# Business Administration

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| Course Number: | **BUAD 247** |
| Course Title: | **TRAINING and DEVELOPMENT** |
| Credits: | 3 |
| Calendar Description: | This course provides an in-depth study of training and development. Topics include legislation, needs analysis, program development, cost/benefit analysis, and principles of discipline and discharge. *(also offered by Distance Education)* |
| Semester and Year: | **WINTER 2019** |
| Prerequisite(s): | BUAD 269 |
| Corequisite(s): | No |
| Prerequisite to: | No |
| Final Exam: | Yes |
| Hours per week: | 3 |
| Graduation Requirement: | Elective |
| Substitutable Courses: | No |
| Transfer Credit: | |
| Special Notes: | Students who have received credit for BUAD 271 cannot take BUAD 247 for further credit. |
| Originally Developed: | November 2012 |
| EDCO Approval: | November 2013 |
| Chair's Approval: | |

**Professors**

| Name | Phone number | Office | Email |
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| *Susan Thomas*<br>*Course Captain* | **Email** | **K: C243** | **sthomas@okanagan.bc.ca** |

**Learning Outcomes**

Upon completion of this course students will be able to

- describe the systems used by organizations to create and distribute new knowledge.
- discuss the major types of training programs provided by organizations.
- determine if training is the best solution for a performance problem.
- develop measurable training objectives that flow from organizational objectives.
- produce a blueprint for designing training and development programs.
- select from various on-the-job and off-the-job training methods to meet training objectives.
- plan for the transfer of knowledge, skills, and abilities from the classroom to the job.
- assess the effectiveness of training and development interventions.
- conduct a cost-benefit analysis for training programs.
- explain the similarities and differences between employee training and management development.

**Course Objective**

This course will cover the following content:

- The training and development process
- What learning in organizations looks like
- What learning is and how individuals learn
- How to analyze learning needs
- How to design appropriate learning
- On and off the job training methods
- What technology-based training methods entail
- Various ways to deliver training
- Effective transfer of training
- Reasons for, and ways to, evaluate training
- Costs and benefits of training programs
- Different kinds of training programs available for different purposes
- Development of management
- Future of training and development

**Evaluation Procedure**

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| Training Manual & Presentation Project | 30% |
| Mid-term Exam (1.5 hours) | 20% |
| Class and Moodle Participation | 20% |
| Final Exam | 30% |
| Total | 100% |

**Notes**

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| Students must earn half of all available marks on the exams to achieve a passing grade in the course. |
| The team project includes developing and using a team performance appraisal (5%), presenting a written training guide and training session (25%). |

**Required Texts/Resources**

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| Saks, A.M. & Haccoun, R.R. (2019). Managing Performance Through Training and Development, 8th ed. Scarborough, ON: Nelson Thomson Learning. |

**Course Schedule**

| Date | | Topic | Textbook |
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| Week of: | | Monday, January 7 - Classes Start<br>Monday, February 18 – Family Day (no classes)<br>Tuesday, February 19 - Friday, February 22 – Reading Week (no classes)<br>Friday, April 12 – Last Day of Regular Classes<br>Monday, April 15 – Monday, April 29 – Final Exams  (no classes) | |
| W1 | Jan 8 & 10 | Introduction to Course<br>VARK<br>The Training and Development Process | Ch 1 |
| W2 | 15 & 17 | Training Programs<br><br>Management and Leadership Development<br>Team Project Overview and Team Formation | Ch 12,<br><br>Ch 13 |
| W3 | 22 & 24 | *Project Check-in/Interim Drafts*<br>Learning and Motivation | Ch 2 |
| W4 | 29 & 31 | Learning and Motivation<br>The Needs-Analysis Process | Ch 2<br>Ch 3 |
| W5 | Feb 5 & 7 | Training Design | Ch 4 |
| W6 | 12 & 14 | **Mid-term Exam**: Chapters 1, 2, 3, 4; 12, 13<br>  (multiple choice, short answers)<br>Guest Lecture, Team Project Overview, | |
| W7 | 19 & 21 | **READING BREAK** *(Feb 19 to 22 – no classes)* | |
| W8 | 26 & 28 | Off-the-Job Training Methods<br>On-the-Job Training Methods | Ch 5,6 |
| W9 | March 5 & 7 | Technology-Based Training Methods | Ch 7 |
| W10 | 12 & 14 | Training Delivery<br>Transfer of Training | Ch 8,9 |
| W11 | 19 & 21 | Training Evaluation | Ch 10 |
| W12 | 26 & 28 | The Costs and Benefits of Training Programs | Ch 11 |
| W13 | April 2 & 4 | Training Trends and Best Practices<br>***Team Project Presentations***: *Training and Development Programs* | Ch 14 |
| W14 | 9 & 11 | ***Team Project Presentations***: *Training and Development Programs*<br>Team Feedback and Evaluation Due | Project Due |
| Apr | 15-29 | Exam Period<br>(Chapters 5, 6, 7, 8, 9, 10,11 & 14) | |

## SKILLS ACROSS THE BUSINESS CURRICULUM

The Okanagan School of Business promotes core skills across the curriculum. These skills include reading, written and oral communications, computers, small business, and academic standards of ethics, honesty and integrity.

## STUDENT CONDUCT AND ACADEMIC HONESTY

### What is the Disruption of Instructional Activities?
At Okanagan College (OC), disruption of instructional activities includes student "conduct which interferes with examinations, lectures, seminars, tutorials, group meetings, other related activities, and with students using the study facilities of OC", as well as conduct that leads to property damage, assault, discrimination, harassment and fraud. Penalties for disruption of instructional activities include a range of sanctions from a warning and/or a failing grade on an assignment, examination or course to suspension from OC.

### What is Cheating?
"Cheating includes but is not limited to dishonest or attempted dishonest conduct during tests or examinations in which the use is made of books, notes, diagrams or other aids excluding those authorized by the examiner. It includes communicating with others for the purpose of obtaining information, copying from the work of others and purposely exposing or conveying information to other students who are taking the test or examination."

Students must submit independently written work. Students may not write joint or collaborative assignments with other students unless the instructor approves it in advance as a group/team project. Students who share their work with other students are equally involved in cheating.

### What is Plagiarism?
Plagiarism is defined as "the presentation of another person's work or ideas without proper or complete acknowledgement." It is the serious academic offence of reproducing someone else's work, including words, ideas and media, without permission for course credit towards a certificate, diploma, degree and/or professional designation. The defining characteristic is that the work is not yours.

"Intentional plagiarism is the deliberate presentation of another's work or ideas as one's own." Intentional plagiarism can be a copy of material from a journal article, a book chapter, data from the Internet, another student, work submitted for credit in another course or from other sources.

"Unintentional plagiarism is the inadvertent presentation of another's work or ideas without proper acknowledgement because of poor or inadequate practices. Unintentional plagiarism is a failure of scholarship; intentional plagiarism is an act of deceit."

### What are the Students' Responsibilities to Avoid Plagiarism?
Students have a responsibility to read the OC Plagiarism Policy and Procedures outlined in the OC calendar, which is available in online format www.okanagan.bc.ca. Students must acknowledge the sources of information used on all their assignments. This usually involves putting the authors' name and the year of publication in parentheses after the sentence in which you used the material, then at the end of your paper, writing out the complete references in a Reference section.

"Students are responsible for learning and applying the proper scholarly practices for acknowledging the work and ideas of others. Students who are unsure of what constitutes plagiarism should refer to the UBC publication "*Plagiarism Avoided; Taking Responsibility for your Work".* This guide is available in OC bookstores and libraries.

Students are expected to understand research and writing techniques and documentation styles. The Okanagan School of Business requires the use of the APA or MLA style, but suggests that students cite references using the APA guidelines (see Publication Manual of the American Psychological Association, 6th edition (2009). A copy of the APA manual is available in the reference section and also available for circulation from OC libraries. The library website has access to these two major citing styles.

### What are the Penalties for Plagiarism and Cheating?
The Okanagan School of Business does not tolerate plagiarism or cheating. All professors actively check for plagiarism and cheating and the Okanagan School of Business subscribes to an electronic plagiarism detection service. All incidents of plagiarism or cheating are reported and result in a formal letter of reprimand outlining the nature of the infraction, the evidence and the penalty. The Dean of the Okanagan School of Business and the Registrar record and monitor all instances of plagiarism and cheating. Penalties for plagiarism and cheating reflect the seriousness and circumstances of the offence and the range of penalties includes suspension from OC.