

LTEC 4000: Principles of Training and Development

LTEC 5100: Foundation of Workforce Learning and Performance

Instructor's Contact

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Communication Expectations: Most general questions should first go through the Q&A forum in the Discussion Board area. If you have a general question about the course or assignments, please post it there. The instructor, the TA, or one of your classmates will answer it. This way we can all benefit from questions asked, and they can be answered in a venue that the whole class can see. You may also want to find someone in class to be a "buddy" with. This will give you at least one other person who you can email with questions. If you have a private question, please contact me via email.

Welcome to UNT!

As members of the UNT community, we have all made a commitment to be part of an institution that respects and values the identities of the students and employees with whom we interact. UNT does not tolerate identity-based discrimination, harassment, and retaliation. UNT's full Non-Discrimination Policy can be found in the UNT Policies section of the syllabus.

Course Description

LTEC 4000 - Principles of Training and Development is a three-credit course for upper-level undergraduate students. LTEC 4000 students investigate the design, delivery and evaluation of training and development programs. The relationship of modern technology and training theories are addressed within the course readings, assignments and discussions.

LTEC 5100 - Foundation of Workforce Learning and Performance is a three-credit course for graduate students. In addition to investigating the design, delivery and evaluation of training programs, LTEC 5100 students will apply the modern technology and training theories to organizational development, career development, and performance improvement in corporate and educational settings.

Course Structure

This course takes place 100% online. If needed, Zoom meetings can be scheduled to meet with me as an individual or as a group. Other than that, your interaction with me and with your fellow students will take place in Canvas. There are 10 modules of content that you will move through.

Course Prerequisites or Other Restrictions

There are no required prerequisites for this course. However, to be successful in this course you will need to:

- Apply the theory and strategies of training and learning development professionals,
- Cite sources, giving credit to where you obtain information.
- Network with others and be tactful when offered differing perspectives.
- Make the commitment to spend at least 10 hours a week reading the assignments, reflecting on the material covered, and participating in other activities throughout the course.

Course Objectives

Upon successful completion of this course, learners will be able to (*numbered in order of presentation*):

1. Discuss the forces influencing the workplace and learning and explain how training can help companies deal with these forces.
2. Discuss various aspects of the training design process.
3. Discuss the key roles for training professionals.
4. Discuss how business strategy influences the type and amount of training in a company.
5. Discuss the advantages and disadvantages of centralizing the training function.
6. Identify different methods used in needs assessment and identify the advantages and disadvantages of each method.
7. Discuss the steps involved in conducting a task analysis.
8. Describe how learners receive, process, store, retrieve, and act upon information.
9. Explain the features of instruction and the work environment that are necessary for learning and transfer of training.
10. Explain the program design elements that should be included to ensure near and far transfer of training.
11. Identify different ways to manage knowledge and the conditions necessary for employees to share knowledge.
12. Discuss the strengths and weaknesses of different evaluation designs.
13. Choose the appropriate evaluation design based on the characteristics of the company and the importance and purpose of the training.

14. Discuss the strengths and weaknesses of presentational, hands-on, and group building training methods.
15. Provide recommendations for effective on-the-job training (OJT).
16. Explain how learning and transfer of training are enhanced by using new training technologies.
17. Compare and contrast the strengths and weaknesses of traditional training methods versus those of technology-based training methods.
18. Relate how assessment of personality type, work behavior, and job performance can be used for employee development.
19. Explain how job experiences can be used for development and suggest a job experience to match an employee's development goal or need.
20. Identify the characteristics of an effective mentoring program.
21. Design an effective on-boarding process.
22. Detail the use of facilitation strategies in a training session.
23. Describe different types of facilitation techniques for training activities.
24. Outline the facilitation strategies involved in using training activities.
25. Select facilitation activities appropriate for a training session.
26. Explain the importance of teamwork and collaboration within a group.
27. Assess individual facilitation skills abilities for training.
28. Outline the process of curriculum development.
29. Apply the 4MAT process to deliver the curriculum.
30. Develop training curriculum using the Backward Design method.
31. Utilize curriculum design strategies to organize training and learning.
32. Create a training curriculum with desired learning results, evidence, and experiences.

Materials

Required Text: Employee Training & Development 8th Edition

By Raymond Noe

ISBN10: 1260043746

ISBN13: 9781260043747

Copyright: 2020; McGraw-Hill Education

Ray Noe's Employee Training and Development is the best-selling title for this course. The 8th edition covers and addresses the changes in training and development from an employer and employee perspective - adding value to the employer and employee.

Course Technology & Skills

Course Requirements

Assignments, Point Values, and Percent of Total Course Value

Module	Assignment	Points Possible (points)	Percentage of Final Grade (%)
Introduction	Introduce Yourself (1-2 minute video)	10	1%
1	Assignment – Interview of Training or learning development professional and report	100	7%
1	Discussion – Your Submission and Responses	15	1%
1	Reinforce your Knowledge Quiz – Chapter 1	10	1%
1	Reinforce your Knowledge Quiz – Chapter 2	10	1%
2	Assignment – Needs Assessment Plan	100	7%
2	Discussion – Your Submission and Responses	15	1%
2	Reinforce your Knowledge Quiz – Chapter 3	10	1%
3	Assignment – Styles of Learning	100	7%
3	Discussion – Your Submission and Responses	15	1%
3	Reinforce your Knowledge Quiz – Chapter 4	10	1%
3	Approval of your 4-hour course book topic	0	0%
4	Assignment – Classroom Critique and Improvement Recommendations	100	7%
4	Discussion – Your Submission and Responses	15	1%
4	Reinforce your Knowledge Quiz – Chapter 5	10	1%
5	Assignment – Onboarding Online Course Outcomes and Evaluation Design Elements	100	7%
5	Discussion – Your Submission and Responses	15	1%
5	Reinforce your Knowledge Quiz – Chapter 6	10	1%
6	Assignment – Reflection on Traditional Training Methods Experience	100	7%
6	Discussion – Your Submission and Responses	15	1%
6	Reinforce your Knowledge Quiz – Chapter 7	10	1%
7	Assignment – Technology-Based Training Impressions	100	7%
7	Discussion – Your Submission and Responses	15	1%
7	Reinforce your Knowledge Quiz – Chapter 8	10	1%
8	Assignment – Career Development Plan	100	7%
8	Discussion – Your Submission and Responses	15	1%
8	Reinforce your Knowledge Quiz – Chapter 9	10	1%

Module	Assignment	Points Possible (points)	Percentage of Final Grade (%)
9	Assignment– Facilitation Skill Assessment and Development Plan	100	7%
9	Discussion – Your Submission and Responses	15	1%
10	Assignment – Final Project - 4-hr Training Session	200	15%
10	Discussion – Your Submission and Responses	15	1%
	Total Points Possible	1350	100%

The use of AI

When completing your assignments, you are allowed to use generative AI tools (e.g., ChatGPT, Claude). However, when doing so, you must make a specific note saying what tool you used and how that tool assisted you in your assignment. Not crediting AI for its assistance may be considered as cheating and may result in unfavorable consequences.

Grading

Include the grading scale (A-F) along with the point totals/percentages you will use to calculate the final grade. For example:

A = 90%-100%

B = 80%-89%

C = 70%-79%

D = 60%-69%

F = 0%-59%

Course Evaluation

Student Perceptions of Teaching (SPOT) is the student evaluation system for UNT and allows students the ability to confidentially provide constructive feedback to their instructor and department to improve the quality of student experiences in the course.

Course Policies

Attendance Policy

The [University of North Texas' Attendance Policy](http://policy.unt.edu/policy/15-2-) (<http://policy.unt.edu/policy/15-2->) is such that you are expected to complete assignments by their due dates. Because this class is 100% online, there are no requirements for synchronous meetings.

COVID-19 Impact on Attendance

While attendance is expected as outlined above, it is important for all of us to be mindful of the health and safety of everyone in our community, especially given concerns about COVID-19. Please contact me if you are unable to attend class because you are ill, or unable to attend class due to a related issue regarding COVID-19. It is important that you communicate with me prior

to being absent so I may make a decision about accommodating your request to be excused from class.

If you are experiencing any symptoms of COVID-19 (<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or askSHWC@unt.edu) or your health care provider PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Hotline at 844-366-5892 or COVID@unt.edu for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure. While attendance is an important part of succeeding in this class, your own health, and those of others in the community, is more important.

Class Participation

You are expected to complete assignments by their deadlines and to participate in discussions. Assignments are due by 11:59 pm on Monday evenings. The first entry of your discussion should be entered into the discussion board by 11:59 pm on Saturday evening prior to the Monday due date. You must submit this first post and then respond to at least twice to your course colleagues. The content of your posts does not have a word count; however, they do need to be substantive and add to the conversation.

Late Work

Each student will be allowed ONE late assignment. Use this wisely! If you are unable to turn in your work before 11:59 pm on the due date, you may have until 11:59 pm on the following third day (Thursday evening) to complete your work on ONE occasion during the term. Assignments received after this extension will receive a zero (0) and no other late assignments will be accepted. You MUST let the instructor know that you want to use your one-time late assignment PRIOR to the due date and time for the assignment. If something happens that results in more than one late assignment, please contact me to let me know so that we can make adjustments for you to succeed.

***Assignments should be submitted by 11:59 pm on date they are due; assignments are permitted to be turned in early. Assignments received on the next day will be penalized 50%. Assignments received after the one day late will receive zero (0) points.

Examination Policy

This course has nine quizzes that are meant to Reinforce Your Knowledge. Each quiz draws 10 questions from the knowledge bank. You can complete the quiz using your book, online resources, or other references to help you. These are meant to reinforce your knowledge from the chapters presented and practiced in this module. There is unlimited time to complete the quiz. You have three attempts to complete the quiz. The gradebook will retain the highest score of your three attempts. If you earn 10 points on the first or second attempt, you are not required to complete all three attempts. If you have less than 10 points on your first attempt, you are encouraged to complete the quiz again until you have completed the three attempts or have earned a score for which you are satisfied.

Assignment Policy

The University is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation. Students should

immediately report any problems to the instructor and contact the UNT Student Help Desk: helpdesk@unt.edu or 940.565.2324 and obtain a ticket number. The instructor and the UNT Student Help Desk will work with the student to resolve any issues at the earliest possible time.

Instructor Responsibilities and Feedback

I aim to return graded work to you within one week of the due date. When this is not possible, I will send an announcement to the class.

Syllabus Change Policy

The information for assignments and deadlines is official in the Syllabus tab in Canvas. This syllabus document includes the names and point values for each assignment as well as university policies.

UNT Policies

Academic Integrity Policy

Academic Integrity Standards and Consequences. According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University.

ADA Policy

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. Students may request accommodations at any time; however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the [ODA website \(https://disability.unt.edu/\)](https://disability.unt.edu/).

Prohibition of Discrimination, Harassment, and Retaliation (Policy 16.004)

The University of North Texas (UNT) prohibits discrimination and harassment because of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law in its application and admission processes; educational programs and activities; employment policies, procedures, and processes; and university facilities. The University takes active measures to prevent such conduct and investigates and takes remedial action when appropriate.

Emergency Notification & Procedures

UNT uses a system called Eagle Alert to quickly notify students with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). In the event of a university closure, please refer to Canvas for contingency plans for covering course materials.

Retention of Student Records

Student records pertaining to this course are maintained in a secure location by the instructor of record. All records such as exams, answer sheets (with keys), and written papers submitted during the duration of the course are kept for at least one calendar year after course completion. Course work completed via the Canvas online system, including grading information and comments, is also stored in a safe electronic environment for one year. Students have the right to view their individual record; however, information about student's records will not be divulged to other individuals without proper written consent. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University's policy. See UNT Policy 10.10, Records Management and Retention for additional information.

Acceptable Student Behavior

Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The University's expectations for student conduct apply to all instructional forums, including University and electronic classroom, labs, discussion groups, field trips, etc. Visit UNT's [Code of Student Conduct](https://deanofstudents.unt.edu/conduct) (<https://deanofstudents.unt.edu/conduct>) to learn more.

Access to Information - Eagle Connect

Students' access point for business and academic services at UNT is located at: my.unt.edu. All official communication from the University will be delivered to a student's Eagle Connect account. For more information, please visit the website that explains Eagle Connect and how to forward e-mail [Eagle Connect](https://it.unt.edu/eagleconnect) (<https://it.unt.edu/eagleconnect>).

Student Evaluation Administration Dates

Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. The survey will be made available during weeks 13, 14 and 15 of the long semesters to provide students with an opportunity to evaluate how this course is taught. Students will receive an email from "UNT SPOT Course Evaluations via IASystem Notification" (no-reply@iasystem.org) with the survey link. Students should look for the email in their UNT email inbox. Simply click on the link and complete the survey. Once students complete the survey they will receive a confirmation email that the survey has been submitted. For additional information, please visit the [SPOT website](http://spot.unt.edu/) (<http://spot.unt.edu/>) or email spot@unt.edu.

Sexual Assault Prevention

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual harassment sexual assault, domestic violence, dating violence, and stalking. Federal laws (Title IX and the Violence Against Women Act) and UNT policies prohibit discrimination on the basis of sex, and therefore prohibit sexual misconduct. If you or someone you know is experiencing sexual harassment, relationship violence, stalking, and/or sexual assault, there are campus resources available to provide support and assistance. UNT's

Survivor Advocates can assist a student who has been impacted by violence by filing protective orders, completing crime victim's compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at SurvivorAdvocate@unt.edu or by calling the Dean of Students Office at 940-565- 2648. Additionally, alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at oeo@unt.edu or at (940) 565 2759.

Important Notice for F-1 Students taking Distance Education Courses

Federal Regulation

To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the [Electronic Code of Federal Regulations website](http://www.ecfr.gov/) (<http://www.ecfr.gov/>). The specific portion concerning distance education courses is located at Title 8 CFR 214.2 Paragraph (f)(6)(i)(G).

The paragraph reads:

(G) For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F-1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement.

University of North Texas Compliance

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course.

If such an on-campus activity is required, it is the student's responsibility to do the following:

- (1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.
- (2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email internationaladvising@unt.edu) to get clarification before the one-week deadline.

Student Verification

UNT takes measures to protect the integrity of educational credentials awarded to students enrolled in distance education courses by verifying student identity, protecting student privacy, and notifying students of any special meeting times/locations or additional charges associated with student identity verification in distance education courses.

See [UNT Policy 07-002 Student Identity Verification, Privacy, and Notification and Distance Education Courses](https://policy.unt.edu/policy/07-002) (<https://policy.unt.edu/policy/07-002>).

Use of Student Work

A student owns the copyright for all work (e.g. software, photographs, reports, presentations, and email postings) he or she creates within a class and the University is not entitled to use any student work without the student's permission unless all of the following criteria are met:

- The work is used only once.
- The work is not used in its entirety.
- Use of the work does not affect any potential profits from the work.
- The student is not identified.
- The work is identified as student work.

If the use of the work does not meet all of the above criteria, then the University office or department using the work must obtain the student's written permission.

Download the UNT System Permission, Waiver and Release Form

Transmission and Recording of Student Images in Electronically-Delivered Courses

1. No permission is needed from a student for his or her image or voice to be transmitted live via videoconference or streaming media, but all students should be informed when courses are to be conducted using either method of delivery.
2. In the event an instructor records student presentations, he or she must obtain permission from the student using a signed release in order to use the recording for future classes in accordance with the Use of Student-Created Work guidelines above.
3. Instructors who video-record their class lectures with the intention of re-using some or all of recordings for future class offerings must notify students on the course syllabus if students' images may appear on video. Instructors are also advised to provide accommodation for students who do not wish to appear in class recordings.

This course will not employ lecture capture technology to record class sessions. Students will not appear on video. No lecture recordings will be available to you for study purposes and nor reused in future course offerings.

No notification is needed if only audio and slide capture is used or if the video only records the instructor's image. However, the instructor is encouraged to let students know the recordings will be available to them for study purposes.

Academic Support & Student Services

Student Support Services

Mental Health

UNT provides mental health resources to students to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the nature of an issue or its severity. Listed below are several resources on campus that can support your academic success and mental well-being:

- [Student Health and Wellness Center](https://studentaffairs.unt.edu/student-health-and-wellness-center) (https://studentaffairs.unt.edu/student-health-and-wellness-center)
- [Counseling and Testing Services](https://studentaffairs.unt.edu/counseling-and-testing-services) (https://studentaffairs.unt.edu/counseling-and-testing-services)
- [UNT Care Team](https://studentaffairs.unt.edu/care) (https://studentaffairs.unt.edu/care)
- [UNT Psychiatric Services](https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry) (https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry)
- [Individual Counseling](https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling) (https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling)

Chosen Names

A chosen name is a name that a person goes by that may or may not match their legal name. If you have a chosen name that is different from your legal name and would like that to be used in class, please let the instructor know. Below is a list of resources for updating your chosen name at UNT.

- [UNT Records](#)
- [UNT ID Card](#)
- [UNT Email Address](#)
- [Legal Name](#)

**UNT eUIDs cannot be changed at this time. The collaborating offices are working on a process to make this option accessible to UNT community members.*

Additional Student Support Services

- [Registrar](https://registrar.unt.edu/registration) (https://registrar.unt.edu/registration)
- [Financial Aid](https://financialaid.unt.edu/) (https://financialaid.unt.edu/)
- [Student Legal Services](https://studentaffairs.unt.edu/student-legal-services) (https://studentaffairs.unt.edu/student-legal-services)
- [Career Center](https://studentaffairs.unt.edu/career-center) (https://studentaffairs.unt.edu/career-center)
- [Multicultural Center](https://edo.unt.edu/multicultural-center) (https://edo.unt.edu/multicultural-center)
- [Counseling and Testing Services](https://studentaffairs.unt.edu/counseling-and-testing-services) (https://studentaffairs.unt.edu/counseling-and-testing-services)
- [Pride Alliance](https://edo.unt.edu/pridealliance) (https://edo.unt.edu/pridealliance)
- [UNT Food Pantry](https://deanofstudents.unt.edu/resources/food-pantry) (https://deanofstudents.unt.edu/resources/food-pantry)

Academic Support Services

- [Academic Resource Center](https://clear.unt.edu/canvas/student-resources) (https://clear.unt.edu/canvas/student-resources)
- [Academic Success Center](https://success.unt.edu/asc) (https://success.unt.edu/asc)

- [UNT Libraries](https://library.unt.edu/) (https://library.unt.edu/)
- [Writing Lab](http://writingcenter.unt.edu/) (http://writingcenter.unt.edu/)