

**The University of Western Ontario
Management and Organizational Studies
MOS 3343a - 001
TRAINING AND DEVELOPMENT
FALL 2011
COURSE OUTLINE**

FACULTY:

Instructor: Linda Eligh

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Campus Phone: 661-2111 Ext. 81098

Office Location: SSC #2248

Classroom: SSC 3022

Class Time: Thursdays, 12:30 p.m. – 3:30 p.m.

Office Hours: Thursdays, 9:30 a.m. - 11:30 a.m.
(by appointment)

I encourage you to come to see me but it is best to make an appointment so I can be sure to give you my full attention. You can reach me most easily by e-mail since I am normally on campus only 2-3 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, 2010, Fifth Edition, by Alan M. Saks, and Robert R. Haccoun. Additional readings may include content on internet websites, readings accessed through the UWO online catalogue (Electronic Resources), or placed on reserve at Weldon Library, or associated with individual research for assignments.

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 or have a more introverted learning style, 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 8 - 10 pages in length (approximately 300 words per page), not including cover page or bibliography. Specific details, requirements and suggestions for the assignment are addressed in the Guidelines for the assignment which will be posted on the class WebCT site. It is your responsibility to download a copy of the Guidelines which appear there. 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 Report 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 on the assignment deadline. (Passwords and directions for doing so will be provided in class.)

Deadlines: Research Abstract due beginning of class: **November 3, 2011**
Research Report due beginning of class: **November 24, 2011**

Late Penalties: Failure to submit an abstract describing your intentions and approach to the training research 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 mid term 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.

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TOPIC TIMETABLE

The following schedule for coverage of textbook content is approximate; lectures will include additional content on topics of interest as determined and provided by the instructor.

<u>DATE</u>	<u>TOPICS</u>	<u>CHAPTERS</u>
“First Class” Sept. 8th	Orientation and Course Framework The Training and Development Process	1
Sept. 15th	Organizational Learning and Journal Article “Is Yours a Learning Organization?” by David A. Garvin, Amy C. Edmonson and Francesca Gino, Harvard Business Review, March, 2008 (Available through UWO Library Catalogue Electronic Resources*)	2 & HBR Article
Sept. 22nd	Learning and Motivation	3
Sept. 29th	The Needs-Analysis Process	4
Oct. 6th	Training Design	5
Oct. 13th	Off-the-Job Training Methods	6
Oct. 20th	Mid Term (Chapters 1 – 6 plus additional lecture content, assigned readings and class handouts)	
Oct. 27th	On-the-Job Training Methods	7
Nov. 3rd	Technology-Based Training Methods and Video Games and Training ** Training Research Abstracts Due**	8
Nov. 10th	Training Delivery and Accelerated Learning and Brain Theory	9
Nov. 17th	Transfer of Training and part of Training Evaluation	10 & 11
Nov. 24th	Part of Training Evaluation and Training Programs ** Training Research Reports Due**	11 & 13
Dec. 1st	Management Development and <i>Becoming the Boss</i> , by Linda A. Hill, Harvard Business Review, January 2007 (Available through UWO Library Catalogue Electronic Resources)	14 & HBR Article
Final Exam	Final Exam period Dec. 10 - 21, 2011 (Final exam includes Chapters 7 – 11 and 13 - 14, plus additional lecture content, assigned HBR and other readings since the Mid Term.	

COURSE PRE-REQUISITES:

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 and COMPASSIONATE ISSUES

Students are entitled to a rescheduling of exams or an extension of deadlines for legitimate medical or compassionate reasons. However, it is your responsibility to inform me, your instructor, prior to the exam or due date, to arrange a timely makeup, and to provide *acceptable documentation* which supports a medical or compassionate claim. In the case of a final examination or assignment in the course, you must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation. Formal policy is contained on these and other issues in the document "General Information" attached to this course outline, and provided by the Department of Social Science.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact the 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 ACCESSIBILITY

DAN Management and 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 course instructor 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 wish to contact Services for Students with Disabilities (SSD) at 661-2111 #82147 for any specific questions regarding an accommodation. More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>.

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, Bachelor of 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".

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, presentations 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, tweeting or surfing the internet for recreational purposes during class is considered to be a distraction to other students and to the instructor. Such activity, when detected will 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 and/or contributes to class discussion occasionally
- Provides minimal evidence of preparation and thought
- Rarely builds arguments for a position

D - POOR Contribution

- Attends class infrequently and/or 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 both during and 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 the General Information Sheet 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 this Course Outline.

General Information

If, on medical or compassionate grounds, you are unable to meet your academic responsibilities, i.e., unable to write term tests or final examinations or complete course work by the due date, you should follow the instructions listed below. You should understand that academic accommodation will not be granted automatically on request. You must demonstrate that there are compelling medical or compassionate grounds that can be documented before academic accommodation will be considered. Read the instructions carefully. In all cases, action must be taken at the earliest possible opportunity, preferably prior to the scheduled examination, test or assignment.

1. Check the course outline to see if the instructor has a policy for missed tests, examinations, late assignments or attendance. The course outline should include the preferred method of contact (e-mail, phone, etc.).
2. Inform the instructor prior to the date of the scheduled time of the test or examination or due date of the assignment. If you are unable to contact the instructor, leave a message for him/her at the department office.
3. Bring your request for accommodation to the Academic Counselling Office, Room 2105, Social Science Centre, telephone 519- 661-2011 or fax 519-661-3384. Be prepared to submit documentation of your difficulties.
4. If you decide to write a test or an examination you should be prepared to accept the mark you earn. Rewriting tests or examinations or having the value of the test or examination reweighted on a retroactive basis is not permitted.

TERM TESTS and MID-TERM EXAMS

1. If you are unable to write a term test, inform your instructor (preferably prior to the scheduled date of the test). If the instructor is not available, leave a message for him/her at the department office.
2. Be prepared, if requested by the instructor, to provide supporting documentation (see below for information on acceptable forms or documentation). Submit your documentation to the Academic Counselling Office.
3. Make arrangements with your professor to reschedule the test.
4. The Academic Counselling Office will contact your instructor to confirm your documentation.

FINAL EXAMINATIONS

1. You require the permission of the Dean, the instructor, and the Chair of the department in question to write a special final examination.
2. If you are unable to write a final examination, contact the Academic Counselling Office in the first instance to request permission to write a special final examination and to obtain the necessary form. You must also contact your instructor at this time. If your instructor is not available, leave a message for him/her at the department office.
3. Be prepared to provide the Academic Counselling Office and your instructor with supporting documentation (see below for information on documentation).
4. You must ensure that the Special Examination form has been signed by the instructor and Department Chair and that the form is returned to the Academic Counselling Office for approval without delay.

Note: Make sure you know the date, time and location of the special examination. For more information see [Examinations - Common Situations](#).

LATE ASSIGNMENTS

1. Advise the instructor if you are having problems completing the assignment on time (prior to the due date of the assignment).
2. Submit documentation to the Academic Counselling Office.

3. If you are granted an extension, establish a due date.
4. Extensions beyond the end of classes must have the consent of the instructor, the Department Chair and Dean. A Recommendation of Incomplete form must be filled out indicating the work to be completed and the date by which it is due. This form must be signed by the student, the instructor, the Department Chair, and the Dean's representative in the Academic Counselling Office.

SHORT ABSENCES

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

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. This must be done by the appropriate deadlines. (Refer to the Registrar's website for official dates.) The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed of your difficulties.

DOCUMENTATION

- **Personal Illness:** If you consult Student Health Services regarding your illness or personal problem, you should request a Student Medical Certificate from the physician. Once your documentation has been assessed, the academic counsellor will inform your instructor that academic accommodation is warranted.
- If you were seen by an off-campus doctor, obtain a certificate from his/her office at the time of your visit. The off-campus medical certificate form must be used. <http://www.uwo.ca/univsec/handbook/appeals/medicalform.pdf>. The doctor must provide verification of the severity of the illness for the period in question. Notes stating "For Medical Reasons" are not considered sufficient.
- **In Case of Serious Illness of a Family Member:** Obtain a medical certificate from the family member's physician.
- **In Case of a Death:** Obtain a copy of the newspaper notice, death certificate or documentation provided by the funeral director.
- **For Other Extenuating Circumstances:** If you are not sure what documentation to provide, ask an Academic Counsellor.

Note: Forged notes and certificates will be dealt with severely. To submit a forged document is a scholastic offense (see below) and you will be subject to academic sanctions.

ACADEMIC CONCERNS

- You need to know if your instructor has a policy on late penalties, missed tests, etc. This information may be included on the course outline. If not, ask your instructor.
- You should also be aware of attendance requirements in courses such as Business and English. You can be debarred from writing the final examination if your attendance is not satisfactory.
- If you are in academic difficulty, check the minimum requirements for progression in your program. If in doubt, see your Academic Counsellor.
- If you are registered in Social Science courses but registered in another faculty (e.g., Arts or Science), you should immediately consult the Academic Counselling Office in your home faculty for instructions.

FAILED YEAR

Procedures for completing a [Waiver of the Progression Requirements](#) (DEADLINE IS JUNE 30).
[Click here for BMOS Waiver of Progression Requirements.](#)

In your petition letter, you must address all of the following questions:

- What were the extenuating circumstances which contributed most significantly to your poor academic performance.) When did the problem(s) arise? Appropriate supporting documentation (eg. medical note from a doctor to document problems, or a letter from a family member or close personal friend to support compassionate grounds) must be submitted with the petition. If you need more information regarding the submission of appropriate documentation, please contact the Dean's Office.
- Answer the following questions:
 1. What attempts did you make at the time you were encountering problems that affected your academic performance to contact your instructors, Academic Counsellors, the staff in Student Development Centre (Learning Skills Counsellors), the Ombudsperson, or Student Health Services?
 2. What academic accommodation did you request at the time you were experiencing major problems that were affecting your academic performance?
 3. What steps did you take to minimize the impact on your academic work of the difficulties that you were encountering?
 4. Approximately what percentage of classes did you attend in each course?
 5. What assignments/tests/labs/quizzes/exams did you complete in each course?
 6. Please record the grades you received for assignments/labs/tests/quizzes/exams, etc in each course. If you failed to complete all the course requirements, explain and provide reasons.
 7. Please list the final grade earned in each course in which you were registered during the past academic year.
- Why do you think you would be successful in University-level academic studies, if your petition was granted?
- What are your academic goals?
 - What is your long-term degree/program objective?
 - In what specific program do you wish to register during the coming year?
 - What specific courses do you wish to take during the coming year?

NOTE: In (b) and (c), do not list courses or programs for which you are not currently eligible. You must check the prerequisites for the program and courses you wish to take.