CHAPTER 7: TRAINING AND DEVELOPMENT

NOTE. Module 7.4 has been cut from the study guide because it will not appear on the Exam.

# Learning Objectives

## Module 7.1

Understand the importance of training and learning.

Identify the different parts of a training needs analysis.

Describe the individual difference characteristics that influence the learning process.

Describe how learning and motivational theories can be applied to training.

Identify the principles of learning that can be used in training.

Compare massed and distributed practice.

Define learning organizations and identify their features.

## Module 7.2

Describe the different methods of training.

Define transfer of training.

## Module 7.3

Describe the four-level model used to categorize training criteria.

Discuss the difference between internal and external training criteria.

# Chapter Outline

## Module 7.1 Foundations of Training and Learning

Training, Learning, and Performance

Training Needs Assessment (aka Training Needs Analysis)

*Organizational analysis*

*Task Analysis*

*Person Analysis*

The Learning & Transfer Process in Training

What is learning?

Learning Outcomes (Kraiger, Ford, & Salas, 1993)

Cognitive learning outcomes

* + Verbal knowledge
    - Declarative knowledge (DK)
    - Procedural knowledge (PK)
    - Strategic/tacit knowledge
  + Knowledge organization
  + Cognitive strategies or metacognition

Skill-based learning outcomes(based on Anderson’s 1982 ACT\* model)

* + Initial skill acquisition
  + Compilation
  + Automaticity

Affective learning outcomes

* + Attitudinal
  + Motivational
    - Goal orientation
    - Self-efficacy
    - Goal-setting

Learning Theory

Skinner’s Reinforcement Theory

Information Processing Theory

Bandura’s Social Learning Theory

Lock & Latham’s Goal Setting Theory

Knowles’ Adult Learning Theory

Principles of Learning

Active practice – Massed vs. spaced practice

Whole vs. part learning

Fidelity

What is Transfer – Training’s Ultimate Criterion (*Note. Transfer is covered in the book in Module 7.2)*

Generalization

Maintenance

Why is it so difficult?

What affects learning and transfer?

The design

* + Identical elements
  + Stimulus generalization
  + Cognitive theory

The individual

* + Learner “Readiness”
  + Motivation

The environment

* + Support
  + Climate
  + Opportunity

## Module 7.2 Content and Methods of Training

Training Methods

*On-Site Training Methods*

*Off-Site Training Methods*

*Presentation Methods*

*Hands-on Methods*

*Web-based Training/Distance Learning/Computer-Based Training*

## Module 7.3 Evaluating Training Programs

Training Evaluation

Training Criteria

Utility Analysis

Training Evaluation Designs

# Glossary Terms for Chapter 7

This list of key terms and important concepts from Chapter 7 can be used in conjunction with reviewing the material in the textbook. After reviewing Chapter 7 in the textbook, define each of the following key terms and important concepts fully. Check your answers with the textbook, and review terms with which you have difficulty. Good luck!

## Module 7.1

training

learning

cognitive outcome

skill-based outcome

affective outcome

performance

training needs analysis

organizational analysis

task analysis

competencies

person analysis

trainee readiness

trainee motivation

expectancy framework

positive reinforcement

social learning theory

behavioral modeling

self-efficacy

goal setting

feedback

active practice

automaticity

fidelity

physical fidelity

psychological fidelity

whole learning

part learning

massed practice

distributed practice

## Module 7.2

on-the-job training

apprenticeship

job rotation

classroom lecture

programmed instruction

linear programming

branching programming

simulator

distance learning

blended learning

computer-based training

adaptive guidance

transfer of training

transfer of training climate

## Module 7.3

training evaluation

reaction criteria

learning criteria

behavioral criteria

results criteria

internal criteria

external criteria

utility analysis

pre-test post-test control group design

# Practice Questions for Chapter 7

Multiple Choice Items: Please choose the correct answer to the following questions. Answers are shown at the end of the chapter in this Study Guide.

1. \_\_\_\_\_\_\_\_\_\_ is a relatively permanent change in behavior and human characteristics, while \_\_\_\_\_\_\_\_\_\_ is the systematic acquisition of skills, concepts, or attitudes that results in improved performance in another environment.

a. Teaching; learning

b. Learning; teaching

c. Learning; training

d. Training; learning

2. All of the following are considered broad categories of learning outcomes except:

a. Skill-based outcomes

b. Declarative outcomes

c. Cognitive outcomes

d. Affective outcomes

3. Mary, an HR professional, is currently attending a training program where she is learning how to use a new computer program. She is not averse to making mistakes, often using them as an opportunity to further understand the computer program and add to her own knowledge. Mary might be characterized as having a

a. limited orientation.

b. cognitive orientation.

c. performance prove orientation.

d. mastery goal orientation.

4. John’s company offers a variety of training methods to learn skills. He is currently participating in one program that is often used to prepare high-potential employees for future management responsibilities, providing him with a variety of experiences in different departments that will likely help him obtain future promotions. What type of training method is he most likely participating in?

a. Classroom instruction

b. Mentoring

c. Apprenticeship

d. Job rotation

5. Julie is currently in a training program for all managers at a certain level in her company. All of the trainees are exposed to the same material which is presented in a very sequential manner. Whether or not she grasps a specific concept is of no consequence to the presentation of the material. What type of programmed instruction is she most likely experiencing?

a. Branching programming

b. Linear programming

c. Inclusive programming

d. Reinforcement programming

6. What distinguishes critical thinking from ordinary thought?

a. It requires active involvement in applying the principles under discussion.

b. It involves the simple memorization of facts or principles.

c. It takes a lot longer to do than ordinary thought.

d. It is currently a basic tenet for learning in all areas.

7. Utility analysis is a technique that assesses:

a. the return on investment of training.

b. the overall usefulness of a training program.

c. how easy it is to implement a training program.

d. assesses the influence of training on performance.

8. In Kirkpatrick’s four-level model, which level measures satisfaction with a training program?

a. level 1 (reaction)

b. level 2 (learning)

c. level 3 (behavioral)

d. level 4 (results)

9. The systematic collection of information that can be used to make effective training decisions is called

a. training learning.

b. training assessment.

c. training evaluation.

d. training modification.

# Chapter 7 Exercises

**Exercise 7.1**. Think of a time when you learned something by observing others in school or on the job. What types of knowledge or skills did you learn? Describe how such observational learning was beneficial in the learning process.

**Exercise 7.2.** Provide an example of a time in school or at work when you benefited from using the learning principle of *active practice*. Next, provide an example of a time in school or at work when you benefited from using the learning principle of *distributed practice*. Finally, describe how combining these learning principles by using active and distributed practice could be used in an organization that is training new computer sales representatives.

**Exercise 7.3.** Based on what you have read about principles of learning in Chapter 7, describe how you would change your study habits and preparation for exams in this class. If you wouldn’t change your study habits at all, describe how closely they match with the research that describes principles of learning in this chapter.

**Exercise 7.4.**  Distance learning is being offered in an increasing number of universities and businesses. What do you think are the advantages and disadvantages of distance learning? What concerns would you have about moving from a traditional learning environment to a distance learning environment in your university and in your job?

# Answer Key for Multiple Choice Questions for Chapter 7

1. c

2. b

3. d

4. d

5. b

6. a

7. a

8. a

9. c