



Fall/Winter 2024/25 Course Syllabus
MOS 3343 B Section – 650
Training and Development
(Asynchronous Online Lecture)

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Office: Online

Office Hours: Weekly Zoom Office Hours

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1. Course Information:

1.1 Class Location and Time:

Distance Studies/Online (Asynchronous Lecture). Please see OWL Brightspace for scheduling of specific activities.

1.2 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.

Anti-requisite(s): 3 lecture hours, 0.5 course

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

Unless you have either the requisites for this course or written special permission from your Dean's Designate (DAN Management Advisors) to enroll in it, you may 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.

1.3 Accessibility:

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.

Contact Academic Support & Engagement at <http://academicsupport.uwo.ca/> for information about Western's Accessible Education.

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

1.4 Land Acknowledgement:

We acknowledge that Western University is located on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak and Attawandaron peoples, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum.

With this, we respect the longstanding relationships that Indigenous Nations have to this land, as they are the original caretakers. We acknowledge historical and ongoing injustices that Indigenous Peoples (e.g. First Nations, Métis and Inuit) endure in Canada, and we accept responsibility as a public institution to contribute toward revealing and correcting miseducation as well as renewing respectful relationships with Indigenous communities through our teaching, research and community service.

<https://indigenous.uwo.ca/initiatives/docs/indigenous-land-acknowledgment.pdf>

1.5 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 PREREQUISITE COURSES required.

2. Course Materials

Saks, A.M., & Haccoun, R.R. (2023). *Managing Performance through Training and Development*. 9th Edition. Top Hat.

https://bookstore.uwo.ca/textbooksearch?campus=UWO&term=W2024A&courses%5B0%5D=001_UWMOS3343A

It is strongly recommended that you purchase the textbook as it will be used extensively. For part of your course grade, you will complete the e-text quizzes on OWL Brightspace.

In addition to the above text, students are required to read a set of articles available in the form of links on the course site. Please ask the instructor if you require assistance in obtaining these course readings. The purpose of these articles is to provide students with the opportunity to read, understand and appreciate scholarly research papers. All course resources will be posted prior to the start of each class (i.e., power points, readings, etc.).

All course material will be posted to OWL Brightspace: <https://westernu.brightspace.com/>. Students are responsible for checking the course OWL Brightspace site (<https://westernu.brightspace.com/>) regularly for news and updates. This is the primary method by which information will be disseminated to all students in the class.

If students need assistance with the course OWL Brightspace site, they can seek support on the [OWL Brightspace Help](#) page. Alternatively, they can contact the Western Technology Services Helpdesk. They can be contacted by phone at 519-661-3800 or ext. 83800.

Technical Requirements

Stable internet connection, computer with working microphone and webcam.

3. Course Objectives and Format

The DAN Department of Management and Organizational Studies as a whole draw 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.

3.1 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). 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.

3.2 Course Format

This course will involve asynchronous in-person lectures, discussions, case studies, online e-text quizzes and presentations. It is expected that students will have completed the assigned readings and other preparation prior to class so that they can actively participate in class discussions. At the same time, not all material covered in the readings will be discussed in lecture.

4. Learning Outcomes

Upon successful completion of MOS 3343A students will be able to:

1. Define, describe, compare, and contrast key terms, theories, concepts, approaches, models and tools that apply to training and development across Canadian workplaces.
2. Synthesize key theories, concepts and specific organizational contexts to critically assess training and development practices to ensure they contribute to the strategic goals of the organization.
3. Diagnose the extent of organization problems and whether training is an appropriate and cost-effective solution.
4. Comprehend and apply the instructional systems design model to effectively assess training needs in an organization; design and deliver training programs; and evaluate knowledge transfer using appropriate evaluation criteria and design.

5. Evaluation

Individual Final Exam = 45%
Individual Term Project = 35%
Individual Online E-Text Quizzes = 20%
Total = 100%

5.1 Examinations

The final exam will consist of an integrated case with long questions in format. The final exam will be scheduled for completion during a one-week period online, is cumulative, and open book. Students are responsible for material covered in the lectures as well as the assigned chapters and sections in the text. The final exam will be scheduled during the exam period. Exams will not be returned to students but may be reviewed by contacting your instructor.

5.2 Course Participation

Participation is an important component of this course and includes regular attendance in class as well as participation in any exercises, games, case studies, simulations, and discussions that occur. You are expected to stay current with your readings so that you are prepared to ask questions, provide ideas, and generally contribute to the learning community on an ongoing basis.

You are expected to manage this aspect of your own learning style to meet course requirements. There are no makeups for missed in class participation.

5.3 Term Project

Students will be required to work independently to prepare a comprehensive seminar on an evidence-based human resource management case from the textbook. Instructions will be provided in the assignment link available on OWL Brightspace. You are expected to access and read the instructions prior to commencing the assignment.

5.4 Online E-Text Quizzes

Students will complete online e-text quizzes related to textbook chapter material. Instructions will be provided for each quiz prior to completion on OWL Brightspace. You are expected to access and read the instructions prior to commencing the quiz.

Students MUST complete their quizzes using a stable and secure internet connection (cable). Any issues with quiz completions using “wifi” or your cellular telephone will NOT be investigated or addressed and CANNOT be used as grounds for appeal.

General Information about Missed Coursework

Students must familiarize themselves with the University Policy on Academic Consideration – Undergraduate Students in First Entry Programs posted on the Academic Calendar:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf,

This policy does not apply to requests for Academic Consideration submitted for **attempted or completed work**, whether online or in person. The policy also does not apply to students experiencing longer-term impacts on their academic responsibilities. These students should consult [Accessible Education](#).

For procedures on how to submit Academic Consideration requests, please see the information posted on the Office of the Registrar’s webpage:

https://registrar.uwo.ca/academics/academic_considerations/

All requests for Academic Consideration must be made within 48 hours after the assessment date or submission deadline.

All Academic Consideration requests must include supporting documentation; however, recognizing that formal documentation may not be available in some extenuating circumstances, the policy allows students to make one Academic Consideration request **without supporting documentation** in this course. However, the following assessments are excluded from this, and therefore always require formal supporting documentation:

- Individual Term Project

When a student mistakenly submits their one allowed Academic Consideration request **without supporting documentation** for the assessments listed above or those in the **Coursework with Assessment Flexibility** section below, the request cannot be recalled and reapplied. This privilege is forfeited.

Evaluation Scheme for Missed Assessments

When a student misses a quiz and their academic consideration has been granted, they will be allowed to write a makeup quiz. The student is responsible for seeking a makeup date with the instructor within a reasonable time frame. If a student is unable to meet the scheduled makeup, then the student is responsible for obtaining new accommodations from academic counselling and the quiz may be delayed until the next time the class occurs.

Coursework with Assessment Flexibility

By policy, instructors may deny Academic Consideration requests for the following assessments with built-in flexibility:

Quizzes. Students are expected to submit each of the quizzes by the deadline listed. Should extenuating circumstances arise, students do not need to request academic consideration, and they are permitted to submit their quiz up to 48 hours past the deadline without a late penalty. Academic consideration requests may be granted only for extenuating circumstances that started before and lasted longer than the no-late-penalty period (48 hours).

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 3000-4000 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.

6. Lecture and Examination Schedule

See the weekly schedule on OWL Brightspace.

7. Student Responsibilities

Students should familiarize themselves with Western University Senate Regulations, please see: 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 instructor 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.

7.1 Online Etiquette and Respect

Some components of this course will involve online interactions. To ensure the best experience for both you and your classmates, please honour the following rules of etiquette:

- Please arrive to class on time.
- Please use your computer and/or laptop if possible (as opposed to a cell phone or tablet).
- Ensure that you are in a private location to protect the confidentiality of discussions in the event that a class discussion deals with sensitive or personal material.
- To minimize background noise, kindly mute your microphone for the entire class until you are invited to speak, unless directed otherwise.
- In order to give us optimum bandwidth and web quality, please turn off your video camera for the entire class unless you are invited to speak.
- Please be prepared to turn your video camera off at the instructor's request if the internet connection becomes unstable.

The course instructor will act as moderator for the class and will deal with any questions from participants. To participate please consider the following:

- If you wish to speak, use the “raise hand” function and wait for the instructor to acknowledge you before beginning your comment or question.
- Remember to unmute your microphone and turn on your video camera before speaking.
- Self-identify when speaking.
- Remember to mute your mic and turn off your video camera after speaking (unless directed otherwise).

General considerations of “netiquette”:

- Keep in mind the different cultural and linguistic backgrounds of the students in the course.
- Be courteous toward the instructor, your colleagues, and authors whose work you are discussing.
- Be respectful of the diversity of viewpoints that you will encounter in the class and in your readings. The exchange of diverse ideas and opinions is part of the scholarly environment. “Flaming” is never appropriate.
- Be professional and scholarly in all online postings. Cite the ideas of others appropriately.

Note that disruptive behaviour of any type during online classes, including inappropriate use of the chat function, is unacceptable. Students found guilty of Zoom-bombing a class or of other serious online offenses may be subject to disciplinary measures under the Code of Student Conduct.

7.2 No Recording of Classes

All of the remote learning sessions for this course will be recorded. The data captured during these recordings may include your image, voice recordings, chat logs and personal identifiers (name displayed on the screen). The recordings will be used for educational purposes related to this course, including evaluations. The recordings may be disclosed to other individuals under special circumstances. Participants in this course are not permitted to record the sessions, except where recording is an approved accommodation, or the participant has the prior written permission of the instructor.

7.3 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.

8. Exam Policies

The entire take home exam must be your own work. You may not use any outside help, in any shape or form, and you may not share or discuss the exam and your work with anyone. Western’s usual academic integrity and plagiarism rules apply.

9. 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”.

9.1 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.).

9.2 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. The Professor teaches different courses and sections and cannot properly respond to questions if she does not know which course or section you are enrolled in.

9.3 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

9.4 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

10. Attendance

It is expected that students will attend all 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.

10.1 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.

10.2 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 instructors informed about your difficulties.

11. 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. **You, the student, are responsible for the grades earned.**

12. Posting of Grades

Midterm exam 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.

13. University Policy Regarding Illness, Absence and Accommodation

13.1 Illness

Students will need to provide a Student Medical Certificate if the absence is medical or provide appropriate documentation if there are compassionate grounds for the absence in question. Students are encouraged to contact their Faculty Academic Counselling office to obtain more information about the relevant documentation. For privacy reasons, students should also note that individual instructors should not receive documentation directly from a student, whether in support of an application for consideration on medical grounds, or for other reasons. All documentation required for absences must be submitted to the Academic Counselling office of a student's Home Faculty.

For details on the Policy on Accommodation for Medical Illness, go to:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_medical.pdf

Students can download the Student Medical Certificate (SMC) here:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf

13.2 Accessible Education

Students with disabilities work with Accessible Education (formerly SSD) which provides recommendations for accommodation based on medical documentation or psychological and cognitive testing. The accommodation policy can be found here:

[https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic Accommodation disabilities.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic_Accommodation_disabilities.pdf)

Students needing access to Accessible Education should register here:

http://academicsupport.uwo.ca/accessible_education/index.html

13.3 Religious Accommodation

Students should consult the University's list of recognized religious holidays, and should give reasonable notice in writing, prior to the holiday, to the Instructor and an Academic Counsellor if their course requirements will be affected by a religious observance. Additional information is given in the [Western Multicultural Calendar](#).

13.4 Make Up Examinations

The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the [Academic Counseling office](#)).

The date and time of the make-up examination will be set by the instructor, who will communicate the date to the student. If a student is unable to meet the scheduled make-up as agreed, then the student is responsible for obtaining new accommodations from Academic Counselling and seeking a new make-up date with the instructor within a reasonable time frame.

14. University Policy on Cheating and Academic Misconduct

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following website:
http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

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 instructor 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 instructor. 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.

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.

15. Procedures For Appealing Academic Evaluations

1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
2. If the student is not satisfied with the decision of the course instructor, 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 Office of the Ombudsperson.

16. Support Services

16.1 Support Services

The Registrar's office provides you with information on services, courses, student finances, resources, latest news, as well as Student Central's hours of operation 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/services/>

Academic Support & Engagement can be reached at: <http://academicsupport.uwo.ca>

Students who are in emotional/mental distress should refer to Health and Wellness: <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

16.2 Academic Concerns

If you are in academic difficulty, it is strongly recommended that you see your [academic counsellor](#).