



## Fall 2023 Course Syllabus

### **MOS 3343A—Sections 001 & 002 Training & Development (In-Person)**

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#### **1. Course Information**

##### **1.1 *Class Location and Time***

Please see your timetable for your class location and time.

The instructor's office location and office hours can be found on the MOS 3343A OWL course site.

##### **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.

3 lecture hours

Antirequisite(s): none

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

##### **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.

**Students not in BMOS are permitted to enroll in up to 1.0 MOS courses**, per the Academic Timetable. The requirement that states you must be in BMOS is lifted during registration on the priority lift dates as noted in the [Timetable](#).

## 2. **Course Materials**

**Required textbook:** Saks, A.M., & Haccoun, R.R. (2018). *Managing performance through training and development*. Top Hat.

- You will need the **8th edition** of the textbook
- ISBN: 9781774945322
- To purchase the textbook from Western Bookstore:  
[https://bookstore.uwo.ca/textbook-search?campus=UWO&term=W2023A&courses%5B0%5D=001\\_UW/MOS3343A](https://bookstore.uwo.ca/textbook-search?campus=UWO&term=W2023A&courses%5B0%5D=001_UW/MOS3343A)

Students are responsible for checking the OWL course site on a regular basis for news and updates.

## 3. **Course Objectives and Format**

The DAN Department of Management and Organizational Studies as a whole draws upon an evidence-based management approach. Evidence-based management is the systematic process of gathering evidence from multiple sources, critically appraising the

evidence, and using that evidence in making and evaluating management decisions to improve organizational performance.

### **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.

## **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	10%
Reflection Paper #1 (due Thursday September 28)	15%
Reflection Paper #2 (due Friday December 8)	15%
Exam #1 (Friday October 20, 7pm-9pm)	30%
Exam #2 (December 2023 exam period, 2 hours)	30%

### ***In-Class Participation***

- Participation is comprised of regular attendance and involvement in weekly class discussions, debates, activities, and exercises.
- There are 9 classes in which participation will be assessed. Students can miss up to 2 of those 9 classes without an impact to their participation mark.
- More information about the participation component is available on our OWL course site.

### ***Reflection papers***

- Students will complete 2 reflection papers in this course, each worth 15% toward their course grade.

#### Reflection Paper #1:

- Topic: Learning Styles
- Due: Thursday September 28, 4pm

#### Reflection Paper #2:

- Topic: Microlearning
- Due: Friday December 8, 9am

- Each reflection paper should be no more than 2 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.
- Late reflection papers will be assessed an initial penalty of 10% for being late. Then, for each 24-hour period that a reflection paper is late, an additional 10% penalty will be assessed.
- Reflection papers are to be submitted electronically to the course site and are subject to TurnItIn.
- The rubric and additional details about the reflection papers are available on our OWL course site.

## **Exams**

- This course will have two in-person examinations. Exams are not cumulative.

### Exam #1:

- Friday October 20, 2023, 7pm-9pm
- Chapters 1-7 + associated lecture material

### Exam #2:

- December 2023 exam period, 2 hours in length
- Chapters 8-14 + associated lecture material

- Each exam will consist of approximately 20-25 true/false questions, 8-10 short answer questions, and 2-3 long answer questions.
- Both 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.
  
- Students are **REQUIRED TO COMPLETE ALL COMPONENTS** of this course. There are no exceptions to this.
- Extra assignments to improve grades **will NOT** be allowed.
- **Grades will not be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: You are responsible for your grades in this course.**
- All written assignments will be submitted to TurnItIn, a service designed to detect and deter plagiarism by comparing written material to over 5 billion pages of content located on the Internet or in TurnItIn's databases. 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 and TurnItIn.com.

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 and Examination Schedule**

### **Week of Sept 11: Introduction to Training & Development**

- Textbook reading: Chapter 1

### **Week of Sept 18: Learning and Motivation**

- Textbook reading: Chapter 2

### **Week of Sept 25: Needs Analysis and Training Design**

- Textbook reading: Chapter 3, Chapter 4

### **Week of Oct 2: Off-the-Job Training Methods**

- Textbook reading: Chapter 5

### **Week of Oct 9: On-the-Job and Technology-Based Training Methods**

- Textbook reading: Chapter 6, Chapter 7

### **Week of Oct 16: Exam Review**

- No required readings

#### **MIDTERM EXAM**

**Friday October 20, 2023 from 7pm to 9pm**

Covers Chapters 1-7 in the textbook + associated lecture content

### **Week of Oct 23: Training Delivery**

- Textbook reading: Chapter 8

### **Week of Oct 30: READING WEEK**

- No required readings

### **Week of Nov 6: Transfer of Training**

- Textbook reading: Chapter 9

### **Week of Nov 13: Training Evaluation and Costs & Benefits**

- Textbook reading: Chapter 10, Chapter 11

### **Week of Nov 20: Training Programs and Management & Leadership Development**

- Textbook reading: Chapter 12, Chapter 13

### **Week of November 27: The Evolution and Future of Training & Development**

- Textbook reading: Chapter 14

### **Week of Dec 4: Exam Review**

- No required readings

#### **FINAL EXAM**

**December 2023 exam period, 2 hours in length**

Covers Chapters 8-14 in the textbook + associated lecture content

## 7. **Student Responsibilities**

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

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the 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 ***Respect***

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

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

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

### 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 professor.

### 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
- To ensure fairness to all students, questions will not be answered during 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
- questions about course concepts (please ask such questions before/during/after class, during office hours, or via the OWL Forums)
- asking when grades will be posted or 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 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 & 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/academic\\_consideration.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration.pdf)

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

[https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](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](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**

A student must write a make-up exam if any 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).

- If supported by the academic counselling office, students who miss Exam #1 will write their make-up exam in November 2023 (date, time, and location to be announced).
- If supported by the academic counselling office, students who miss Exam #2 will write their make-up exam in January 2024 (date, time, and location to be announced).

If a student is unable to meet the scheduled make-up exam, 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.

- If supported by the academic counselling office, students who miss Exam #1 and the make-up for Exam #1 will write their make-up exam in January 2024 (date, time, and location to be announced).
- If supported by the academic counselling office, students who miss Exam #2 and the make-up for Exam #2 will write their make-up exam in December 2024 (when the Fall 2024 students write their Exam #2).

## 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:

[http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/scholastic\\_discipline\\_undergrad.pdf](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.

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](mailto:ombuds@uwo.ca).

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

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

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

## **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.
3. If the response of the Undergraduate Chair is considered unsatisfactory to the student, they 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: <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.