX 76549; 254-681-1416; abpatrick@tamuct.edu

Brief Contents

Preface vi

PART ONE The Context for Training and Development 3

1 Introduction to Employee Training and Development 4

2 Strategic Training 61

PART TWO Designing Training 115

3 Needs Assessment 116

4 Learning and Transfer of Training 157

5 Program Design 201

6 Training Evaluation 246

PART THREE Training and Development Methods 291

7 Traditional Training Methods 292

8 Technology-Based Training Methods 331

9 Employee Development and Career Management 383

PART FOUR Social Responsibility and the Future 441

10 Social Responsibility: Legal Issues, Managing Diversity, and Career Challenges 442

11 The Future of Training and Development 491

GLOSSARY 514

NAME INDEX 527

COMPANY INDEX 537

SUBJECT INDEX 541