

Training and Development (30 hours, Intervention Course)

Prof. Jairo E. Borges-Andrade

General Objective:

The students will be able to propose interventions in training and development (T&D).
The students will be able to identify supporting scientific evidences for these interventions.

Content overview:

Human resources and training and development (T&D). Competencies in T&D. Needs assessment. Training design and delivery. Training transfer. Evaluation of T&D. T&D in a global and diverse world. Research support for T&D in organizations. Trends and advances in T&D.

Instructional activities:

The course will involve brief presentations of the content by the instructor, in each class period. After these presentations, the students will read texts and answer questions, in small groups. These answers will be presented and discussed in the large group.

In the first part of the course, those texts will describe intervention models and methods. The students will be asked to associate these models and methods to case studies.

In the second part of the course, the texts will describe recent research reviews. The students will be asked to identify supporting scientific evidences for those models and methods.

Instructional evaluation:

Half of the grading will be based on the active participation of the students in group activities and class discussions. The other half of the grading will be based on a final assignment, in which a case study will be given to student groups and they will propose research supported interventions.

Schedule of class periods:

June 10th, Monday, 3 hours in the afternoon. (14-17)

June 12th, Wednesday, 3 hours in the morning, 3 hours in the afternoon. (10-13/14-17)

June 14th, Friday, 3 hours in the morning, 3 hours in the afternoon. .(10-13/14-17)

June 17th, Monday, 3 hours in the morning, 3 hours in the afternoon. .(10-13/14-17)

June 18th, Tuesday, 3 hours in the morning, 3 hours in the afternoon. .(10-13/14-17)

June 19th, Wednesday, 3 hours in the afternoon. (14-17)

Readings:

Bell, B. S. & Moore, O. A. (2018). Learning, Training and Development in Organizations: Emerging Trends, Recent Advances and Future Directions. In D. S. Ones; N. Anderson; C. Viswesvaran & H. K. Sinangil (Eds.), *The Handbook of Industrial, Work & Organizational Psychology* (2nd ed., pp. 215-233). Thousand Oaks, CA: Sage.

Bhattacharyya, D. K. (2015). *Training and Development: Theories and Applications*, Chapters 2, 6, 8, 9, 11 and 14, New Delhi: Sage India.

Kraiger, K. & Cavanagh, T. M. (2015). Training and Personal Development. In K. Kraiger; J. Passmore; N. R. dos Santos & S. Malvezzi (Eds.), *The Wiley-Blackwell Handbook of The Psychology of Training, Development, and Performance Improvement*. Chichester, England: Wiley-Blackwell.

Martin, B. R.; Kolomitro, K. & Lam, T. C. M. (2014). Training Methods: A Review and Analysis. *Human Resource Development Review*, 13(1), 11-35.

Salas, E.; Tannenbaum, S. I.; Kraiger, K. & Smith-Jentsch, K. A. (2012). The Science of Training and Development in Organizations: What Matters in Practice. *Psychological Science in the Public Interest*, 13(2), 74-101.

Tonhäuser, C. & Büker, L. (2016). Determinants of Transfer of Training: A Comprehensive Literature Review. *International Journal for Research in Vocational Education and Training*, 3(2), 127-165.