

## Performance Improvement Group Project

### Mana 444 Training & Development

#### Purpose

This Project provides the opportunity to apply Training & Development concepts to a realistic, organizational situation. Working in a team and presenting the report in a professional manner enhances both the cognitive and behavioural learning experience.

#### Overview

You are a group of **4** organizational consultants who have been hired to assess the performance of an organization with the goal of improving performance. Your analysis will lead you to discover gaps in performance, for which you will recommend solutions including, of course, required training.

Task	Details	Deadline
Find a Team	Submit the names of your team members by email, in alphabetical order (CC your team members!).	January 28 <sup>th</sup>
Report	Teams will be required to submit a development plan describing their project and how they plan on achieving it (including a realistic timeline).	March 31 <sup>st</sup>
Presentation	Teams will present the outcome of their project.	April 7 <sup>th</sup>
Peer Evaluation	Students will provide qualitative and quantitative feedback for their team members.	April 8 <sup>th</sup> until April 14 <sup>th</sup>

#### **N.B.**

- One of the objectives of this assignment is to develop your ability to work collaboratively. Therefore, it is up to you to **manage** your team and resolve conflicts. Once a team has been formed, there is no team divorce.
- Whenever you email your instructor about the team project, CC your team members!
- You can ask for a meeting with your instructor and team members to discuss your project, your progress (or lack-of), or any other questions or issues you may have.

## Content

You will develop your own, **original** consultants' report that will include all the steps involved in the ADDIE process:

- A description of this **real** organization and the department (if any) you have chosen to assess
- Investigate the three levels of needs analysis (organizational, task and person analysis (to the extent feasible)).
- Determine the performance gaps (they can exist now or in the future).
- Indicate issues that **are/are not** knowledge, skills, attitude (KSA) deficiencies, which do not require training, but can be resolved by other means and provide recommendations.
- Develop a thorough training design for the KSA issues identified indicating who will be trained and how, learning objectives, factors that facilitate learning and job transfer, etc.
- Provide an overview of the **type** of content, instructional methods, and media/facilities recommended.
- You may provide a sample of some content you would recommend, **if you wish**. You can use the following links to source some content:
  - <http://www.nwlink.com/~Donclark/index.html>
  - <http://www.thiagi.com/games.html>
  - [www.performanceandlearning.ca](http://www.performanceandlearning.ca)
  - [www.astd.org](http://www.astd.org)
  - <http://www.articulate.com/>
- List any implementation and facilitation considerations that should be considered.
- Describe all types of evaluation that should be administered.

### **Sources**

**Primary sources:** This assignment involves both *practical* and *research* aspects. The organization you choose may be a profit, non-profit or government organization, potentially one a group member has had some personal experience with, or within which he/she has some contacts. This will greatly facilitate your project. Personal anecdotes of your group member's experiences with the company /organization, and/or selective interviews with contacts, are your main sources of information about the organization. You must respect their confidentiality, guaranteeing that neither the company nor any individuals interviewed will be named in the report without their explicit consent.

**Secondary sources:** You must also do some additional literature research (4-5 sources are adequate) to enhance/complement your text. You can use material from the many sources listed in the text or from other texts/sources (a combination of both academic and trade sources are recommended).

**Plagiarism is a serious academic offence.** The Academic Code of Conduct defines plagiarism as "the presentation of the work of another person as one's own or without proper acknowledgement." **DO NOT Copy, Paraphrase or Translate Anything from Anywhere Without Saying from Where You Obtained it!** For detailed definitions of plagiarism and further information, please visit the following website and explore it thoroughly: <http://provost.concordia.ca/academicintegrity/>

### Written Report 25%

- Write for the “educated” training & development reader (i.e. avoid repeating theories/concepts or providing definitions).
- Guide the reader by structuring the presentation of your arguments (i.e., use headings and subheadings for clarity and organization).
- Use proper referencing (APA style) of all material taken from journals, books, websites, etc.
- **10-15** pages (number your pages), double-spaced, 12 times New Roman, excluding table of content, references, samples/figures/tables and appendix (e.g. interview notes and signed consent forms).
- Include tables and graphs that you want graded in your report (your report can be longer as a result).
- You will be graded on the completeness of your work and the clarity, precision, integration of the different elements and evidence provided for analysis.
- Upload a copy on Moodle before the start of class and provide a hard copy at the start of class.

### Presentation: 10%

- Present a Pecha Kucha (20 slides \* 20 seconds each) to provide **highlights** of your analyses and recommendations.
- If you desire, you can provide a brief experiential demonstration (e.g. exercise, role play) of some aspect of your training.
- There will be a Q&A period of maximum 5 minutes.
- Upload your presentation on Moodle before the start of class and provide a copy of your PPTs (or Prezi): 4 slides per pages, black and white or color, printed on both sides of the paper.
- More details will be provided in class about the presentation.

### Peer Evaluation

An electronic peer evaluation system will be used to collect peer evaluations for your team project. Peer evaluations will be done using the on-line *JMSB Peer Assessment System*. Each team member will be required to provide feedback to his/her team members (both quantitative and qualitative). Every team member is required to complete the peer evaluation, even if he/she considers that contribution was equally distributed. The result of the peer evaluations will be used to weight the individual grades for the class presentation and the written report. Instructions will be posted on Moodle.

<https://pes.concordia.ca/login.php>

## Gathering Project information in an ethical manner

This project requires you to get information from people outside the classroom (either inside or outside the University). It is your responsibility to do this ethically.

Concordia University's **Code of Ethical Conduct** requires the following:

- You must inform interviewees or participants about the purpose of your project and avoid deceiving them. This includes clearly explaining what individuals will have to do if they are involved in your project.
- Individuals must agree to be involved in your project, **either orally or in writing (\*)**. You must not coerce potential respondents to participate, and you must allow them to discontinue if they change their mind about participating.
- You must respect individuals' confidentiality by guaranteeing that no individual or company will be named in your report without their explicit consent. You must tell potential respondents how the information they provide will be used and who will see the final project/report.
- In general, you must endeavour to ensure that respondents' psychological well-being is protected, and that there are no foreseeable negative consequences to their involvement in your research project.

It is also recommended that you provide participants/interviewees with your contact information and contact information of your professor in case they have questions.

**For more detail about ethical requirements, please explore the following websites:**

<http://oor.concordia.ca/services/researchethicsandcompliance/>

<http://provost.concordia.ca/academicintegrity/>

**(\*)** *If you wish to obtain written consent, you can use the **attached template** to create a consent form.*

*Some companies may also want students to sign a non-disclosure form that addresses some of these confidentiality issues.*

## CONSENT FORM

<Insert date here>

Hello

My name is: <your name here>. I am a student at the John Molson School of Business at Concordia University, taking a course in Training and Development. As part of the course requirements, my team members and I are writing an advisory report for an organization about training and development needs in the workplace, along with recommendations, and elements of training design. The goal of the project is to help business students apply concepts from the course to solve real-world problems.

We hope you will agree to answer our questions related to our project focus, and we will work within your time allotment for this purpose, and within your schedule.

If you agree to be involved, please know that your involvement is completely voluntary. Your answers will be confidential, so please feel free to tell us your honest opinions. The only person who will see our report is the professor, and neither the company's name nor your name will appear in our project without your explicit consent. Also, you do not have to respond to any question that makes you uncomfortable.

We greatly appreciate your help with our university project. If at any time you have questions about your rights as a participant in this project, you may contact our professor, Melanie Briand, by email at: melanie.briand@concordia.ca.

Yours sincerely,

<INSERT FULL NAMES AND SIGNATURES OF ALL TEAM MEMBERS, STARTING WITH THE NAME LISTED AT TOP OF LETTER>

I consent to be interviewed by the above-named students based on the conditions above.

Yes  No

I consent to have my name appear in the report, which will only be read by my professor.

Yes  No

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Signature

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Date

## Formulaire de consentement

[DATE]

Bonjour, je suis [NOM]. Je suis inscrit(e) dans un cours de Formation et développement de la main d'oeuvre à l'École de gestion John Molson, de l'Université Concordia. Comme travail de session, mon équipe et moi devons écrire un rapport sur des besoins de formation en entreprise, ainsi que des recommandations. L'objectif du projet est d'aider les étudiants en affaire à appliquer des concepts du cours à de vraies situations organisationnelles.

Nous espérons que vous accepterez de répondre à quelques questions afin nous partager vos connaissances sur ce sujet.

Votre participation est entièrement volontaire et l'entrevue ne prendra pas plus de 20 minutes. Vos réponses demeureront strictement confidentielles—votre nom n'apparaîtra nulle part dans notre travail sans votre consentement explicite—vous pouvez donc partager vos opinions en toute confiance.

J'apprécie énormément votre aide pour notre projet. Si vous avez des questions sur vos droits en tant que participant(e), vous pouvez contacter notre professeure, Mme Mélanie Briand, par courriel : [melanie.briand@concordia.ca](mailto:melanie.briand@concordia.ca)

Cordialement,

[NOMS ET SIGNATURES DE TOUS LES MEMBRES DE L'ÉQUIPE, EN COMMENCANT AVEC LE NOM ECRIT EN HAUT DE LA PAGE]

Je consens à être interviewé par les étudiants mentionné ci-haut.

Oui  Non

Je consens à ce que mon nom apparaisse dans le rapport qui ne sera lu que par la professeure.

Oui  Non

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Signature

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Date