

**Business Administration**

Winter, 2023

**BUS 278E – Training & Development***Credits 3.00, 3 hours per week*

This course covers the procedures involved in developing and implementing a training program, and also provides participants with practical instructional skills. Topics include training and development compared; methods for the determination of training needs; critical survey of training and development methods; instructional techniques; systematic assessment of training/development courses and programs.

**Prerequisites and/or co-requisites - BUS271 or permission of the Chair.**

**Instructor**

Uylander Jack  
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**Hours of Instruction**

Thursday 6:00 p.m. – 8:50 p.m.

**Virtual Office Hours (by appointment)**

Monday 11:00 am – 1:00 pm  
Tuesday 12:00 pm – 1:00 pm  
Wednesday 12:00 pm – 1:00 pm  
Thursday 12:00 pm – 1:00 pm

**Required Resources**

Saks, Alan M. & Haccoun, Robert R. *Managing performance through training and development.* (2019). 8<sup>th</sup> Edition.

**Course Learning Objectives**

*Upon successful completion of this course, students shall be able to:*

1. Identify the importance of Training & Development
2. Link Training and Development to strategic business practices
3. Determine training needs by performing a needs assessment
4. Identify the various ways learning occurs
5. Develop and apply transfer of learning methodologies
6. Evaluate training efforts
7. Deliver training using traditional and new technologies
8. Recognize current employee development methodologies
9. Understand special issues in training and development
10. Relate training to career management issues

**Evaluation**

Assignments & In-Class Exercises .....	40%
Tests.....	20%
Presentations.....	20%
Final Examination .....	20%
<b>Total – 100%</b>	

**In-Class Assignment**

Each week, students will be working on an application assignment, either the Case at the end of each Chapter or other current articles and items of interest that are germane to contemporary organizations. These assignments will allow you to apply your course work to Training & Development issues such as best-in-class methods of T & D, identifying Training Needs, and practicing different instructional techniques.

**Grading System**

Descriptor	Alpha Grade	4.0 Scale	Percent
	A+	4.0	> 93.9
Excellent	A	4.0	87 – 93.9
	A-	3.7	80 – 86.9
	B+	3.3	77 – 79.9
Good	B	3.0	74 – 76.9
	B-	2.7	70 – 73.9
	C+	2.3	67 – 69.9
Satisfactory	C	2.0	64 – 66.9
	C-	1.7	60 – 63.9
Poor	D+	1.3	57 – 59.9
<b>Minimum Pass</b>	D	1.0	50 – 56.9
Failure	F	0.0	< 50

**Please Note:**

Date and time allotted to each topic is subject to change.

**Proposed Schedule of Topics:**

Date	Thursday	Activity/Assignment
Week 1 January 5	Introductions The Training and Development process	
Week 2 January 12	Learning and Motivation	
Week 3 January 19	Learning and Motivation	
Week 4 January 26	The Needs Analysis Process	
Week 5 February 2	<b>Test #1 – 10%</b> Training Design	
Week 6 February 9	Off-the-job Training Methods	
Week 7 February 16	On-the-job Training Methods	
Week 8 February 23	<b>Reading Week</b>	
Week 9 March 2	<b>Test #2 – 10%</b> Technology-based Training Methods	
Week 10 March 9	Training Delivery	
Week 11 March 16	Transfer of Training	
Week 12 March 23	Training Evaluation	
Week 13 March 30	The Costs and Benefits of Training Programs	
Week 14 April 6	Training Programs and Management/Leadership Development <b>Exam Review</b>	
April 17 – April 26	<b>Final Exams</b> Review schedule – <a href="http://www.keyano.ca/exams">www.keyano.ca/exams</a>	

## Performance Requirements and Student Services

### Student Responsibilities

As a student, it is your responsibility to contact the Office of the Registrar to complete the required forms, including the Withdraw Course or Program or a Change of Registration form. Please refer to the important dates listed in the Academic Schedule in the [Keyano College credit calendar](#). The Keyano College credit calendar also has information about Student Rights and the Code of Conduct. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and the Code of Conduct Policies.

### Student Attendance

Class attendance is helpful for two reasons: First, class attendance maximizes a student's learning experience. Second, attending class is an excellent way to keep informed of matters relating to the course administration (e.g., the timing of assignments and exams). Ultimately, you are responsible for your learning and performance in this course. It is the responsibility of each student to be prepared for all classes. Absent students are responsible for the material covered in those classes, and students must ensure they are ready for their next class, including completing any missed assignments and notes.

### Academic Misconduct

Students are considered responsible adults and should adhere to the principles of intellectual integrity. Intellectual dishonesty takes many forms:

- Plagiarism or the submission of another person's work as their own,
- The use of unauthorized aids in assignments or examinations (cheating),
- Collusion or the unauthorized collaboration with others in preparing work,
- The deliberate misrepresentation of qualifications,
- The willful distortion of results or data,
- Substitution in an examination by another person,
- Submitting unchanged work for another assignment, and
- Breach of confidentiality.

The consequences for academic misconduct range from a verbal reprimand to expulsion from the College. More specific descriptions and details are found in the Student Rights and Code of Conduct section of the Keyano College credit calendar. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and Code of Conduct Policies. To ensure your understanding of plagiarism, you may be required to complete the online [Understanding Plagiarism tutorial](#) and submit the certificate of completion.

### Online Learning

Technology and internet connectivity will impact your online learning experience. You may be required to watch online videos, take online quizzes, or participate in live online classes. Live/virtual courses will be hosted in Microsoft Teams or Zoom. For all course delivery types, you will access your course resources on Keyano's learning management system: Moodle (iLearn). Login in using your [Keyano username and password](#). Keyano College operates in a Windows-based environment and having access to the correct tools for online learning is essential.

### Internet Speed

Minimum download and upload speeds of 10 Mbps. Recommended download speeds of 25 Mbps and upload speeds of 10 Mbps (if you are sharing your internet at home). You can check your internet speed with [Speedtest by Ookla](#).

### Computer System Requirements

Keyano College software are Windows based.

#### Minimum Requirements and Recommended Upgrades for Windows (preferred system) and Apple devices

These minimum standards are required for a Windows computer/laptop (OS 10 or 11) and a Macintosh (OS 10.14 or above).

1. Windows 10 Operating System or above
2. 4GB of RAM. Recommended upgrade to 8GB of RAM.
3. 10GB+ available hard drive storage space. Note installing Microsoft Office 365 requires 3GB of available hard drive space.
  - a. Install the Microsoft Office 365 suite (~3GB) \*
4. Microphone, webcam, and speakers (All modern laptops have these three accessories built-in. However, a headset or earbuds with a microphone is also recommended.
5. Windows has built-in anti-virus/malware software. It is essential to install system updates to keep your device secured regularly.

\*[Microsoft Office 365](#) is free to Keyano students.

Tablets, iPads, and Chromebooks are **not** recommended: they may not be compatible with the testing lockdown browsers and Microsoft Office 365.

### Specific Department Requirements

Business and OA programs require Windows 10 or higher.  
Other programs may utilize Windows-based tools as well.

### Computer Software

Students have access to Microsoft Office 365 and Read & Write for free using Keyano credentials.

See [Recommended Technology](#) for more information.

### Recording of Lectures and Intellectual Property

Students may only record a lecture if explicit permission is provided by the instructor or Accessibility Services. Even if students have permission to record a lecture or lecture materials, students may not

share, distribute, or publish any of the lectures or course materials; this includes any recordings, slides, instructor notes, etc., on any platform. Thus, no student is allowed to share, distribute, publish or sell course-related content without permission. It is important to recognize that the Canadian Copyright Act contains provisions for intellectual property. The [Academic Integrity Policy](#) provides additional information on Keyano College's expectations from students as members of the intellectual community.

### **ITS Helpdesk**

If you have issues with your student account, you can contact the ITS Helpdesk by emailing [its.helpdesk@keyano.ca](mailto:its.helpdesk@keyano.ca) or calling 780-791-4965.

### **Specialized Supports**

The Student Services Department is committed to Keyano students and their academic success. There is a variety of student support available at Keyano. All student services are available during Keyano business hours: Monday to Friday, 8:30 a.m. to 4:30 p.m. The College is closed on statutory holidays. If you require support outside of regular business hours, please inform the support service team, and they will do their best to accommodate your needs.

**Accessibility Services** provides accommodations for students living with disabilities. Students with documented disabilities or who suspect a disability can meet with an Access Strategist to discuss their current learning barriers and possible accommodations. Students who have accessed accommodations in the past are encouraged to contact the department to request accommodations for the following semester. Please note that requesting accommodations is a process and requires time to arrange. Contact the department as soon as you know you may require accommodations. For accessibility supports and disability-based funding, please book an appointment by emailing us at: [accessibility.services@keyano.ca](mailto:accessibility.services@keyano.ca).

Accessibility Services also provides individual and group learning strategy instruction for all students and technology training and support to enhance learning. You can meet with an Access Strategist to learn studying and test-taking strategies. In addition, you can schedule an appointment with the Assistive Technology Specialist to explore technology tools for learning. Book an appointment today by emailing: [accessibility.services@keyano.ca](mailto:accessibility.services@keyano.ca)

**Wellness Services** offers a caring, inclusive, and respectful environment where students can access free group and individual support to meet academic and life challenges. Mental Health Coordinators provide a safe and confidential environment for you to seek help with personal concerns. Our Wellness Navigator offers support with basic needs such as housing, financial and nutritional support, and outside referrals when needed. Wellness Services welcomes students to participate in group sessions that address topics including mindfulness and test anxiety throughout the academic year. Individual appointments can be made by emailing [wellness.services@keyano.ca](mailto:wellness.services@keyano.ca).

**Library Services** provides students with research, information, and educational technology supports as they engage in their studies. Library staff are available to help you online and in person throughout the semester. Librarians offer individual and small group consultations booked using the online [Book A Librarian calendar](#). The library also provides virtual research and subject guides to help you with your studies. Find the guide that supports your course-related research by viewing the complete list of online

[Subject Guides](#). To start your research and access citation guides (APA, MLA, Chicago, or IEEE), visit the [Research Help page](#). The library's collections (including print and online materials) are searchable using [OneSearch](#). The library offers a Loanable Technology collection to support students accessing and using technology. For an up-to-date list of technology available for borrowing, visit the library's [Loanable Technology webpage](#). For a detailed list of library resources and services, go to [www.keyano.ca/library](http://www.keyano.ca/library). For all inquiries, please email [askthelibrary@keyano.ca](mailto:askthelibrary@keyano.ca) or [chat with us online](#).

The **Academic Success Centre** at Keyano College (CC-119) provides **free** academic support services to registered students, such as tutoring, writing support, facilitated study groups, workshops, and study space. Academic Content Specialists are available in Mathematics, Science, Trades, Power Engineering, Upgrading/College Prep, Human Services, English, Humanities, and more. Students are encouraged to visit the Academic Success Centre to discuss study strategies and academic concerns. For additional information, please email [Academic.Success@keyano.ca](mailto:Academic.Success@keyano.ca).

The **Academic Success Coach** is located in the Academic Success Centre and works with students to develop academic success plans, time management skills, study strategies, and homework plans. For additional information, please email [Academic.Success@keyano.ca](mailto:Academic.Success@keyano.ca).