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## MOS 3343B Section – 001 Training and Development Winter 2021 Course Syllabus

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### 1. Course Information:

#### 1.1 Class Location and Time: Distance Studies/Online

**Synchronous class time option 1:** Wednesdays 1:30 – 3:00 pm (ET)

**Synchronous class time option 2:** Wednesdays 9:00 – 10:30 am (EST)

*\*\*\*We will cover the same content in each of these sessions, so **you only need to attend one**\*\*\**

#### 1.2 Contact Information:

Professor: Dr. Johanna Weststar

Office: SSC 4427

Office Hours: via Zoom: by appointment

Phone: 661-2111 x86148

Email: [weststar@uwo.ca](mailto:weststar@uwo.ca)

DAN Department of Management & Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the Professor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 519-661-2147 for any specific question regarding an accommodation.

More information about “Accessibility at Western” is available at: <http://accessibility.uwo.ca>

### 2. Calendar Description

#### 2.1 Course Description:

This course provides an understanding of the role of training and the various forms training can take. Students develop a theoretical and applied understanding of training practices in Canadian workplaces as well as a practical knowledge of instructional design.

Antirequisite(s): None

Prerequisite(s): Enrollment in 3rd or 4th year of BMOS.

#### 2.2 Senate Regulations

Senate Regulations state, “unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.”

This regulation is in regard to the COURSES required.

**Students not in BMOS are permitted to enroll in up to 1.0 MOS courses**, per the Academic Timetable.

### 3. Textbook

Saks, A. M. & Haccoun, R. R. 2019. *Managing Performance Through Training and Development*. Eighth Edition. Nelson Series in Human Resource Management. Top Hat.

Printed version ISBN-13: 9780176798079

Digital version ISBN-13: 9780176848422

Additional readings will be provided on the OWL course website.

### 4. Course Objectives and Format

The DAN Department of Management and Organizational Studies as a whole draws upon an evidence-based management approach. Evidence-based management is the systematic process of gathering evidence from multiple sources, critically appraising the evidence, and using that evidence in making and evaluating management decisions to improve organizational performance.

#### 4.1 Course objectives

Organizations devote considerable resources toward the professional development of their employees. Corporate training is big business as many firms outsource their training and development needs to consultants and independent companies. As the global marketplace becomes increasingly competitive, organizations are even more focused on developing and maximizing their human resources (i.e., employees). Particular trends such as the aging workforce and the increase of international assignments also hold specific implications for organizational training needs. Despite the resources devoted to them, however, many training programs are less than successful. This course will examine the organizational procedures for *analyzing training needs* and the subsequent phases of *developing and evaluating* training program effectiveness. We will also briefly address the organizational activities associated with preparing and developing employees as part of an organizational career path.

#### 4.2 Course format

The best way to learn about training programs is to practice creating them yourself. As such, this course will be hands-on and oriented toward group work. The weekly three-hour class will consist of roughly 1.5 hours of asynchronous content (i.e., pre-recorded video content) and roughly 1.5 hours of synchronous content (i.e., mini-lectures, case study analysis, class discussion, group work time and practice training sessions). Time spent doing class readings and preparation is in addition to the three-hour class. It is therefore imperative that students read the text and supplementary material before class in order to be prepared for discussions and activities. A supplementary booklet "The Bones" will be provided to assist with this.

### 5. Learning Outcomes

Upon successful completion of MOS 3352 A/B students will be able to:

- Define, describe, compare and contrast key terms, theories, concepts, approaches, models and tools that apply to training and development across Canadian workplaces
- Synthesize key theories and concepts and specific organizational contexts to critically assess training and development practices to ensure they contribute to the strategic goals of the organization

- Diagnose the extent of organizational problems and whether or not training is an appropriate and cost-effective solution
- Comprehend and apply the Instructional Systems Design model to effectively:
  - Assess training needs in an organization
  - Design and deliver training programs
  - Evaluate knowledge transfer using appropriate evaluation criteria and evaluation design

## 6. Evaluation

Learning Styles Assignment	= 25%
Training Project (multiple components)	= 75%
<ul style="list-style-type: none"> <li>• Needs Analysis (group) (25%)</li> <li>• Training Decisions (individual) (25%)</li> <li>• Training Design &amp; Evaluation (group) (25%)</li> </ul>	
<b>Total</b>	<b>= 100%</b>

See OWL Assignment tab for complete descriptions of the course assignments

Students are **REQUIRED TO COMPLETE ALL COMPONENTS** of this course. There are no exceptions to this. Extra assignments to improve grades **will NOT** be allowed.

**Grades will not be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: You are responsible for your grades in this course.**

The DAN Department has a grade policy which states that for courses in the x300-y400 range, the class average must fall between 70% and 77% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Undergraduate Chair or Chair. Class averages are not grounds for appeal.

## 7. Lecture and Examination Schedule

See Schedule on OWL.

## 8. Student Responsibilities

Students should familiarize themselves with Western University Senate Regulations, please see: [http://www.uwo.ca/univsec/academic\\_policies/index.html](http://www.uwo.ca/univsec/academic_policies/index.html).

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the Professor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

### 8.1 Respect

Please act respectfully towards the classroom, the Professor and your fellow students. Acting respectfully means arriving on time, turning off phones, avoiding private discussions during lectures, refraining from viewing non-course material on your laptops, and cleaning up after yourself. Acting respectfully provides a better learning experience for everyone.

Private in-class discussions are distracting to students and the Professor. If other students are distracting your attention from the material, you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), please see the Professor.

Late arrivals are also distracting. Please try to arrive on time for classes.

## 8.2 No Recording of Classes

Students are not permitted to record any portion of a class, audio or video, without my written permission.

## 8.3 Copyright Notice

Lectures and course materials, including power point presentations, outlines, and similar materials, are protected by copyright. You may take notes and make copies of course materials for your own educational use. You may not record lectures, reproduce (or allow others to reproduce), post or distribute lecture notes, wiki material, and other course materials publicly and/or for commercial purposes without my written consent.

## 9. Exam Policies

This course does not have exams or mid-terms.

## 10. E-mail Policies

The following policies apply to all emails between students and the Professor. Please respect the fact that the Professor receives hundreds of emails from students and must deal with those emails in a fair and organized manner. Unacceptable emails will receive a reply saying only "Please see Email Policies on the course outline".

### 10.1 UWO.CA Email Addresses Only

For privacy reasons, students must use their Western email accounts to contact the Professor. The Professor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

### 10.2 Subject Line Must Include Course and Section Number

The subject line of emails must contain the name or number of the course, and the section number in which the student is enrolled. Professors teach different courses and sections and cannot properly respond to questions if they do not know which course or section you are enrolled in.

### 10.3 Acceptable Emails

- questions about the course content or materials
- asking to set up an appointment to ask questions or review an exam
- notification of illness or other special circumstances
- providing constructive comments or feedback about the course

### 10.4 Unacceptable Emails

- questions that may be answered on OWL or on this course outline
- asking when grades will be posted
- asking what grade a student received
- asking where or when an exam is scheduled or the material covered on an exam
- requests for grade increases, extra assignments, or reweighting of course components

## 11. Attendance

It is expected that students will attend all synchronous lectures. The Professor will not provide access to the lecture after it has been presented. Students are encouraged to obtain missed lecture notes from a fellow student.

### 11.1 Short Absences.

If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures notes from a classmate.

### 11.2 Extended Absences.

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your Professors informed about your difficulties.

## 12. Grade Fairness

Fairness requires that all students be treated equally and be evaluated using the criteria set out in this course outline. The evaluation criteria are based on actual achievement and not on how hard a student has tried.

Claims by students of an excellent academic history, good attendance record, need to obtain or maintain a scholarship, desire to be admitted to Ivey or graduate school, or other personal issues, cannot be used to justify a higher grade in the course or a reweighting of course components. There is no extra work or assignments available for extra credit or to "make up" for a course component that was missed or performed poorly.

## 13. Posting of Grades

Quiz and assignment grades will be posted on OWL once the grades are available. Final exam grades and final course grades are not posted on OWL and are available once they have been posted by the Registrar under "Academic Summary" at the Student Centre website.

## 14. University Policy Regarding Illness

### 14.1 Illness

For details on University Policy and student responsibilities go to:

[https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/Academic\\_Consideration\\_for\\_absences.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic_Consideration_for_absences.pdf)

The current Illness Policy is available here (subject to change):

[https://dan.uwo.ca/undergraduate/course\\_information/IllnessPolicy.pdf](https://dan.uwo.ca/undergraduate/course_information/IllnessPolicy.pdf)

## 15. University Policy on Cheating and Academic Misconduct

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the Professor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your Professor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 3135 WSSB, (519) 661-3573, [ombuds@uwo.ca](mailto:ombuds@uwo.ca).

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses. Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating.

Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring.

The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

## 16. Procedures For Appealing Academic Evaluations

1. In the first instance, all appeals of a grade must be made to the course Professor (informal consultation).
2. If the student is not satisfied with the decision of the course Professor, a written appeal must be sent to the Undergraduate Chair: Student Affairs of the Department of Management and Organizational Studies.
3. If the response of the Undergraduate Chair is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken.
4. Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office.

## 17. Support Services

### 17.1 Support Services

The Registrar's office can be accessed for Student Support Services at <http://www.registrar.uwo.ca>  
Student Support Services (**including the services provided by the USC listed here**) can be reached at: <http://westernusc.ca/your-services/>  
Student Development Services can be reached at: <http://www.sdc.uwo.ca/>  
Students who are in emotional/mental distress should refer to Health and Wellness at Western University: <https://www.uwo.ca/health/> for a complete list of options about how to obtain help.

### 17.2 Academic Concerns.

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.