



BRYAN SCHOOL

of Business and Economics

BUS 625-01 Training and Development of Human Resources

BUS 625-01

Spring 2024

Instructor: Dr. Dishu Hu

Class Location: Online asynchronous course

Contact Information: d_hu@uncg.edu

When you email me, please put "BUS 625-01," your name (last name first), and the subject of your inquiry in the subject line (e.g., BUS 625-01; Syllabus) or the email may not get through. If you do not receive a response to an email within 48 hours, you should assume that I did not receive it and you should resend it.

Office Hours: By appointment (in-person or via Team)

Text: Raymond Noe (2023). Employee Training & Development (9th Edition).
For details, please visit UNCG Bookstore (see Canvas "Start").

Add/Drop/Withdraw Date: Add/Drop: 1/12/24 | Withdraw without incurring a WF grade: 3/1/24

Course Description

This course will examine the role of training and development in maintaining an organization's competitive position in today's business environment. It will explore the training needs assessment techniques that will help the business leaders to determine the training objectives and in turn choose the according training methods to successfully implement the training program so as to improve organizational efficiency and effectiveness

Student Learning Outcomes

At the completion of this course, you should be able to demonstrate the following:

- Identify training and development needs through needs assessments
- Analyze jobs and tasks to determine training and development objectives
- Create appropriate training objectives
- Design effective training and development programs using different techniques or methods
- Implement a variety of different training and development activities
- Evaluate the effectiveness and efficiency of training and development programs

Reading & Materials

This course requires the textbook: Raymond Noe (2023). Employee Training & Development (9th Edition).

- For details, please see Canvas “Start” tab
 - If there's a *technical* question on accessing the content *after your purchase*, please call 800-331-5094, or email <https://mhedu.force.com/CXG/s/ContactUs>. With the online assistance, there is a REAL TIME interactive chat platform where a real person will help you solve your problems immediately.
 - As you may have noticed, the official price for Connect, which includes the ebook, is \$148.71 on the McGraw Hill website. However, the publisher agreed to provide a discount for us, reducing the final price to \$60, along with custom ISBNs (only for our course).
 - You can make your purchase through UNCG online bookstore by following the steps outlined in Canvas. Alternatively, you can click on 'McGraw Hill Connect' in the navigation bar on the left side, which should direct you to the option to purchase Connect at the discounted price of \$60. **If the price exceeds \$60, please inform me. I would like to emphasize that purchasing the material through any method other than the two mentioned approaches — the UNCG online bookstore or directly via 'McGraw Hill Connect' on Canvas — is likely to incur a higher cost. Therefore, it's strongly recommended to make your purchase either from the UNCG bookstore or through Canvas to take advantage of the discounted price.**
 - Here is this registration video once you purchase the McGraw Hill Connect: [Canvas IA student registration](#). On the left side in Canvas, you will see a link to “McGraw Hill Connect.” Click on it and you will be directed to the Connect system and the e-book.
 - If you still want a physical book, there is a purchase option within Connect which will be their cheapest option for a physical text if you would like it. **Most students do NOT want the physical text as they have full eBook access with Connect.**
-
- **YOU MUST HAVE ACCESS TO McGraw Hill CONNECT AS THERE WILL BE ASSIGNMENTS WITHIN THE CONNECT SYSTEM THROUGHOUT THE SEMESTER.**
 - Access to Canvas (<https://uncg.instructure.com/>). Canvas is our fundamental means of communication. Canvas allows for announcements as well as emails to groups or the entire class. Be sure to check your email regularly. Also, all assignments must be submitted within Canvas.

GROUND RULES:

Communication: Canvas is our fundamental means of communication; it allows for emails to groups or the entire class. **Be sure to check your email account daily.** Also, important information is sent through announcements that are posted on Canvas – these will be visible under “My Courses” on the main Canvas page.

IMPORTANT: If your email account that is linked to Canvas is not your *primary* email, it is your responsibility to go into your Canvas account, select “Tools” and change your email address to one you check frequently. If you do not correct the address, you will miss critical information.

Teaching Methods and Assignments for Achieving Learning Outcomes:

This is an online course and students will be required to read assigned materials in each segment (segments are defined in posted class schedule). In addition, students must enter into a discussion forum multiple times for each segment and participate in an online discussion of course material and current events. Exams will consist of periodic quizzes and section exams. Exams and quizzes may include multiple choice, essay, and True/False questions. The instructor will interact with students via the exams and the online discussion forum for each segment. In addition, the instructor will interact with students individually when necessary to assist the student with problems or special circumstances.

Grading Breakdown

Each assignment and exam will be worth a specific number of points. Final grades are exactly final. Once you are awarded a grade, it is non-negotiable. **Importance:** No grade will be changed after the semester has ended except in the case of mathematical error. The University is very concerned about grade inflation. All grades must be clearly earned.

Performance Dimensions	Point Value	
Exams		400
Exam 1 (Chapters 1-6)	200	
Exam 2 (Chapters 7-12)	200	
Group Projects		230
Code of Conduct	30	
Case Study 1	100	
Case Study 2	100	
Quizzes		370
Chapter Quizzes (7 times × 10)	70	
Short-Answer Quizzes (3 times × 100)	300	
Total		1,000

A total of **1,000 points** is the maximum possible score for the course *Please note: Exam scores are posted approximately two-three business days after the exam date. Assignment grades are posted approximately two – three weeks after the assignment due date.*

Grading Bands

A	940-1,000	B+	870-899	C+	770-799	D	600-699
A-	900-940	B	840-869	C	740-769	F	599 or fewer
		B-	800-839	C-	700-739		

***Decimals will be rounded up/down**

Assessment Descriptions:

A brief description of assignments is provided below; however, detailed information and

requirements will be provided in class or online within Canvas.

Exams: 400 points

There will be two exams and they are **not cumulative**. Exam 1 will cover Chapters 1-6. Exam 2 will cover Chapters 7-12. Each exam will include 100 objective questions (multiple choice and true/false).

Important:

Even though you are taking your exams online, they are still "real" tests. The following are the testing procedures I expect you to follow while taking the exams:

- You may use your book and notes; however, you are to take the test by yourself, with no group efforts or help from other people.
- You will find the exams available in **Canvas** only during the assigned test times.
- Exams are available for one week as indicated in the course schedule in the syllabus. You can take each exam only **ONE time**.
- Once you open the exam, you have 120 minutes to complete the exam.
- **Canvas will also submit the test when the deadline indicated in the course syllabus is due, even if your test is not complete. Thus, if you want to have the full 120 minutes in the test, you should begin your exam attempt at least two hours prior to the end of the exam availability period.**
- The time is limited in order to test your knowledge of the material; not your ability to search for information during the exam. Important: Extended time is only granted for students with documented disabilities.
- If you experience any problems, contact me **immediately** and provide evidence of the problem (for instance, a screenshot). Unverifiable technical problems will not be considered.
- **An exam cannot be taken before or after the scheduled exam time.** No make-up exams will be allowed, except in cases warranted by extraordinary circumstances (a serious illness) and supported with documented evidence. Students who do not provide documented evidence will receive zero points.

IMPORTANT: DO NOT LOG IN AND OUT OF THE EXAM AFTER YOU HAVE STARTED THE EXAM. IF YOU DO, THE TIMER WILL KEEP RUNNING AND THE TIME WILL BE COUNTED TOWARDS YOUR EXAM ATTEMPT, EVEN IF YOU WERE LOGGED OUT OF THE EXAM. REMEMBER NOT TO CLICK THE BACK BUTTON IN YOUR BROWSER WINDOW.

AS A STUDENT TAKING AN ONLINE COURSE, IT IS YOUR RESPONSIBILITY TO BE AVAILABLE DURING THE EXAM TIMES REGARDLESS OF YOUR OTHER COMMITMENTS AND TO HAVE ACCESS TO A RELIABLE COMPUTER AND INTERNET CONNECTION DURING THE ENTIRE COURSE, INCLUDING THE EXAM TIMES. INABILITY TO ACCESS INTERNET DURING THE COURSE IS NOT AN ACCEPTABLE EXCUSE FOR MISSING AN EXAM OR ANY OTHER EVALUATION ITEM. THE UNCG COMPUTER LABS AND PUBLIC LIBRARIES PROVIDE COMPUTER AND INTERNET

ACCESS FREE OF CHARGE.

ANY TECHNICAL PROBLEMS REPORTED AFTER THE EXPIRATION OF THE EXAM PERIOD WILL NOT BE CONSIDERED AND ARE NOT VALID EXCUSES FOR NOT COMPLETING THE EXAM.

These rules will be strictly enforced in order to be fair towards those students who do make the effort to take the tests at the assigned testing times regardless of their personal and professional circumstances and time constraints. It is important that all students have the same amount of time to prepare for the exams. **There will be no exceptions for this rule. Any student seeking an exception will be referred to this policy in the syllabus.**

Group Project: 230 points

- Code of Conduct (30 points)
- Case Studies (2*100 points)

Details of all projects are on Canvas under “Projects”

Note: All submissions must be turned in through Canvas.

I have zero tolerance for assignments being turned in late. Unless otherwise noted, projects are due no later than 11:59 pm on the date listed on Canvas. If you are traveling or will be unavailable for any reason, please make sure you turn your assignment in early. I strongly recommend you plan on turning in assignments at least a few days early to allow for any issues that may come up at the last minute. If you plan to give yourself a few extra days and something comes up, you still have a few days before the firm due date. If you wait until the due date and then have a last-minute issue, you will be subject to the grade penalties below, no exceptions.

Days submitted past due date	Points deducted (this policy only applies to project assignments)
0 – 24h	20 points
24 – 48h	30 points
48 – 72h	40 points
> 72h	No acceptance

Important:

- There are only two projects for this course. As a result, your grades for these will be key to getting a good grade for the course. They are all completed using a grid format that makes it easier for me to grade them. However, that doesn't mean you can complete them with just a few words. Your work will be compared to everyone else's when grading.
- Carefully proofread and use a spelling and grammar checker on your case study project! Effective writing is one of the most important skills you'll need as you get your degree and look for a job. So, it's essential that you begin writing effectively NOW. Misspelled words and improper

grammar will cost you points on your written assignments. **You must submit your case study as a WORD document or I will not be able to read it.**

- All papers are scanned for plagiarism. They are compared to every other paper any student has completed for this course and with external papers.

Chapter Quizzes: 70 points (10*7 times)

The purpose of these quizzes is to review the content you have learned from reading the book chapter. Hence, it will be **open-book** and you will have plenty of time to complete each quiz. You will have **one attempt** for each quiz. Quizzes can also serve as practice questions for formal exams.

To ensure the effectiveness of reviews, quizzes must be completed by **11:59 PM** on the day they are listed as due. You will access the quizzes via Canvas. It is recommended you take the quizzes from a desktop/laptop with a stable internet connection rather than a phone or mobile device. **Unless otherwise specified—Late quizzes will not be accepted.**

Short-Answer Quizzes: 300 points (100 points * 3 times)

There will be **THREE** short-answer quizzes. Each quiz will consist of multiple short-answer questions. **Questions will focus on key concepts from the chapters covered in the weeks leading up to the quiz.** The quizzes are non-cumulative, testing only the material covered from the current week to the previous weeks. It will be **open-book** and you will have plenty of time to complete each quiz. You only have **one attempt** for each quiz.

Important: When you answer the questions, you need to include the page number from the textbook where the information is found. If you provide a correct answer without the page number, you will lose 50% of the points for that question.

Technical problems are not acceptable reasons for missing a quiz. If you experience a technical problem, report it to me **immediately** with accompanying evidence (e.g., a screenshot). Please do not wait until the last minute to take the quiz. This will allow you enough time to solve any technical problems prior to the deadline. Any technical problems reported **AFTER** the deadline will not be considered.

Missed Work:

- Assignments are due by the date indicated in Canvas. No make-up tests will be given without prior arrangements with the instructor. Illness, military deployment, or work problems do not automatically wave the assignment deadlines. Missing any part of the course schedule may prevent completion of the course. If you foresee difficulty of any type (i.e. illness, employment change, etc.) which may prevent completion of this course, notify the instructor as soon as possible. Failure to do so will result in failure for an assignment and/or failure of the course.
- **Missed exams may not be made up without prior notification (at least 48 hours before the exam starts) and permission, no exceptions.**

CLASS SCHEDULE – Fall 2023 Semester

Please note that dates are tentative and subject to change (some topics may take more time and others less time depending on students' interests).

Week	Date	Class	Topics	Assignments Due Date
1	Mon, Jan 8 – Sun, Jan 14	Chapter 1	Introduction to Employee Training and Development	Chapter 1 Quiz due on Jan-14 11: 59 pm
2	Mon, Jan 15 – Sun, Jan 21	Chapter 2	Strategic Training 1.0	Chapter 2 Quiz due on Jan-21 11: 59 pm
3	Mon, Jan 22 – Sun, Jan 28	Chapter 2	Strategic Training 2.0	Short-Answer Quiz 1 due on Jan-28 11: 59 pm
4	Mon, Jan 29 – Sun, Feb 4	Chapter 3	Needs Assessment	Chapter 3 Quiz due on Feb-4 11: 59 pm
5	Mon, Feb 5 – Sun, Feb 11	Chapter 4	Learning and Transfer of Training	Code of Conduct due on Feb-11 11: 59 pm
6	Mon, Feb 12 – Sun, Feb 18	Chapter 5	Program Design 1.0	Chapter 5 Quiz due on Feb-18 11: 59 pm
7	Mon, Feb 19 – Sun, Feb 25	Chapter 5	Program Design 2.0	Short-Answer Quiz 2 due on Feb-25 11: 59 pm
8	Mon, Feb 26 – Sun, Mar 3	Exam 1 (Chapters 1-5) • Exam will be available in Canvas		
9	Mon, Mar 4 – Sun, Mar 10	Spring Break		
10	Mon, Mar 11 – Sun, Mar 17	Chapter 6	Training Evaluation	Chapter 6 Quiz due on Mar-17 11: 59 pm
11	Mon, Mar 18 – Sun, Mar 24	Chapter 7	Traditional Training Methods	Case Study 1 due on Mar-24 11:59 pm
12	Mon, Mar 25 – Sun, Mar 31	Chapter 8	Technology-Based Training Methods	Chapter 8 Quiz due on Mar-31 11: 59 pm
13	Mon, Apr 1 – Sun, Apr 7	Chapter 9	Employee Development and Career Management	Short-Answer Quiz 3 due on Apr-7 11: 59 pm
14	Mon, Apr 8 – Sun, Apr 14	Chapter 10	Social Responsibility: Legal Issues, Managing Diversity, and Career Challenges	Chapter 10&11 Quiz due on Apr-14 11: 59 pm
		Chapter 11	The Future of Training and Development	
15	Mon, Apr 15 – Sun, Apr 21	Project Week		Case Study 2 due on Apr-21 11:59 pm
16	Mon, Apr 22 – Sun, Apr 28	Exam 2 (Chapters 6-11) • Exam will be available in Canvas		

Academic Integrity Policy

By submitting an assignment, each student is acknowledging their understanding and commitment to the Academic Integrity Policy on all major work for the course. Refer to the following URL:
<https://osrr.uncg.edu/academic-integrity/>.

Accommodations/ADA Statement

UNCG seeks to comply fully with the Americans with Disabilities Act (ADA). Students requesting accommodations based on a disability must connect with the Office of Accessibility Resources and Services (OARS) in 215 Elliott University Center, (336)334-5440, oars.uncg.edu.

Attendance Policy

Students are expected to attend class each week on-line via course work or the discussion forum. If special circumstances should arise students are expected to contact the instructor to make other arrangements.

Professor's Expectations of Students:

Learning is the active process of acquiring new knowledge, behaviors, and skills and it is the goal of the instruction in this class. Expectations and responsibilities are detailed in the documents "How This Class Works" and "How Do I Make a Good Grade." Please read and understand those documents.

The Bryan School has also provided faculty and student guidelines for classroom and learning expectations. More detailed information regarding faculty and student guidelines can be found at <https://bryan.uncg.edu/wp-content/uploads/2023/11/Faculty-and-Student-Guidelines-2018-2019.pdf>. This document provides more specifics on classroom expectations of both students and faculty and they will be enforced in this class.

Student violations of any of the policies and procedures included in this syllabus may be subject to removal from the course and/or university policies addressing the learning environment.

Student Responsibilities and Rights:

Students are expected to assist in the maintaining of the online classroom environment that is conducive to learning. Inappropriate behavior in the classroom shall result, minimally, in a request to leave the online class that may be temporary or permanent. If at any time students feel that their learning experience is being disrupted, I encourage you to contact me to discuss confidentially and I will address this in class. More detailed information regarding student conduct in class can be found at www.studentconduct.uncg.edu/policy.

ADDITIONAL REQUIREMENTS:

Students are expected to have a working competency of the internet and specifically Canvas to participate in the class