



Western

DAN Department of Management
& Organizational Studies

**Faculty of
Social Science**

Fall 2026 Course Syllabus

MOS 3343A--Sections 001 & 002 Training & Development In-Person

Instructor: Sarah Ross

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Office Hours: Thursdays 9am-12pm, via Zoom, by appointment (please e-mail to set up a time)

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1. Course Information

1.1 *Class Location and Time*

Section 001: Wednesdays, 9:30am-12:30pm, UC 3220

Section 002: Wednesdays, 1:30pm-4:30pm, SSC 3014

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.

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

3 lecture hours; 0.5 course

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."

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 (Ah-nish-in-a-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ahpay- wuk) and Chonnonton (Chun-ongk-ton) Nations, 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 (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.

2. **Course Materials**

Required textbook: Saks, A.M. (2024). *Managing performance through training and development*. Top Hat.

Be sure to purchase the 9th edition. Students need to purchase this edition. Older editions will not be sufficient.

The textbook costs \$98 and is available as an e-text.

Details about the textbook can be found here: https://bookstore.uwo.ca/textbook-search?campus=UWO&term=W2026A&courses%5B0%5D=001_UW/MOS3343A

Students are responsible for checking the course OWL site <https://westernu.brightspace.com/d2l/login> 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 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: office hours and question/answer sessions may take place via Zoom. To access those sessions, students will require a stable internet connection and a computer with working microphone and/or webcam.

3. **Course Objectives and Format**

The DAN Department of Management & Organizational Studies advances research and teaching that integrates the breadth of the social sciences with the depth of a disciplinary specialization to develop curious and strategic thinkers.

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). 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.

3.2 Course format

This course will involve in-person lectures, discussions, cases, class exercises, and videos. It is expected that students will complete the assigned readings in advance of class so they can participate in class discussions.

Key Dates

- Wednesday September 9: Classes begin
- Thursday September 17: Last day to add course (last day to drop and not show up on transcript as WDN)
- Wednesday September 30: National Day for Truth and Reconciliation (non-instructional day--no classes, quizzes, assignments due. etc.)
- Monday October 12: Thanksgiving Day
- 6:00 pm Friday October 10 to 11:59 pm Sunday October 18: Reading Week
- Monday November 30: Last day to withdraw from course without academic penalty (WDN on transcript)
- Wednesday December 9: Last day of classes
- Thursday December 10: Study Day
- December 11 to December 22: Final exam period

4. Learning Outcomes

Upon successful completion of MOS 3343A/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 organization problems and whether 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; and evaluate knowledge transfer using appropriate evaluation criteria and evaluation design.

5. Evaluation

In-class Participation (assessed each week)	10%
Training in Practice Assignment (due Monday December 7 @ 10pm)	16%
Midterm Exam (Wednesday October 28, during class time)	37%
Section 001: Wednesday October 28, 10am-12pm, location TBD	
Section 002: Wednesday October 28, 2pm-4pm, location TBD	
Final Exam (December exam period, 2 hours in length)	37%

In-Class Participation

- Participation is comprised of regular attendance and involvement in weekly class discussions, debates, activities, and exercises.
- There are 10 classes in which participation will be assessed.
- More information about the participation component is available on our OWL course site.

Training in Practice Assignment

- Students will either (1) interview a training professional or (2) create a performance aid. Then, students will write a short paper in which they reflect upon their experience.
- The paper should be no more than 3 pages in length (typed, double-spaced, normal margins, 12-point Times New Roman font). Any citations in the reflection papers should be properly referenced using APA format.
- Papers are to be submitted electronically to the course site and are subject to TurnItIn.
- The use of AI and translation tools in the reflection paper (beyond a dictionary) is not permitted.
- Additional details about the training in practice assignment are available on our OWL course site.

Exams

- This course will have two in-person examinations. Exams are not cumulative. The Midterm Exam will cover Chapters 1-7 plus associated lecture material. The Final Exam will cover Chapters 8-14 plus associated lecture material.
- Each exam will consist of approximately 20 true/false questions, 7 short answer questions, and 2 short cases/scenarios (with multiple questions for each scenario).
- Exams are closed-book, proctored examinations.
- Dictionaries are not allowed into the examinations.
- Electronic devices of any kind (including cell phones, smart watches and calculators) are NOT permitted at exams.
- Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text.
- Exams will not be returned to students but may be reviewed by contacting your instructor.

5.1 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:**

- **Midterm Exam:** designated by the instructor as the one assessment that always requires documentation when requesting Academic Consideration
- **Final Exam:** defined by policy—examination scheduled during official examination period

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.

5.2 ***Evaluation Scheme for Missed Assessments***

When a student misses the Midterm Exam and their Academic Consideration has been granted, they will be allowed to write a make-up exam. The make-up exam will be held Friday November 13.

When a student misses the Final Exam and their Academic Consideration has been granted, they will be allowed to write the Special Examination (the name given by the University to a makeup Final Exam). See the Academic Calendar for details (under Special Examinations), especially for those who miss multiple final exams within one examination period.

The date and time of the make-up examination will be determined by the department and the University Special Examination dates as outlined in the Academic Handbook: https://www.uwo.ca/univsec/pdf/academic_policies/exam/definitions.pdf.

The make-up exam for the missed final exam will be held **on or after the first Thursday in January following the beginning of classes**.

The date and time of the make-up examination will be set by the department, and the instructor will communicate the date to the student.

Important note: Students are entitled to **one makeup assessment opportunity** for a missed test/quiz, mid-term, or final exam supported by approved academic consideration. **No additional makeup opportunities will be provided.** Makeup assessments represent the final opportunity to complete a missed course assessment. See the Procedure on Make-up Assessments for Social Science Students and for Courses Offered by the Faculty of Social Science on the last page of this document.

Coursework with Assessment Flexibility

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

- **In-Class Participation.** This course has 10 classes during which participation will be assessed, and your 8 classes with the highest participation marks are counted towards your final grade. Should extenuating circumstances arise, you do not need to request academic consideration for your first 2 missed classes. Academic consideration requests will be denied for your first 2 missed classes. If you miss more than 2 classes, any academic consideration requests for those additional missed classes will be denied because sufficient flexibility is already provided.
- **Training in Practice Assignment.** You are expected to submit your paper by the stated deadline, December 7, 2026 at 10pm. Should extenuating circumstances arise, you do not need to request academic consideration, and you are permitted to submit your paper up to December 9, 2026 at 10pm without a late penalty. If you fail to submit your paper by December 9, 2026 at 10pm, a late penalty of 10% will be applied immediately, followed by an additional 10% late penalty for every

subsequent 24-hour period that the paper is late. Papers submitted later than December 16, 2026 will receive a mark of 0%.

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 3000-3999 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 & Examination Schedule

See the lecture schedule on our OWL Brightspace course site.

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 full lectures notes. Therefore, if you miss a lecture, you should try to obtain this material from another student.

7.1 *Respect*

Please act respectfully towards the classroom, the instructor 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 instructor. 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 your instructor.

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

Student Code of Conduct <https://www.uwo.ca/univsec/pdf/board/code.pdf>

7.2 *No Recording of Classes*

Students are not permitted to record any portion of a class, audio or video, without 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 the written consent of your instructor.

8. Exam Policies

- Bring student identification to exams.
- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card
- Do not wear baseball caps to exams
- Do not bring or wear smart watches, music players, cell phones, beepers, or other electronic devices to exams

9. E-mail Policies

The following policies apply to all emails between students and the instructor. Please respect the fact that your instructor 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 their instructor. The instructor 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 instructor teaches different courses and sections and cannot properly respond to questions if they do not know which course or section you are enrolled in.

9.3 Acceptable Emails

- 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 classes. The instructor does not provide access to lecture notes. 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 outline 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://uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf

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

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

13.2 Religious Accommodation

When conflicts with a religious holiday that requires an absence from the University or prohibits certain activities, students should request accommodation for their absence in writing to the Academic Advising office of their Faculty of Registration. This notice should be made as early as possible but not later than two weeks prior to the writing of the examination (or one week prior to the writing of the test).

Please visit the Diversity Calendars posted on our university's EDID website for the recognized religious holidays: <https://www.edi.uwo.ca>.

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 Web site:

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

The use of AI and translation tools in written work beyond a dictionary is not permitted unless permission is granted by the instructor for specific circumstances. Any work submitted must be the work of the student in its entirety unless otherwise disclosed. When used, any such AI or translation tool should be used ethically and responsibly, and students must cite or credit the tools used in line with the expectation to use AI as a tool to learn, not only to produce content.

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.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between Western University and Turnitin.com (<http://www.turnitin.com>).

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. 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 may include a zero grade on the assessment, 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 of the Department of Management and Organizational Studies via the DAN Help Portal.
<https://help.sci.uwo.ca/servicedesk/customer/portal/10>
3. If the response of the Undergraduate Chair is considered unsatisfactory to the student, they may then appeal to the Associate Dean, Undergraduate 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>

Western is committed to reducing incidents of gender-based and sexual violence (GBSV) and providing compassionate support to anyone who is going through or has gone through these traumatic events. If you are experiencing or have experienced GBSV (either recently or in the past), you will find information about support services for survivors, including emergency contacts at the following website: https://www.uwo.ca/health/student_support/survivor_support/get-help.html

To connect with a case manager or set up an appointment, please contact support@uwo.ca.

Students who are in emotional/mental distress should refer to Health and Wellness: <https://www.uwo.ca/health/> 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](#).

Procedure on Makeup Assessments for Social Science Students and for Courses Offered by the Faculty of Social Science

Effective September 1, 2026

Students who miss a regularly scheduled test/quiz, mid-term, or final exam may request academic consideration through the Student Absence Portal.

If academic consideration is granted, students should consult the course outline for information regarding how the missed assessment will be addressed and follow any instructions provided by the instructor. At the instructor's discretion, the weight of a missed test/quiz or mid-term may be transferred to another assessment in the course, including the final exam, rather than requiring a makeup assessment. Reweighting is not available for missed final exams.

Students are entitled to **one makeup assessment opportunity** for a missed test/quiz, mid-term, or final exam supported by approved academic consideration. **No additional makeup opportunities will be provided.** Makeup assessments represent the final opportunity to complete a missed course assessment.

What happens if I miss a makeup assessment as a Social Science student or in a course offered by the Faculty of Social Science?

Students who miss a makeup assessment are not eligible for an additional makeup opportunity. Depending on their circumstances, they may:

1. Remain enrolled in the course and accept a grade of zero on the missed makeup assessment. Students should consult the course outline and calculate whether they can still achieve a passing grade in the course.
2. Withdraw from the course through Student Center before the published drop deadline. A course dropped before the deadline will result in a withdrawal (WDN) without academic penalty. Part-time students should consult the Registrar's Office refund schedule to determine whether a tuition refund is available. Students enrolled full-time in 4.0-5.0 courses are generally not eligible for tuition refunds when a course is dropped.
3. If the published drop deadline has passed and the missed makeup assessment is supported by appropriate documentation, students may submit their documentation through the Student Absence Portal to request a **WDN (withdrawal without academic penalty)**. Approval is not automatic and remains subject to Faculty review. Requests for a second makeup assessment will not be considered.

Students are encouraged to carefully consider their ability to complete a makeup assessment as scheduled, as no further opportunities to complete the missed work will be available.