Proposal to alter the existing Master of Training and Development program

The following proposal to alter the existing Master of Training and Development (MTD) program was prepared by the faculty of the Department of Human Resource Development. A number of meetings were held to accomplish this goal beginning in November of 2003. The faculty of the HRD department agreed on the changes that are contained in this document at two official department meetings conducted January 26 and February 2, 2004.

A brief explanation of the proposed changes and rationale for the changes is as follows:

The existing MTD program requires 44 credit hours, and includes a requirement for a masters project. It also requires applicants to take the Graduate Record Examination. The proposed changes alter the number of required credit hours to 36, eliminates the requirement for a masters project, and no longer requires applicants to complete the Graduate Record Examination.

Our review of the program reveals that, while some graduates of the program may go on to further scholarly work, the program is designed to develop practitioners with the knowledge and skills required to enhance individual and organizational development and performance. Graduates of the program will be qualified to work as human resource professionals, including directors of training centers, organizational development consultants, instructional designers, and performance technologists.

Similar programs in the field require completion of 36 credit hours, and do not require a masters project. We believe that we can better accomplish the objectives of the program by altering the core course requirements, and then providing two areas of specialization from which the student may choose. We emphasize the enhancement of writing skills by embedding writing assignments in each course. By eliminating the requirement of a project, we can provide more coursework in a rigorous curriculum incorporating practical aspects of practice in a more controlled atmosphere of learning than that provided by outplacement for completion of a project.

We adopted the requirement of the Graduate Record Examination to assist us in selecting applicants who were qualified for graduate work. Upon review, we believe that we can better accomplish our goal of selecting qualified applicants through the evaluation of prospective student’s applications and writing samples together with information acquired through individual interviews and an additional writing sample obtained under supervised conditions.
The following proposed catalog copy contains all the elements of the Master in Training and Development. Also attached are syllabi for new courses and courses that have been changed. An index of the proposed program is as follows:

- New MTD Program description and amended application requirements
- HRD 502 – changed to HRD 506
- HRD 503 – no change
- HRD 504 – no change
- HRD 506 – new course
- HRD 507 – add prerequisites HRD 502 & HRD 503
- HRD 510 – add content, change number to HRD 611, change description, add prerequisites HRD 502 & 503
- HRD 520 – no change
- HRD 530 – no change
- HRD 540 – no change
- HRD 550 – no change
- HRD 603 – no change
- HRD 605 – change focus and add prerequisites HRD 502, 503 & 507
- HRD 610 – no change
- HRD 611 – formerly HRD 510
- HRD 615 – no change
- HRD 620 – change name and description
- HRD 625 – change name and description
- HRD 630 – change to HRD 635, change name and description
- HRD 640 – no change at this time, will not be required in new program
- HRD 650 – no change
- HRD 699 – no change at this time, will not be required in new program

Dated: April 28, 2004

Respectfully submitted:

Michael P. Long  
Chair, Department of Human Resource Development  
495A ED Building, Oakland University  
Rochester, Michigan 48309  
(248) 370-3124  
mlong@oakland.edu
Master of Training and Development

Description

The program is designed to develop practitioners with the knowledge and skills required to enhance individual and organizational development and performance. Graduates of the program will be able to lead and support interventions and processes associated with diagnosing individual and organizational performance problems and opportunities, designing and implementing solutions, and evaluating results.

Graduates of the program will be qualified to work as human resource professionals, including directors of training centers, organizational development consultants, instructional designers, and performance technologists.

The MTD program is offered as an off-campus program delivered at the Seaholm High School facility in Birmingham, Michigan and the Macomb University Center in Clinton Township, Michigan. Students are admitted on a full-time and part-time basis and must complete the program in six years. Full-time, students can complete the program in two and one-half years.

Admission Terms

Students are admitted for the fall and winter semesters. Application to the MTD program is initiated through the Oakland University Office of Graduate Admissions. All application materials must be received by Graduate Admissions at least five weeks prior to the beginning, of the semester in which the applicant wishes to enroll. Completed applications are reviewed by the graduate admissions committee in the Department of Human Resource Development four weeks prior to the beginning of each semester.

Application Requirements

Applicants for the degree of Master of Training and Development must submit the following:
1. Official transcripts for undergraduate and graduate course work showing a bachelor's degree from a regionally accredited institution with a cumulative grade point average of 3.00 or better. Applicants who do not meet this standard may be conditionally admitted and must complete the first 12 credits of the graduate program with a grade of 3.2 or above before conditional status will be removed.

2. A formal statement detailing work and life experiences of preferably one year or longer that have led to the desire to pursue the Master of Training and Development degree program. The statement must be between 1000 and 1500 words. The formal statement is evaluated on the basis of quality of writing, organization of ideas, clarity of expression, and compatibility with program goals.

3. Three recommendations that attest to the quality and scope of the applicant’s academic and professional ability.

An interview and supervised writing sample will be required of all students. Admission to the MTD program is competitive and meeting the minimum requirements does not guarantee admission into the program.

**Academic Advising**

Upon admission each student is assigned an academic advisor who is a faculty member in the Department of Human Resource Development. Together the student and academic advisor establish a program plan, and meet each term prior to course enrollment to facilitate successful completion of the degree program.

**Degree Requirements**

Successful completion of the program requires:

1. Completion of 36 approved credits with an overall grade point average of 3.00 or better. Credit toward the degree will not be given for courses with grades under 2.8.

2. Completion of five core courses:

   HRD 503 - Instructional Design
   HRD 506 – Theoretical Foundations in Training and Development
   HRD 507 – Needs Assessment
   HRD 605 – Program Evaluation
   HRD 611 – Program Administration
3. Students will select the remaining four courses, with the approval of the academic advisor, within one of the two following paths:

**Instructional Design & Technology**
- HRD 550  Trends and Issues in Technology-based Training
- HRD 603  Advanced Instructional Design
- HRD 625  Instructional Design Theory to Practice
- 500 or 600 level HRD course with approval of MTD Advisor

**Organizational Development & Leadership**
- HRD 504  Organization Development
- HRD 530  Team Development
- HRD 635  Leadership Theory and Development
- 500 or 600 level HRD course with approval of MTD Advisor

**COURSE OFFERINGS**

**HRD 503**  
**Instructional Design (4)**  
Provides students with introductory graduate level competence in applying systematic instructional design principles and theories to the development of an instructional project. Students will investigate the philosophy and practices underlying the design and development of effective instruction, critically examine components of an instructional design model, and apply its principles to the production of instruction.  
*Prerequisite: Admission to the Master of Training and Development program*

**HRD 504**  
**Organization Development (4)**  
Provides an overview of theory, research, and practice in the implementation of change in organizations. Students will apply organization development and change theories and principles in the selection and implementation of appropriate interventions to address specific organizational situations. The roles played by human resource development professionals in planned organizational change are explored during this course.  
*Prerequisite: Admission to the Master of Training and Development program*

**HRD 506**  
**Theoretical Foundations in Training & Development (4)**  
Introduces students to the major learning theories that underlie the field of training and development, including: Behavioral, Cognitive, Constructivist, Communication, and Systems theories. Students will explore the theories as well as practical implications for individual and organizational learning.
HRD 507
Needs Assessment (4)
Emphasizes the critical importance of identifying the needs of an organization, group, or individual prior to the decision to employ appropriate interventions. Students will learn about the theories and methods of needs assessment and develop knowledge and skills to effectively plan and conduct a comprehensive needs assessment. **Prerequisites:** HRD 502 & HRD 503.

HRD 530 Team Development (4)
Develops students as sponsors, leaders and members of teams in the workplace. Students will understand the rationale for teams, their strengths and limitations, and become familiar with various techniques for enabling teams to work effectively. **Prerequisite:** Admission to the Master of Training and Development program

HRD 550
Trends and Issues in Technology-based Training (4)
Prepares students to apply instructional design principles to the effective analysis, design, development, implementation, and evaluation of technology-based instructional solutions. Students will learn current and emerging technological options and criteria for judging among alternatives. **Prerequisite:** HRD 503 or permission of instructor:

HRD 603
Advanced Instructional Design (4)
Facilitates an advanced level of professional competence in instructional design for individuals who aspire to leadership positions in the field of training and development. Students will explore various approaches to analysis, design, development, and evaluation of instruction. **Prerequisite:** HRD 503 or permission of instructor.

HRD 605
Program Evaluation (4)
Introduces students to current theory and practice in the evaluation of program impact. The course emphasizes four levels of evaluation: learner reactions to programs, learner knowledge acquisition and performance, learner behavior on the job, and return on investment to the organization. Students are taught "how to select and apply appropriate tools to evaluate all four levels of program impact. **Prerequisites:** HRD 502, HRD 503 & HRD 507.

HRD 611
Program Administration (4)
This course focuses on understanding and developing the skills required to manage and administer training and development programs. Specific topics will include: assessing program needs, working with internal and external customers, choosing vendors, marketing and publicizing programs, and administering programs. **Prerequisite:** HRD 502 & HRD 503.
HRD 620
**Lean Principles and Application (4)**
Prepares students with knowledge and skills related to the understanding of lean theory, rules/principles, concepts, tools and supporting systems based upon interdisciplinary perspectives and instruction.

HRD 625
**Instructional Design Theory to Practice (4)**
Introduces students to current and historical theories that impact the field of training and development including systems, communications, adult learning, education and instructional theories. Students will apply these theories to practical applications in the field. *Prerequisites: HRD 502 or permission of instructor.*

HRD 630
**Current Trends (4)**
Analyze current topics related to Training and Development. Topics may include: the learning organization, linking human resource development to organizational theory, systems thinking, informal and incidental learning in the workplace, diversity issues in training and development, legal and ethical issues in training and development, spirituality in the workplace, action learning, utilizing technology in human resource development, performance technology, interactive distance learning and others.

HRD 635
**Leadership Theory and Development (4)**
This course focuses on the major leadership theories and the primary tools professionals apply to develop management and leadership capabilities for individuals in the workplace.

HRD 650
**Independent Study (1 to 4)**
Independent study in a topic in training and development under the guidance of a faculty member. *Prerequisite: Permission of instructor.*