# University of WaterlooDepartment of PsychologyPsych 340Training and DevelopmentYear 3 – Winter 2021Remote Teaching

## Instructor and T.A. Information

Instructor: Katrina Di Gravio

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| --- | --- | --- |
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| Office | Online | Online |
| Office Hours | TBA | TBA |

## Course Description

In today’s world Training and Development is becoming more and more essential to organizations. It is part of the whole human resources system. Training and development contributes to an organization by facilitating the understanding of business strategy and objectives, increasing organizational effectiveness, providing competitive advantage, fostering engagement, innovation & collaboration and by attracting, developing and retaining key talent. As employees are an organizations biggest asset it is essential to ensure you are valuing, developing, and enhancing their contributions to the business.
Through this course we will exam:
•the role and importance of training and development within an organization’s systems and processes
•the difference between training and development
•concepts of learning and motivation relevant to training and development
•stages of training program development, implementation, training methods and assessment
•management development, coaching and special uses of training

## Course Goals and Learning Outcomes

Course learning objectives correspond to three kinds of outcomes typically sought in training – Knowledge, Skills & Abilities

Upon completion of this course, students should be able to:

1. Define the role of training and development in organizations and understand its importance
2 Analyze and determine when training is the appropriate solution
3. Analyze training methods and determine appropriate delivery
4. Identify and explain the major elements of a training program.
5.Understand and operationalize the 5 phases of training program creation
6.Evaluate impact of training on the organization

## Required Text

* Managing Performance Through Training and Development, 8th edition, Alan M. Saks & Robert R. Haccoun, Nelson Publishing
ISBN 978-0-17-679807-9

## Course Requirements and Assessment

| **Assessment**  | **Due Date (if known)** | **Weighting** |
| --- | --- | --- |
| Assessment 1 | January 27th, 2021 | 25% |
| Assessment 2  | February 10th, 2021 | 25% |
| Assessment 3  | March 10th, 2021 | 25% |
| Assessment 4  | April 12,2021 | 25% |
| Total |  | 100% |

### Assessment 1

25% Take home assessment # 1 – Chapters 1, 2, 3, 4 inclusive
Posted Sunday, January 24th, 2021 @ 11:00 p.m. Due: Wednesday, January 27th, 2021 at 5 pm., Ontario time (EST)

### Assessment 2

25% Take home assessment # 2 – Chapters 5,6,7,8 inclusive
Posted Sunday, February 7th, 2021 @11:00 p.m. Due: Wednesday, 10th, 2021 at 5 p.m. Ontario time (EST)

### Assessment 3

25% Take home assessment # 3 – Chapters 9, 10, 11, 12
Post – Sunday, March 7th, 2021 @11:00 p.m. Due: Wednesday, March 10th, 2021 at 5 p.m. Ontario time, (EST)

Assessment 4
25% Final Course Project – Design of 1 of the following elements of a training program based on case provided.

Needs Analysis, Training Design, Transfer of Training, Training Evaluation

Post - Introduce project - Monday, March 29th, 2021
Due: Completed project - Monday, April 12th, 2021 at 5:00 p.m. Ontario time (EST)

NOTE: For Assignment 4 – final course project ONLY a 24 hour grace period will be provided without permission required or penalty assessed.

**Course Schedule**

| **Week** | **Date** | **Topic** | **Readings Due** |
| --- | --- | --- | --- |
| 1 | Monday,January 11th | Introduction to Training & Development The Training & Development Process | Chapter 1 |
| 2 | Monday,January 18th | Learning & Motivation | Chapter 2 |
| 3 | Monday, January 25th | The Needs Analysis ProcessTraining Design | Chapter 3Chapter 4Assessment 1 – Take home assignment |
| 4 | Monday,February 1st | Off-the-Job Training MethodsOn-the-Job Training Methods | Chapter 5Chapter 6 |
| 5 | Monday, February 8th | Technology -Based Training MethodsTraining Delivery | Chapter 7Chapter 8Assignment 2 – Take home assignment |
| 6 | February 13-21st | READING WEEK | No Class or Readings |
| 7 | Monday, February 22nd | Transfer of Training  | Chapter 9 |
| 8 | Monday, March 1st | Training Evaluation | Chapter 10 |
| 9 | Monday, March 8th | Training Costs & BenefitsTraning Programs | Chapter 11Chapter 12Assignment 3 – Take home assignment |
| 10 | Monday, March 22nd | Management & Leadership Development | Chapter 13 |
| 11 | Monday, March 29th  | The Evolution and Future of TrainingAssessement 4 - Introduction | Chapter 14Introduction - Final Assessement |
| 12 | Thursday, April 1st | Final Assessment Project Week | Final Assessment Project DUE DATE:Monday, April 12th |

## Late Work

For the end of term project submission ONLY a 24 hour grace period will be provided without permission required or penalty assessed.

## Information on Plagiarism Detection

In order to maintain a culture of academic integrity, members of the University of Waterloo are expected to promote honesty, trust, fairness, respect and responsibility. See the Office of Academic Integrity webpage for more information.

**Turnitin.com and alternatives:**

Text matching software (Turnitin®) may be used to screen assignments in this course. Turnitin® is used to verify that all materials and sources in assignments are documented. Students' submissions are stored on a U.S. server, therefore students must be given an alternative (e.g., scaffolded as-signment or annotated bibliography), if they are concerned about their privacy and/or security. Students will be given due notice, in the first week of the term and/or at the time assignment details are provided, about arrangements and alternatives for the use of Turnitin in this course.

It is the responsibility of the student to notify the instructor if they, in the first week of term or at the time as-signment details are provided, wish to submit the alternate assignment

### Academic Integrity

In order to maintain a culture of academic integrity, members of the University of Waterloo are expected to promote honesty, trust, fairness, respect and responsibility. Check the [Office of Academic Integrity webpage](https://uwaterloo.ca/academic-integrity/) for more information.

### Discipline

A student is expected to know what constitutes academic integrity, to avoid committing academic offences, and to take responsibility for their actions. Check [the Office of Academic Integrity](https://uwaterloo.ca/academic-integrity/) for more information. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (e.g., plagiarism, cheating) or about “rules” for group work/collaboration should seek guidance from the course professor, academic advisor, or the Undergraduate Associate Dean. When misconduct has been found to have occurred, disciplinary penalties will be imposed under Policy 71 – Student Discipline. For information on categories of offenses and types of penalties, students should refer to [Policy 71 - Student Discipline](https://uwaterloo.ca/secretariat/policies-procedures-guidelines/policy-71). For typical penalties check [Guidelines for the Assessment of Penalties](https://uwaterloo.ca/secretariat/policies-procedures-guidelines/guidelines/guidelines-assessment-penalties).

### Concerns about a Course Policy or Decision

We in the Psychology Department take great pride in the high quality of our program and our instructors. Though infrequent, we know that students occasionally find themselves in situations of conflict with their instructors over course policies or grade assessments. If such a conflict arises, the Associate Chair for Undergraduate Affairs (Richard Eibach) is available for consultation and to mediate a resolution between the student and instructor: Email: reibach@uwaterloo.ca; Ph 519-888-4567 ext. 38790

Informal Stage. We in the Psychology Department take great pride in the high quality of our program and our instructors. Though infrequent, we know that students occasionally find themselves in situations of conflict with their instructors over course policies or grade assessments. If such a conflict arises, the Associate Chair for Undergraduate Affairs (Richard Eibach) is available for consultation and to mediate a resolution between the student and instructor: Email: reibach@uwaterloo.ca; Ph 519-888-4567 ext. 38790

### Grievance

A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read [Policy 70 - Student Petitions and Grievances](https://uwaterloo.ca/secretariat-general-counsel/policies-procedures-guidelines/policy-70), Section 4. When in doubt, please be certain to contact Richard Eibach, the Associate Chair for Undergraduate Affairs who will provide further assistance; reibach@uwaterloo.ca.

### Appeals

A decision made or penalty imposed under Policy 70 - Student Petitions and Grievances (other than a petition) or Policy 71 - Student Discipline may be appealed if there is a ground. A student who believes they have a ground for an appeal should refer to [Policy 72 - Student Appeals](https://uwaterloo.ca/secretariat-general-counsel/policies-procedures-guidelines/policy-72).

### Note for Students with Disabilities

The [AccessAbility Services](https://uwaterloo.ca/disability-services/) office, located on the first floor of the Needles Hall extension (NH 1401), collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with the AS office at the beginning of each academic term.

## Faculty of Arts-required statements for undergraduate course outlines

### Accommodation for course requirements for Psychology courses.

 *Policies of the Psychology department pertaining to course requirements are available on the* [*department website*](https://uwaterloo.ca/psychology/current-psychology-undergraduate-students/policies)*.*

Visit the [University of Waterloo Coronavirus website](https://uwaterloo.ca/coronavirus/) to stay informed and get the most recent updates for students and instructors, as well as [modified services](https://uwaterloo.ca/coronavirus/catalogs/modified-services) on campus.

# Chosen/Preferred First Name

Do you want professors and interviewers to call you by a different first name? Take a minute now to verify or tell us your chosen/preferred first name by logging into [WatIAM](https://idm.uwaterloo.ca/watiam/).

Why? Starting in winter 2020, your chosen/preferred first name listed in WatIAM will be used broadly across campus (e.g., LEARN, Quest, WaterlooWorks, WatCard, etc). Note: Your legal first name will always be used on certain official documents. For more details, visit [Updating Personal Information](https://uwaterloo.ca/the-centre/updating-personal-information).

**Important notes**

* If you included a preferred name on your OUAC application, it will be used as your chosen/preferred name unless you make a change now.
* If you don’t provide a chosen/preferred name, your legal first name will continue to be used.

# Mental Health Support

All of us need a support system. The faculty and staff in Arts encourage students to seek out mental health support if they are needed.

**On Campus**

***Due to COVID-19 and campus closures, services are available only online or by phone.***

* Counselling Services:  counselling.services@uwaterloo.ca / 519-888-4567 ext. 32655
* [MATES](https://wusa.ca/services/uw-mates):  one-to-one peer support program offered by the Waterloo Undergraduate Student Association (WUSA) and Counselling Services

**Off campus, 24/7**

* [Good2Talk](https://good2talk.ca/):  Free confidential help line for post-secondary students. Phone: 1-866-925-5454
* Grand River Hospital: Emergency care for mental health crisis. Phone: 519-749-4300 ext. 6880
* [Here 24/7](https://here247.ca/): Mental Health and Crisis Service Team. Phone: 1-844-437-3247
* [OK2BME](https://ok2bme.ca/): set of support services for lesbian, gay, bisexual, transgender or questioning teens in Waterloo.  Phone: 519-884-0000 extension 213

Full details can be found online on the Faculty of Arts [website](https://uwaterloo.ca/arts/get-mental-health-support-when-you-need-it)

Download [UWaterloo and regional mental health resources (PDF)](https://uwaterloo.ca/arts/sites/ca.arts/files/uploads/files/counselling_services_overview_002.pdf)

Download the [WatSafe app](https://uwaterloo.ca/watsafe/) to your phone to quickly access mental health support information.

# Territorial Acknowledgement

We acknowledge that we are living and working on the traditional territory of the Attawandaron (also known as Neutral), Anishinaabe and Haudenosaunee peoples. The University of Waterloo is situated on the Haldimand Tract, the land promised to the Six Nations that includes ten kilometres on each side of the Grand River.

For more information about the purpose of territorial acknowledgements, please see the [CAUT Guide to Acknowledging Traditional Territory](https://www.caut.ca/content/guide-acknowledging-first-peoples-traditional-territory).

# Academic freedom at the University of Waterloo

[Policy 33, Ethical Behaviour](https://uwaterloo.ca/secretariat/policies-procedures-guidelines/policy-33) states, as one of its general principles (Section 1), “The University supports academic freedom for all members of the University community. Academic freedom carries with it the duty to use that freedom in a manner consistent with the scholarly obligation to base teaching and research on an honest and ethical quest for knowledge. In the context of this policy, 'academic freedom' refers to academic activities, including teaching and scholarship, as is articulated in the principles set out in the Memorandum of Agreement between the FAUW and the University of Waterloo, 1998 (Article 6). The academic environment which fosters free debate may from time to time include the presentation or discussion of unpopular opinions or controversial material. Such material shall be dealt with as openly, respectfully and sensitively as possible.” This definition is repeated in Policies 70 and 71, and in the Memorandum of Agreement, Section 6