

BUSI 4111
Training & Development
2016/17

CLASS TIME:	Thursday 11:35 am – 2:25 pm
CLASSROOM	Fall: TORY 431 Winter: TBA
INSTRUCTORS:	Troy Anderson Robert Smart
MENTORS:	Christian Battistelli Amy Grochot Jenna Kerr Cara Lord
OFFICE:	1013 DT (Smart), 917 DT (Anderson)
OFFICE HOURS:	Drop by!
WEB PAGE:	CuLearn at https://culearn.carleton.ca
E-MAIL:	Messaging function on CuLearn. Please send messages to both Rob and Troy if possible.

Prerequisite(s): third-year standing and [BUSI 2101](#) (or [BUSI 2121](#) or [BUSI 2702](#)) with a grade of B- or higher and permission of the School.

COURSE DESCRIPTION

Emphasizes contingency approach to training and development; relevant to organizations of all sizes and resource capacities. Effective training and development is conceptualized as a process that integrates extensive front and back-end planning, implementation, and evaluation activities.

OBJECTIVES

This course provides the foundation for Training & Development: To prepare you to teach Introduction to Organizational Behaviour, in the Fall 2016 and Winter 2017 semesters. In the context of this mission, the objectives of the course are:

- to help you develop into an effective teacher who can help others to learn effectively and efficiently using experiential methods in interactive sessions;
- to enhance your ability to work collaboratively with a teaching partner, with small groups, and with the larger organizational community, including professors.
- to develop your leadership skills that will help you become a more effective student while at Carleton and an effective manager and leader in your organization, community, and society upon graduation.

TEXT

The following text will be provided to you for the first term:

Osland, J. et al. *Organizational Behavior: An Experiential Approach* (8th edition). Upper Saddle River, NJ: Pearson. ISBN 0-13-144151-5. Journal articles accessible online may be used in winter term.

COURSE REQUIREMENTS

All students must attend the 3-day orientation session to be held from Sept 2nd-Sept 4th. The purpose of the orientation is to prepare you to learn and practice skills in critical thinking, communication, and team building while developing and demonstrating advanced knowledge of course content. The orientation is intended to help you prepare to present the course material to students and manage class discussions and experiential exercises within your interactive sessions.

In partnership with another 4111 participant, you will teach one interactive session of maximum 25 students in each of the two terms. You will also manage your section's CuLearn site and evaluation. Pairing selection and announcements will take place during orientation. Your partner will change for Winter term.

4111 class sessions will be used to consolidate your mastery of OB theory and of applied exercises and simulations for the interactive classes. Specifically, each 4111 class in the Fall will be devoted to preparing for the next interactive class, with a pair of Trainers responsible for leading a run-through of the material and exercises. The presenting pair may be asked to meet in person or in a telephone meeting with one of the professors for specific coaching prior to their 4111 session. The run-through will always be followed by feedback from participants on content and process, geared to aid the learning of all the Trainers.

You must be fully prepared for each 4111 class, having studied the chapter content, and relevant teaching outline for the upcoming interactive class. This advance preparation is imperative for success in teaching your classes; remember that 4111 runs on Thursdays during the first term and you will be teaching on your interactive session the following week. Attending the BUSI 2101 lecture each Monday will assist you in this, and in making relevant links between lecture material and interactive class material to help your students' understanding. At least one member of your pair must attend each Monday lecture.

You will meet periodically with your mentor to discuss any concerns you might have, clarify expectations, and set goals.

In the Winter term, 4111 class time will be used to explore selected Training & Development topics in greater depth.

RESPONSIBILITIES

In the Training & Development community, everyone must function as a resource for everyone else. In a course like this where skill building is central, and feedback from others is essential, wholehearted involvement and effective contribution by every person is crucial. Therefore, all of us must be responsible for creating and maintaining an effective learning environment.

EVALUATION (Fall Term)

Item	Weight	Description
Teaching (In class)	40%	Based on teaching observations and evaluations.
Evaluation of another interactive	5%	You will observe another pair's interactive and thoughtfully evaluate it
Interactive run-through	5%	One interactive presented in 4111 session during Fall term.
Reflected Best Self assignment	10%	This assignment is aimed at helping you find your strengths, as observed by others, and thinking about how you might apply them in the Training & Development context.
Self-evaluation	10%	Evaluation of a video recording of one of your own interactives
Weekly story submission	10%	Weekly (short) story submission
Participation and Contribution	20%	Grades are awarded for input and preparation for BUSI 4111 classes, for CuLearn management/responsiveness, for contribution to the teaching effort in general (including support to your partner), and for ongoing mutually supportive behaviours within the T&D community. This component will include your periodic meetings with mentors.
Note: Students must complete all of the elements of the course in order to pass		

EVALUATION (Winter Term)

Item	Weight	Description
Teaching (in class)	40%	Based on teaching observations and evaluations
Weekly reflection and final letter	5%	Short weekly reflections and a final personal reflection on your experience as a teacher
Evaluation of another interactive	5%	You will observe another pair's interactive and thoughtfully evaluate it
Final Test (In-Class)	10%	Details to be given during winter term
Project (Training Design)	20%	Details to be given during fall term
Participation and Contribution	20%	See fall term evaluation criteria above, plus leading one 4111 discussion on a Training & Development topic
Note: Students must complete all of the elements of the course in order to pass		

COURSE SCHEDULE (Fall)*

Week / Dates	Topic (Monday Speaker)	Readings/Assignments
Week 1 (Sep 8)	4111 Seminar: Psychological Contract (Rob Smart)	Chapter 1
Week 2 (Sep 15)	4111 Seminar: Individual & Organizational Learning (Aareni Uruthirapathy)	Chapter 5
Week 3 (Sep 22)	4111 Seminar: Decoding Behavior & Personality (Greg Sears)	Chapter 4
Week 4 (Sep 29)	4111 Seminar: Individual & Organizational Motivation (Shibu Pal)	Chapter 3
Week 5 (Oct 6)	4111 Seminar: Culture & Values	Chapter 10
Week 6 (Oct 13)	4111 Seminar: Communication; Perception & Attribution (Linda Duxbury)	Chapter 13
Week 7 (Oct 20)	4111 Seminar: Exam Prep and Review	Weeks 1-6
Reading Week Oct 24-Oct 28 Midterm Oct 31		
Week 8 (Nov 3)	4111 Seminar: Group Dynamics & Work Teams (Rob Smart)	Weeks 1-6
Week 9 (Nov 10)	4111 Seminar: Conflict & Negotiation (Lorraine Dyke)	Chapters 8 and 9
Week 10 (Nov 17)	4111 Seminar: Decision Making (Ruth Mckay)	Chapter 17
Week 11 (Nov 24)	4111 Seminar: Power & Influence (Ian Lee)	Chapter 18
Week 12 (Dec 1)	4111 Seminar: Ethics (Sefa Hayibor)	Chapter 6
Week 13 (Dec 8)	4111 Seminar: Exam Review	Chapter 16

*unforeseen circumstances may necessitate modifications to the schedule

COURSE AGENDA (Winter 2017)

Week / Dates	Topic	Readings/Assignments*
Week 1 (Jan 5)	2101: Psychological Contract 4111: Introduction to T&D ▪ Review of Course Outline	
Week 2 (Jan 12)	2101: 4111: Training in Organizations	<i>Readings posted to CuLearn Industry Source.</i>
Week 3 (Jan 19)	2101: 4111: Aligning training with strategy	<i>Readings posted to CuLearn Industry Source.</i>
Week 4 (Jan 26)	2101: 4111: Training Design	<i>Readings posted to CuLearn Industry Source.</i>
Week 5 (Feb 2)	2101: 4111: Needs Analysis	<i>Readings posted to CuLearn Industry Source.</i>
Week 6 (Feb 9)	2101: 4111: Traditional training methods	<i>Readings posted to CuLearn Industry Source.</i>
Week 7 (Feb 16)	2101: 4111: Learning Principles & Motivation	<i>Readings posted to CuLearn Industry Source</i>
February 20-24 Reading Week (No Classes)		
Week 8 (Mar 2)	2101: 4111: Technology-based training methods	<i>Readings posted to CuLearn Industry Source.</i>
Week 9 (Mar 9)	2101: 4111: Learner Diversity	<i>Readings posted to CuLearn Industry Source.</i>
Week 10 (Mar 16)	2101: 4111: Evaluation of training	<i>Readings posted to CuLearn Industry Source.</i>
Week 11 (Mar 23)	2101: 4111: Test	
Week 12 (Mar 30)	2101: 4111: Course wrap up	Training Design Project (15%) & Presentation (5%)
Week 13 (Apr 6)	4111: Course wrap up	Reflection Paper due (5%)

***While every attempt will be made to keep to the schedule listed above, unforeseen circumstances may necessitate modifications throughout the semester.**

COURSE WEB PAGE: The URL for the course web page is <https://culearn.carleton.ca>.

BOILERPLATE FINE PRINT

ADDITIONAL INFORMATION

Course Sharing Websites

Student or professor materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

WDN = Withdrawn from the course

ABS = Student absent from final exam

DEF = Deferred (See above)

FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

Academic Regulations, Accommodations, Etc.

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodations

For Students with Disabilities:

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your Letter of Accommodation at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). Requests made within two weeks will be reviewed on a case-by-case basis. After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website (www.carleton.ca/pmc) for the deadline to request accommodations for the formally-scheduled exam (if applicable). *For Religious Obligations:* Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students and instructors can confirm accommodation eligibility of a religious event or practice by referring to the Equity Services website (<http://carleton.ca/equity/accommodation/religious-observances/>) for a list of holy days and Carleton's Academic Accommodation policies. If there are any questions on the part of the student or instructor, they can be directed to an Equity Services Advisor in the Equity Services Department for assistance.

For Pregnancy:

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include; a grade of Failure in the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at:

<http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

Sprott Student Services

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you're having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/support-services/>

Be in the know with what's happening at Sprott: Follow @SprottStudents and find us on Facebook SprottStudents Sprott.

Important Information:

- Students must always retain a hard copy of all work that is submitted.
- All final grades are subject to the Dean's approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, it would be easier to respond to your inquiries if you would send all email from your Carleton account. If you do not have or have yet to activate this account, you may wish to do so by visiting <http://carleton.ca/ccs/students/>

**IMPORTANT DATES
Fall Term 2016**

September 3-4 Residence move in weekend.

September 5 Statutory holiday. University closed.

September 6 Academic orientation (undergraduate and graduate).
Orientation for Teaching Assistants.

All students are expected to be on campus. Class and laboratory preparations, departmental introductions for students and other academic preparation activities will be held.

September 7 Fall term begins. Fall and fall/winter classes begin.

September 20 Last day of registration for fall term and fall/winter courses.

Last day to change courses or sections (including auditing) for fall/winter and fall term courses.

Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in Fall 2016 and must register for the fall 2016 term.

September 23-25 Summer deferred final examinations held.

September 30 Last day to withdraw from fall term and fall/winter courses with a full [fee adjustment](#) (financial withdrawal). Withdrawals after this date will create no financial change to Fall term fees.

October 7 December examination schedule (fall term final and fall/winter mid-terms) available online.

October 10 Statutory holiday. University closed.

October 15 Last day for receipt of applications for admission to an undergraduate degree program for the winter term from applicants whose documents originate from outside Canada or the United States.

October 24-28 Fall break. Classes are suspended.

November 1 Application deadline to study at another institution on a letter of permission for the winter term.

November 11 Last day to request formal exam accommodations for December examinations to the Paul Menton Centre for Students with Disabilities. Late requests will be considered on case-by-case basis.

November 15 Last day for receipt of applications for admission to an undergraduate degree program for the winter term.

November 25 Winter Payment Deadline. Click [here](#) for important payment information. [Late charges](#) may be applied to the student account any time after this date.

Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of the Undergraduate Calendar).

December 1 Last day for receipt of applications from potential winter (February) graduates.
Last day for submission to the thesis supervisor of Master's or Ph.D. theses for winter graduation.

December 9 Fall term ends. Last day of fall-term classes. Classes follow a Monday schedule. Last day for academic withdrawal from fall term courses. Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall term courses. Last day for receipt of applications for undergraduate degree program transfers for winter term. Last day to pay any remaining [fall tuition fees](#) to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents.

December 10 – 22

Final examinations in fall term courses and mid-term examinations in fall/winter courses may be held. Examinations are normally held all seven days of the week.

December 22

All take home examinations are due.

December 25 to January 1

University closed

WINTER 2017

January 2

University reopens

January 5

Winter term classes begin.

January 18

Last day for registration for winter term courses.

Last day to change courses or sections (including auditing) for winter term courses.

Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in Winter 2017 and must register for the Winter 2017 term.

January 20-22, 27-29

Fall-term deferred examinations will be held.

January 31

Last day for a [fee adjustment](#) when withdrawing from Winter term courses or the Winter portion of two-term courses (financial withdrawal). Withdrawals after this date will create no financial change to Winter term fees.

February 17

April examination schedule available online.

February 20

Statutory holiday, University closed.

February 20-24

Winter Break. Classes are suspended.

March 1

Last day for UHIP refund applications for International Students who will be graduating this academic year.

Last day for receipt of applications from potential spring (June) graduates.

Last day for receipt of applications for admission to an undergraduate program for the summer term.

March 10

Last day to request formal exam accommodations for December examinations to the Paul Menton Centre for Students with Disabilities. Late requests will be considered on case-by-case basis.

TBA

[Last day to pay any remaining balance on your Student Account](#) to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents. An account balance may delay Summer 2017 course selection.

March 24

Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of this Calendar).

April 7

Winter term ends.

Last day of fall/winter and winter-term classes.

Last day for academic withdrawal from fall/winter and winter term courses.

Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall/winter and winter-term courses.

April 10-25

Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all 7 days of the week.

April 14

Statutory holiday, University closed.

April 25

All take home examinations are due on this day.

May 12

Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in Spring 2017 and must register for the Summer 2017 term.

May 17-28

Fall/winter and winter term deferred final examinations will be held.