Course Description
A guide in the design, development, management, and evaluation of learning programs in organizational settings. Topics include the development of learning program proposals, innovative instructional techniques, and best practices in learning management.

Course Objectives:
By the end of the course, you should be able to:

1. identify competencies, roles, and careers for workplace learning professionals
2. recognize the benefits of well-planned employee learning programs
3. analyze various methods of conducting needs analysis
4. establish criteria for evaluating learning and development programs
5. develop a training proposal
6. synthesize trends and issues related to organizational learning in the next millennium

Instructor
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Office Hours: Tuesdays 2-4 p.m. If dates/times don’t work for you, please send me an email with several dates/times that do work.

Assignments
A. Training Proposal. (35%) As a group, develop a training proposal (maximum number in group is three). Your group will present your proposal to the "Learning and Development Directors" (your classmates) at the end of the semester. The project requires that your team put yourself into the role of a curriculum developer (external consultants) to define a learning need, conduct a needs assessment, design a solution, and create an evaluation plan, and “sell” your learning proposal to decision-makers in an identified organization.
For purposes of this assignment, you will need to assume that your consulting group was hired to do the needs assessment. You will need to describe your needs assessment process as well as develop a sample needs assessment instrument. The instrument should be included as an appendix to your final proposal.

Deliverables: The finished product is a proposal of what your team can offer the target organization with regard to a learning program, and should describe your needs assessment strategies (with instrument in appendix), evaluation strategies, and your overall training solution, including learning objectives and course outline. Appendix A in the back of the textbook offers one example for a training proposal. In addition, your team will need to prepare a PowerPoint presentation of the proposal for the "Learning and Development Directors."

Teams are self-selected should meet to discuss ideas right away. We’ll work to set up teams by our second class meeting. The project will involve work throughout the first half of the semester. A good recommendation for a proposal topic is to use a ‘real world’ example from a team member’s workplace or a familiar institution with a learning need.

B. Article Reviews/Essay. (35%) First, prepare critical reviews of three articles related to one of the following learning management issues. Second, write an essay around an issue related to the topic. Be prepared to help lead the discussion on the corresponding date on the syllabus.

1. Professional Development for Organizational Workplace Learning Professionals: What are the competencies for instructors, learning and development directors, and Chief Learning Officers? What does the workplace learning professional of the future look like? What professional organizations, websites, tools help professionals stay on the forefront of our profession? What are best practice organizations doing on this issue?
2. Live vs. Mediated Instruction: What are the metrics organizations are using to determine whether to offer instruction live or mediated (on-line)? What are best practice organizations doing on this issue?
3. Return on Investment: How do you make the business case for ROI? What are the arguments for and against computing ROI on learning investments? What are best practice organizations doing on this issue?
4. Transfer of Learning: What is learning transfer and how are organizations supporting it? What can the role of IT be? What are best practice organizations doing on this issue?
5. Corporate/University Partnerships: How are organizations partnering with higher education in an effort to support community and workplace education? What are the different models for cooperation? How are best practice organizations applying this concept?

Deliverables: Begin with a title page, followed by a letter of transmittal (from you to me), explaining how you went about identifying articles and anything else you’d like to share. Next, submit your reviews of each article. Categorize, discuss, summarize, and evaluate each article separately. Then, conclude your assignment with a minimum 3-4 page essay responding to the issue selected and addressing the questions above. In your essay, develop a thesis statement and defend it. Staple your assignment (no folders, please). Writing guides for article critiques and essays are offered on Blackboard (under Assignments).
C. Final exam. (10%) Open book writing exercise. You’ll be given 45 minutes to respond to two questions related to course content.

D. Class Participation (20%)
1. Keep a journal (log). Throughout the course (week-by-week), reflect on class discussions and your reading assignments. Submit three paper-based logs to me on the dates identified on your syllabus.
2. Blackboard. Log into Blackboard regularly and check announcements, respond to discussion forums that are posted, and engage in online discussions with your colleagues.
3. Classroom discussion. Class participation includes active discussion in course topics during regularly scheduled class meetings. Be prepared to discuss assigned readings.

Evaluation

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<tr>
<th>Component</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Article reviews/essay</td>
<td>35%</td>
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<tr>
<td>Training proposal</td>
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<tr>
<td>Final exam</td>
<td>10%</td>
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<tr>
<td>Class participation</td>
<td>20%</td>
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Textbook


(Referred to on agenda as LAW)

Recommended: See Reading List on Blackboard
Tentative Agenda

Date          Introduction           LAW Chapters

September 21  Needs assessment: theory and techniques  2 & 9
Reading:

September 28  Evaluation approaches  3
DUE: Learning Log
Readings:

October 5     Research Techniques  4
DUE: One article review for preliminary feedback
DUE: Draft outline of team training proposal

No formal class: Fall Break. Rake some leaves. Write some papers!

Instructional Design  5 & 6
DUE: Learning Log
Guest Lecturer: NYU Professor Emeritus Michael Bronner

Due: Training Proposal. Group presentations/discussion

November 2    Issue: Professional Development for Workplace Learning Professionals 11, 12
Perspectives on a career in learning and development
Tentative Guest Lecturer: Dr. Rebecca Ray, MasterCard International
Readings:

9 Issue: Live vs. Mediated Instruction

**Readings:**

16 Issue: Transfer of learning

**DUE: Learning Log**

**Readings:**

23 No formal class; you are encouraged to attend DPE in San Francisco

30 Issue: Return on Investment

December 7 Issue: Corporate/University partnerships

**DUE: Assignment A, Individual Research/Literature Review/Essay.**

**Readings:** TBA

14 Wrap-up

Q&A