

Contents

<i>List of Figures</i>	<i>page</i> x
<i>List of Tables</i>	xi
<i>List of Contributors</i>	xiii
<i>Preface</i>	xix
1 Introduction and Overview: Now More Than Ever	1
KENNETH G. BROWN	
Part I. Fundamental Issues in Learning and Transfer	
2 Cognitive and Neural Foundations of Learning	11
KURT KRAIGER AND VICTORIA P. MATTINGLY	
3 Facilitating the Development of Expertise: An Individual to Organizational Perspective	38
ALENA D. MARAND AND RAYMOND A. NOE	
4 Understanding Training Transfer from the Adaptive Performance Perspective	75
JASON L. HUANG, SHAN RAN, AND BRIAN D. BLUME	
5 The Psychology of Learner Control in Training: A Multilevel, Interactionist Framework	98
GARETT N. HOWARDSON, KARIN A. ORVIS, SANDRA L. FISHER, AND MICHAEL E. WASSERMAN	
Part II. Understanding the Learner	
6 The Role of Abilities in Learning and Training Performance	123
MARGARET E. BEIER, ANTON J. VILLADO, AND JASON G. RANDALL	
7 Taking Charge of Your Own Learning: Self-Regulation in Training	148
JOHN J. DONOVAN AND JESSICA M. NICKLIN	

8	Genuine and Perceived Demographic Differences in Training and Development	175
	TRACY C. McCAUSLAND AND EDEN B. KING	
Part III. Designing the Intervention		
9	Enhancing Training Transfer by Promoting Accountability in Different Work Contexts: An Integrative Framework	201
	MICHAEL J. TEWS AND LISA A. BURKE-SMALLEY	
10	Building Deep Specialization through Intentional Learning Activities	228
	J. KEVIN FORD, JESSICA M. WEBB, AND MORGAN SHOWLER	
11	The Science and Practice of Simulation-Based Training in Organizations	256
	SHANNON L. MARLOW, CHRISTINA N. LACERENZA, DENISE REYES, AND EDUARDO SALAS	
12	Augmented Reality Systems in Training	278
	JOSEPH R. KEEBLER, BRADY S. PATZER, TRAVIS J. WILTSHIRE, AND STEPHEN M. FIORE	
13	One (Lesson) for the Road? What We Know (and Don't Know) about Mobile Learning	293
	MICHAEL E. WASSERMAN AND SANDRA L. FISHER	
14	Time and Thinking: An Alternative to Traditional Learning and Development Activities	318
	GILLIAN B. YEO AND SHARON K. PARKER	
15	Developing Latino Talent	345
	MIGUEL A. QUIÑONES	
Part IV. Special Topics		
16	Training and Development in Small and Medium Enterprises	363
	MELISSA S. CARDON AND STEPHEN D. VALENTIN	
17	Team Training: Knowing Much, but Needing to Know Much More	383
	ERICH C. DIERDORFF AND J. KEMP ELLINGTON	
18	Developing Cultural Intelligence	407
	JANA L. RAVER AND LINN VAN DYNE	
19	Implications of Positive Organizational Behavior and Psychological Capital for Learning and Training Effectiveness	441
	ALAN M. SAKS AND JAMIE A. GRUMAN	

	Contents	ix
20	Rings of Fire: Training for Systems Thinking and Broadened Impact ANDERS DYSVIK, ARNE CARLSEN, AND MIHA ŠKERLAVAJ	471
21	Rockstar vs. Ringmaster: Balancing Complementary Teaching Roles to Develop Management Skills PETER A. HESLIN, GEOFF MORTIMORE, AND LAUREN A. KEATING	495
Part V. Workplace Learning from Other Lenses		
22	Training from the Perspective of Human Resource Development and Industrial-Organizational Psychology: Common Pasts, Parallel Paths – Going Where? JON M. WERNER	521
23	Strategic Training and Development and Their Role in Shaping Competitive Advantage LYNN A. MCFARLAND AND ROBERT E. PLOYHART	545
24	Hospitality Training Research: A Review and Implications for Future Research J. BRUCE TRACEY	566
25	Informal Learning SAUL CARLINER	585
26	An Operations Management Perspective on Employee Training and Workforce Planning BARRETT W. THOMAS, MIKE HEWITT, AND SCOTT E. GRASMAN	607
27	Workplace Training from the Sociological Perspective DAVID B. BILLS AND HERMAN VAN DE WERFHORST	626
	<i>Index</i>	645