



Carleton
University

Sprott
School of Business

Training and Development
BUSI 4111
2023/24

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Offices: 7020 NI (Smart), 7030 NI (Dionisi)
Office Hours: Drop by!

Mentors:
Dredann Quenneville
Jeremy Chartrand
April Coma
Thomas Ellis
Alyssa Hrlic

Course meets: In person; Thursdays 11:35am-2:25pm (September 7th, 2023 - April 9th, 2024)
Room: Nicol 4060

Prerequisite(s): Third-year standing, and one of BUSI 2101, BUSI 2121, BUSI 2702 (with a grade of B- or higher in each), and permission of the Sprott School of Business.

Course Calendar description from the [2022/2023 University calendar](#):

- 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.
- Lecture three hours and tutorial one hour per week.

Course Objectives/Learning Outcomes:

This course is not like any other you will take during the pursuit of your Bachelor of Commerce degree. Designed to prepare you to teach *Introduction to Organizational Behaviour* to your own classes of first year students during both the Fall 2023 and Winter 2024 semesters, this journey will combine both interactive, class-based instruction with hands-on experiential learning. As a community, you will hone your ability to work collaboratively with a teaching partner, with small groups, with alumni, and with professors. You will also learn how to design curriculum, assess performance, and teach others through engaging methods. Through this experience you will develop leadership skills that will not only help you become a more effective university student, but will also enable you to be a more effective leader and mentor in your organizations and communities, contributing to the positive learning experiences of others.

Reading(s)/Textbook(s)/Required Materials:

Osland, J. et al. *Organizational Behavior: An Experiential Approach* (8th edition). Upper Saddle River, NJ: Pearson. ISBN 0-13-144151-5. (You are not required to purchase this text – it will be provided.) Journal articles are accessible online.

Course Requirements & Methods of Evaluation (including due dates):

All students must attend the 3-day orientation session to be held from 29 August – 31 August. The purpose of the orientation is to prepare you to learn and practice skills in critical thinking, communication, and team building, while also 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 member, you will teach one interactive session of approximately 20 students in each of the two terms. You will also manage your section's Brightspace site and evaluation. Pairing selection and announcements will take place during orientation. Your partner will change for the 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. Each teaching pair will take a turn serving as "Trainers" responsible for leading a run-through of that week's material and exercises. 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. This advanced 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.**

In the Winter term, 4111 class time will be used to explore selected Training & Development topics in greater depth, with each pair preparing and leading a unique seminar.

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

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. (a.k.a. your "Trainer" session)
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 Brightspace 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 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+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)		
Project (Training Design)	5%	Details to be given during winter term
	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 elements of the course in order to pass		

COURSE SCHEDULE (Fall)*

Week / Dates	Topic (Monday Speaker)	Readings/Assignments
Week 1 (Sep 7)	4111 Seminar: Psychological Contract (Rob Smart)	Chapter 1
Week 2 (Sep 14)	4111 Seminar: Individual & Organizational Motivation (Angela Dionisi)	Chapter 5
Week 3 (Sep 21)	4111 Seminar: Decoding Behavior & Personality (Greg Sears)	Chapter 4
Week 4 (Sep 28)	4111 Seminar: Individual & Organizational Learning (Linda Schweitzer)	Chapter 3
Week 5 (Oct 5)	4111 Seminar: Culture & Values (Sujit Sur) **Interactive class takes place week of midterm	Chapter 16
Week 6 (Oct 12)	4111 Seminar: Communication, Perception & Attribution (Linda Duxbury) Exam design work	Chapter 8 & 9
Week 7 (Oct 19)	Exam question voting (No interactive next week)	
Oct 23-Oct 27 Fall Reading Week - No Classes		
Week 8 (Nov 2)	4111 Seminar: Conflict & Negotiation (Stelios Zyglidopoulos) 2101: Midterm Exam	Chapter 13
Week 9 (Nov 9)	4111 Seminar: Group Dynamics & Work Teams (TBD)	Chapter 10
Week 10 (Nov 16)	4111 Seminar: Power & Influence (Ruth McKay)	Chapter 18
Week 11 (Nov 23)	4111 Seminar: Ethics (Sefa Hayibor)	Chapter 6
Week 12 (Nov 30)	4111 Seminar: Decision Making; Exam design (Ian Lee)	Chapter 17
Week 13 (Dec 7)	Question Voting (no interactive next week).	

COURSE SCHEDULE (Winter)

Week / Dates	Topic	Readings/Assignments*
Week 1 (Jan 11)	2101: Psychological Contract 4111: Introduction to T&D & Review of Course Outline	
Week 2 (Jan 18)	2101 TBD 4111: Training in Organizations	Readings posted to Brightspace CLs: _____ Industry Source.
Week 3 (Jan 25)	2101: TBD 4111: Aligning training with strategy	Readings posted to Brightspace CLs: _____ Industry Source.
Week 4 (Feb 1)	2101: TBD 4111: Training Design; Exam design work	Readings posted to Brightspace CLs: _____ Industry Source.
Week 5 (Feb 8)	2101: TBD 4111: Needs Analysis; Question voting	Readings posted to Brightspace CLs: _____ Industry Source.
Week 6 (Feb 15)	2101: Midterm Exam (on Monday Feb 13 th) 4111: Traditional training methods	Readings posted to Brightspace CLs: _____ Industry Source.
February 19-23 Reading Week (No Classes)		
Week 7 (Feb 29)	2101: TBD 4111: Learning Principles & Motivation	Readings posted to Brightspace CLs: _____ Industry Source
Week 8 (Mar 7)	2101: TBD 4111: Technology-based training methods	Readings posted to Brightspace CLs: _____ Industry Source.
Week 9 (Mar 14)	2101: TBD 4111: Learner Diversity	Readings posted to Brightspace CLs: _____ Industry Source.
Week 10 (Mar 21)	2101: TBD 4111: Evaluation of training	Readings posted to Brightspace CLs: _____ Industry Source.
Week 11 (Mar 28)	2101: TBD 4111: Test	
Week 12 (Apr 4)	2101: TBD 4111: Course wrap up, Exam question voting	Training Design Project (15%) & Presentation (5%) Reflection Paper due (5%)

*unforeseen circumstances may necessitate modifications to the schedule

Contribution to Learning Goals of the Program:

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed

BC1 Knowledge Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.				X
BC2 Collaboration Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.				X
BC3 Critical Thinking Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.				X
BC4 Communication Graduates will be effective and persuasive in their communications.				X

ADDITIONAL INFORMATION

Course Sharing Websites

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.

Grading

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			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations

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 Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy Accommodation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: carleton.ca/sexual-violence-support

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

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.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on 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. For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.

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: <https://carleton.ca/registrar/academic-integrity/>.

Sprott Student Services

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at bcom@sprott.carleton.ca or at bib@sprott.carleton.ca.

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a 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, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
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