BUS 358-001  
Training and Development  
Fall 2017  
September 6 – December 5, 2017  
Monday  
ED 621  
Instructor: Loretta Gerlach  
loretta.gerlach@uregina.ca  
NOTE: I only accept email via the UR Courses email function.  
Office hours – I will not be keeping office hours but I am always willing to arrange appointments.

Calendar Description  
This course takes the perspective of human resources professionals and is concerned with the design, implementation, and evaluation of training and development programs. Topic will include: performing needs analysis, applying learning models in designing and implementing programs, and evaluating the costs and benefits of training and development. The course also considers career development issues and practices. *** Prerequisite: BUS 250 (or ADMN 250) ***  
* Note: Students may only receive credit for one of BUS 358, ADMN 358, and ADMN 435AL. *

Learning Objectives  
At the end of the course participants will be able to:  
- Describe methods for conducting training needs assessments.  
- Explain the principles of adult learning.  
- Formulate objectives for a training session.  
- Select appropriate instructional methods.  
- Design a training event.  
- Understand the key elements in delivering a training event.  
- Describe strategies for creating an inclusive training environment.  
- Describe processes for evaluating training processes.  
- Enhance leadership and teamwork skills through group exercises and involvement.

Required Reading:  
- There will also be periodic links and cases posted on UR Courses that will also be required reading. They will be noted with due date on UR Courses. In addition, from time to time there may be items placed on reserve in the Library that students will be required to read. You will be notified in advance in class of these readings.

During most of the classes, we will spend some time in group discussion, often using the textbook and other readings as guiding point. These discussions are designed to ensure we are able to place the information we are learning in practical context. Please make every effort to keep up on your readings and you may find it helpful to bring your text to class.

UR Courses  
Access to UR Courses is mandatory for this class in order to participate in the Discussion Forum requirement. In addition, I will use UR Courses to post some basic outlines of lectures in power point form. I will post the slides for each class at least late the night before. I will also post other required reading and course materials. I will also post additional reading materials, any relevant news stories, and, other information using discussion forums. I recommend that you log on to the class page regularly to see reading assignments and discussions.
Films and Guests
We may watch a few films over the course of the semester. I use the films as a teaching method to practice some of the concepts and theories we learn in class and in the readings. I apologize if you have seen some of the films before but they are still an important part of our class. If you miss the showing of a film, I will not be re-showing any films. If you know you are going to be away, at the very least you will want to arrange to get someone to take comprehensive notes.

We may also have guests in our class over the semester. Please understand that these people are here of their own kindness and thus I request that you show them the utmost consideration and respect.

Tentative Classroom Schedule: I will do my best to keep to the following schedule but please note sometimes this is not possible (you are strongly encouraged to complete the readings listed before the time when they are listed, as they will be discussed in that class and possible the next few as well). Please note, that I will not just review the textbook in class, but rather use the majority of class time for discussions of important points and case application. As a result, you will be required to read the text and bring questions to class or me if you are unclear. I encourage you to bring your textbook to class with you.

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<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
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| 1    | September 11 | Introductions  
Course Overview  
Expectations  
We will review the course outline in detail and provide you with a clear understanding of what to expect in class and from the course overall.  
Chapter 1 - Introductory session to Training, Development, Learning and Performance. |
| 2    | September 18 | Organizational Learning and Learning and Motivation  
Read: Chapters 2 and 3 |
| 3    | September 25 | The Needs Analysis Process  
Read: Chapter 4 |
| 4    | October 2    | Training Design  
Read: Chapter 5 |
| 5    | October 9    | University Holiday – no class |
| 6    | October 16   | Training Evaluation and Costs and Benefits  
Read: Chapters 11 and 12 |
| 7    | October 23   | First Half of Class - Midterm – Chapters 1-5, 11 and 12  
Second Half of Class – Off the Job Training Methods  
Read: Chapter 6 |
| 8    | October 30   | On the Job Training Methods and Technology Based Training  
Read: Chapters 7 and 8 |
| 9    | November 6   | Training Delivery  
Read: Chapter 9 |
<p>| 10   | November 13  | University Holiday – no class |
| 11   | November 20  | Presentations |</p>
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<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>12</td>
<td>November 27</td>
<td>Transfer of Training and Training Programs</td>
<td>Read: Chapter 10 and 13</td>
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<tr>
<td>13</td>
<td>December 4</td>
<td>Management and Leadership Development</td>
<td>Read: Chapter 14</td>
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<td></td>
<td>December 18</td>
<td>Final Exam AT 7:00 P.M.</td>
<td>TBA</td>
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<tr>
<th>Evaluation</th>
<th>Weight</th>
<th>Due Date</th>
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<tr>
<td>1. Discussion Forum Reflections</td>
<td>15%</td>
<td>As you wish but five times over the semester</td>
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<tr>
<td>2. Midterm Exam</td>
<td>25%</td>
<td>October 23, 2017</td>
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<tr>
<td>3. Group Projects and Presentations</td>
<td>30%</td>
<td>November 20, 2017</td>
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<tr>
<td>4. Final Examination</td>
<td>30%</td>
<td>December 18, 2017</td>
</tr>
<tr>
<td>TOTAL:</td>
<td>100%</td>
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**Evaluation Breakdown**

1. **Discussion Forums**

Over the course of the semester you will be required to participate at least five times in a discussion forum that will be posted each week, starting in the second week of classes. Every Sunday a new discussion forum will be opened and will remain open until the following Saturday at midnight. Forums may be seeking your input on a short case study, a probing question, or seeking your personal experiences. For each forum that you participate in, you are required to post two posts – one original post with your answer and one post responding to an engaging another student. In order to be eligible for forum participation you must do both – failure to do one or the other means that you will no longer be eligible for any of the 3% for that forum.

Your grade will be determined as follows:

- .5 for each of two required posts
- 1% for the quality of your original post
- 1% for the quality of your response post

Response posts must be thoughtful and respectful. This will be explained in detail in class.

This can be an easy way to garner 15% but there are risks associated with it. First, if you leave your participation too late in the semester it is possible that there will be less fellow students to engage with. Further, if you wait too long in the week to participate, it may be difficult to find meaningful opportunities to engage with fellow students.

2. **Midterm Examination**

Based on the required readings, the class lectures, videos, any guest speakers, discussion forums and class discussions. The exam will be **one and one half hour** in length on October 23, 2017. If you cannot complete the midterm exam because you are sick and you present a doctor’s note, the value of the midterm (25% of your final grade) will be transferred to the final exam which will then account for 55% of your final grade.

3. **Group Project and Presentation**

Working in groups of 5, you will be required to do a group paper and then present a summary of your work to the entire class on any topic regarding training and development of your choice. Your paper is to be a maximum of 15 pages. Title pages, referencing, and appendices do not count in the page limit. You must use a standard font in 12-point font, with 1-inch margins and following APA format. You must submit your assignment in both hard copy and electronically via the email function in UR Courses.
The mark for this will be as follows:
Written outline required for pre-approve. This should include your proposed paper outline including subject area, methodology proposed, sources, and scope. This is worth 3 marks.


Presentation – you are required to present a summary of your work to the entire class. You will be graded in terms of content of the presentation (structure, clarity, organization), the format chosen including ability to engage and inform your audience, and your presentation skills including eye contact, audibility, use of professional aids, etc. You will have only 15 minutes for your presentation and you should ensure that there is time for questions and answers. This is worth 9 marks.

Additional details regarding this assignment will be discussed in class.

**IMPORTANT NOTE:**
- Students in a group will all receive the same grade unless a problem is reported to me. If a group member cannot be located please come see me other. Otherwise, I expect groups to resolve most their own problems. If you do need to contact me, please contact me BEFORE it is too late to resolve the issue and not the day your assignment is due.

**4. Final Examination**

Based on the required readings, the class lectures, videos, any guest speakers, discussion forums and class discussions. The exam will be **two hours** in length on December 18, 2017. The examination will be comprehensive with an emphasis on post-midterm materials. You must write the final exam on this day to pass the class unless you receive a medical or compassionate deferral from your faculty. You must be present to write the final to pass the class otherwise you will be given a grade of NP.

**Academic Integrity**

Remember – it is your responsibility to know all the rules of academic integrity. There will be no tolerance for any forms of cheating or plagiarism. If after consulting the Academic Calendar, you still need assistance in determining the expectations, it is your responsibility to ask for assistance.

Any incidents of breach of academic integrity will automatically be submitted to the Associate Dean’s office for review.

Please know that I am happy to answer any questions about grading and your assignments, but please note that grades are not negotiable. If you feel that an assignment has received an unfair grade, you are expected to make a case for why it should be reassessed. Using the available outline of the grade, you will need to document in a paragraph or two your case and provide this to me. You should consider that grades could go down upon review.

**You are responsible to review the UR Courses page for additional information in the first section on Syllabus and Course Information.**

**Students Requiring Accommodations**

If you have a need for special accommodation for a disability, please come and discuss this with me, as well as contacting the Centre for Student Accessibility at 585-4631 at the University of Regina.

*Group discussions will be a fundamental element of this class. Your participation in the course is expected and strongly encouraged. I encourage you to challenge yourselves and others intellectually and welcome you to ask questions in the lectures. I only ask that all questioning / challenging be directed to theories and ideas, not specific people and that it is done in a respectful manner.*

*I am really looking forward to this semester with you and I hope that you enjoy the course.*

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