

**The University of Western Ontario
Management and Organizational Studies
MOS 343b - 001
TRAINING AND DEVELOPMENT
Winter 2008
COURSE OUTLINE**

FACULTY:

Instructor: Linda Eligh

Office Location: SSC #2237

E-mail address: leligh@uwo.ca

Telephone: 661-2111 Ext. 81462

Office Hours: Wednesday 1:30 – 4:00 p.m. (or by appointment)

Class Time: Fridays, 9:30 a.m. - 12:30 p.m.

Classroom: SSC 3108

I encourage you to drop by during office hours. You can reach me most easily by e-mail since I will be on campus only 3 days each week.

COURSE DESCRIPTION AND OBJECTIVES:

The primary aim of this course is to facilitate understanding of how performance management through the training and development function fits into both the overall mandate of human resources management and the larger environmental and organizational contexts. Participants should gain an understanding of the processes used to *assess* training needs, *design and administer* training and development programs, and *evaluate* the effectiveness of such programs. Overall, this course is designed to:

- **Introduce the theories and concepts of training and development** in large and small Canadian organizations, unionized and non-unionized workplaces, private, public and non-profit sectors.
- **Define terms and describe practices** that ensure the training and development function adds value to the organization, such as: the role of training and development in human resources management, principles of adult learning; training needs assessment; training objectives; instructional methods and techniques; program design and evaluation; technology based training; learning and motivation; special needs training, management of the training function; emerging trends, challenges and best practices in training and development.
- **Introduce various learning models**, methods, techniques, and skills utilized to ensure transfer of learning among individuals and teams, employee development and knowledge creation in the organization.
- **Develop skills in synthesis and analysis of training and development theory** and the ability to apply such theory in resolving typical training problems posed in case studies, simulations, exercises, application assignments and discussion questions.
- **Examine and evaluate ethical and legal issues** associated with effective delivery and management of training in the organization, through discussion and examination of case studies, application assignments and emerging current events.
- **Evaluate the role and involvement of training professionals** in organizational strategy and competitiveness, leadership development, inclusive management practices, diversity, organizational learning, creativity and innovation.

COURSE TEXT:

Managing Performance Through Training and Development, Fourth Edition, by Alan M. Saks, and Robert R. Haccoun. Extra readings may also be assigned.

COURSE EVALUATION:

Class Participation	20%	Mid Term Exam	25%
Research Assignment	30%	Final Exam	25%

PARTICIPATION (20%)

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 arrive in class prepared to ask questions, provide ideas and generally contribute to the learning community on an ongoing basis. See the attached Standards for Class Participation for greater detail on how participation will be marked. If you are exceedingly shy, speak to me early in the course so that we can discuss other ways for you to contribute. You are expected to manage this aspect of your own learning style in order to meet course requirements.

TRAINING RESEARCH ASSIGNMENT (30%)

You are required to conduct research about training and to write a Training Research Report of 10 – 12 pages in length. Specific details and suggestions for the assignment are addressed in the Training Research Guidelines to be handed out in class. It is your responsibility to ensure that you receive a copy of such Guidelines if you were not present when they were handed out. A one page abstract of your approach to the assignment is also required. Expectations of the abstract are also contained in the Guidelines for Training Research Report.

Your abstract and Research Reports are due in hardcopy at the beginning of class on the dates indicated below. You are also required to submit a digital copy of your assignment to Turnitin.com within three days of the assignment deadline. Passwords and directions for doing so will be provided in class.

Deadlines: Research Abstract due beginning of class: **March 7, 2008**
Research Report due beginning of class: **March 28, 2008**

Late Penalties: Failure to submit an abstract describing your intentions and approach to the assignment by the deadline will result in a penalty of 5% on your final grade for the term assignment. Penalty for late submission of your Training Research Report is 5% on the first day and 2% for each day thereafter including weekends.

EXAMS (50%)

There are two non-cumulative exams in this course including a midyear examination worth 25% and a final examination worth 25%. Exam format may consist of multiple choice, true-false questions, and/or short answer questions. Exams are scheduled for two hours and are closed book examinations. Students are responsible for material covered in the lectures as well as the assigned chapters in the text and any additional supplementary readings. The mid term will be scheduled during class time and the final exam will be scheduled during the exam period. Exams will not be returned to students but may be reviewed in the instructor's office by appointment.

COURSE PREREQUISITES:

Unless you have either the requisites for this course or written special permission from your Dean 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 of your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

POLICY REGARDING ILLNESS

Students are entitled to a rescheduling of exams or an extension of deadlines for legitimate medical or compassionate reasons. However, it is the student's responsibility to inform the instructor prior to the due date, to arrange a timely makeup, and, if requested, to provide acceptable documentation to support a medical or compassionate claim. In the case of a final examination or assignment in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which the student will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counseling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

POLICY REGARDING PLAGIARISM, CHEATING & 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: <http://www.uwo.ca/univsec/handbook/appeals/schooloff.pdf>.

Note that Scholastic Offences 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.

Plagiarism: Students must write their essays and assignments in their own words. Whenever students take an idea, or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. *Plagiarism is a major academic offence.* (See Scholastic Offence Policy in the Western Academic Calendar). If you are concerned that something 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 penalties for a student guilty of a scholastic offence 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.

Plagiarism Detection Software and Software Used to Check Multiple Choice Tests and/or exams: All required papers in this course will 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 The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

In addition, computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

In the first instance, all appeals of a grade must be made to the course instructor (informal consultation). If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Director, Management and Organizational Studies Program. If the response of the department is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty of Social Sciences. 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.

*For additional information, see the current Western Academic Calendar "Scholastic Offences".

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TOPIC TIMETABLE

<u>WEEK</u>	<u>DATE</u>	<u>TOPICS</u>	<u>CHAPTERS</u>
“First Class”	Jan 11th	First Class - Orientation and Course Framework	
		The Training and Development Process	1
1	Jan. 18th	Organizational Learning	2
2	Jan. 25th	Learning and Motivation	3
3	Feb. 1st	The Needs-Analysis Process and Training Design	4 & 5
4	Feb. 8th	Training Design and Off-the-Job Training Methods	5 & 6
5	Feb. 15th	Mid Term (Chapters 1 – 6 and Extra Readings)	
6	Feb. 22nd	On-the Job Training Methods	7
7	Feb 29th	Conference Week	
8	March 7th	Technology Based Training Methods and Training Implementation and Delivery ** Training Research Abstracts Due**	8 & 9
9	March 14th	Training Implementation and Delivery and Transfer of Training	9 & 10
10	March 21st	Good Friday – No Class	
11	March 28	Training Evaluation and Part of Training Programs **Written Assignment Due**	11 & 13
12	April 4th	Management Development	14
Final Exam		Final Exam period April 12 – 30 th (Chapter 7 – 11, 14 and part of 13) and extra readings as indicated.	
Note: This timetable is approximate and may vary slightly as circumstances require.			

STANDARDS FOR CLASS PARTICIPATION

Students are expected to attend all classes and to participate actively in their own learning. *Active learning means taking responsibility for your own learning, as well as helping others to learn more about course material.* Active learning in this course can include, but is not limited to, contributing to class discussion or debates, application exercises, posing interesting questions, and/or bringing relevant media articles or other exhibits to the attention of your instructor. Your instructor will assess both the quantity and quality of student participation in each class, based on attendance and the following criteria for evaluation:

Note: Playing games on a laptop or other electronic device, processing e-mail or surfing the internet during class is considered to be a distraction to other students and to the instructor. Such activity when detected may reduce your participation mark.

A – EXCELLENT contribution

- Attends all classes
- Contributes consistently to class discussions and supports contribution of colleagues
- Contributions indicate preparation and critical thinking
- Frequently shares insights and/or facilitates understanding of difficult concepts
- Occasionally builds arguments for a position
- Provides leadership in creating positive environment

B – GOOD Contribution

- Attends class regularly and contributes consistently to class discussions
- Contributions indicate preparation and careful thought
- Often willing to explain difficult points or concepts
- Occasionally builds arguments for a position
- Supports positive classroom environment

C – FAIR Contribution

- Attends class occasionally or often but contributes to class discussion occasionally
- Provides some evidence of preparation and thought
- Rarely builds arguments for a position

D - POOR Contribution

- Attends class infrequently and rarely if ever contributes to class discussion
- Provides little or no evidence of preparation or thought
- Distracts other students from class activity

Participation is recorded following the conclusion of each class. If you have a medical or other condition that prevents you from attending class regularly (or participating actively as described above), advise the instructor early in the semester. You will be required to provide confirmation of your situation from the Academic Counselor. See the Policy Regarding Illness and personal situations described in the Course Outline, as well as Instructions for Students Registered in Social Science (regarding term tests, final examinations, late assignments, short absences, extended absences, documentation of various personal situations and academic concerns) also attached to the Course Outline.