

MGMT 3624: Training & Development

Course Syllabus

Fall 2023 ONLINE: 16-week session

Instructor Contact Information



Instructor: [Emily Lane](#)

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Office Hours

- By Appointment [via Zoom](#)
- Please feel free to contact the instructor via cell/text (314-578-7514) or email at laneem@umsl.edu

Communication Expectations

I encourage all students to contact me if there are any issues regarding the class, semester, etc. Here are a few rules/guidelines to optimize communication:

- 1) Email either through Canvas or Outlook (laneem@umsl.edu):
 - a. It would help if you listed the course and section # (for example, MGMT 3624). If you are emailing me regarding an assignment, put the assignment title in the subject line
 - b. You must save a copy of the email in your Sent Files; this is in case I don't receive it.
- 2) Phone Calls via Cell (314-578-7514)
 - a. Please feel free to call me via my mobile number.
 - b. I turn my cell to quiet after 9pm – so leave a message – and I don't like late phone calls (emergencies are the exception). But I am often on the computer late at night and have no problem returning emails late at night.

- c. If I don't answer the phone, please leave a message with your return phone number and why you are calling. Hint: I often can't answer the phone fast enough before it goes to voice mail, so try contacting me again. If I don't answer the phone on your 2nd call – please leave a message with your return phone number and why you are calling.
- 3) Returning your emails/phone calls: I will do my best to return your phone call/email within 36 hours. If I have not, please call or email me again.
- 4) Virtual Face-to-Face via Zoom: By Appointment

Please note: Your University email is my official communication method. I expect that you will check your email regularly for course-related communications. Per University of Missouri policy, third-party emails (including those sent from Gmail or alternative work/school accounts) cannot be used for course communication.

Course Introduction

Course Description

MGMT 3624 is an intensive study of training in organizations, including needs analysis, learning theory, management development, and development of training objectives and programs. Projects and exercises are used to supplement the readings.

Prerequisites: Junior standing, 2.0 overall GPA, and C- in MGMT3600

Credit Hours: 3

Course Objectives

- Demonstrate an understanding of key terms, theories/concepts, and practices within Training & Development as measured by performance on course exams, discussion boards, and the Training project.
- Demonstrate competence in development and problem-solving in the area of Training and Development as measured by performance on the Training Project and related discussion boards.
- Provide innovative solutions to problems in the fields of Training and Development as measured by performance on the Training Project and related discussion boards.

Course Format

This is a 16-week asynchronous online course.

This course operates in the Central time zone. If you live in a different time zone, please go to your Canvas Profile to [set the time zone](#) to your local time.

Time Requirements

If this course were offered on campus, you would be in class 1.25 hrs per day/2 days per week for sixteen weeks plus travel time. The online version is no different in terms of expectations for your involvement. This active online course requires 3-5+ hours of your time per week **and** the time it takes to read the necessary materials, watch the videos, and complete the assignments. If you are worried about your preparedness, consider taking the [Online Readiness Survey](#) to help decide if an online course is right for you.

Course Materials and Library Resources

Textbook

Required Textbooks

Noe, *Employee Training and Development* (8e). Connect AutoAccess
ISBN 9781260827545

See the course Canvas site for AutoAccess instructions.

Library Resources

See [UMSL's Distance Students Guide](#) for help using library resources. You can also select the "Library Resources" link from the Canvas course site navigation.

Technical Requirements & Support

Minimum Technology Requirements

At a minimum, you will need the following software/hardware to participate in this course:

- Computer with an updated operating system (e.g., Windows, Mac, Linux)
- Stable DSL or cable Internet connection or a connection speed no less than 6 Mbps.
- Updated Internet browser ([Google Chrome](#) or [Mozilla Firefox](#) preferred)
- A minimum processor speed of 1 GHz or higher is recommended.
- [Adobe Reader or alternative PDF reader \(free\)](#)
- A webcam and microphone are **highly recommended**.

Minimum Technical and Digital Information Literacy Skills

To succeed in this course, you should be able to do the following:

- Download documents from the course Canvas site.
- Create, edit, and save Word, Excel, and PowerPoint documents.
- Use peripheral computer components, including speakers, webcams, and microphones.
- Download and install software on your personal computer and/or install apps on your mobile devices.
- Perform basic functions within Canvas
- Use online libraries and databases to locate and gather appropriate information.
- Use online search tools for specific academic purposes, including the ability to use search criteria, keywords, and filters
- Properly cite information sources

If this is your first online course, it is recommended that you log into Canvas and complete the [Canvas Online Course Overview](#) listed in your Canvas course list. If you've already completed the orientation, you do not have to retake it, but you can refer to it for helpful tutorials about the technologies used in this course.

Respondus LockDown Browser

This course requires the use of LockDown Browser for all four online exams. See the course Canvas site for detailed instructions for downloading and installing the LockDown Browser and links for technical assistance.

Please contact me ASAP if your hardware does not support the Respondus Lockdown Browser. For example, Respondus Lockdown Browser does not work with a Chromebook but does work with an iPad.

To take an online exam, start LockDown Browser and navigate to the Exam. (You won't be able to access the Exam with a standard web browser.) For additional details on using LockDown Browser, review this Student Quick Start Guide (PDF)

Finally, when taking an online exam, follow these guidelines:

- Select a location where you won't be interrupted
- Before starting the Exam, know how much time is available for it and that you've allotted sufficient time to complete it
- Turn off all mobile devices, phones, etc., and don't have them within reach
- Clear your area of all external materials — books, papers, other computers, or devices
- Remain at your desk or workstation for the duration of the Exam
- LockDown Browser will prevent you from accessing other websites or applications; you will be unable to exit the Exam until all questions are completed and submitted

Technical Support

If you have computing problems, you must address them through the ITS Helpdesk (helpdesk@umsl.edu) or use campus computing labs.

If you are having difficulty with a technology tool in Canvas, you can visit the [Canvas Student Guides](#), which have overviews of each tool and tutorials on how to use them.

Problems with your computer or other technology issues are not an excuse for delays in meeting expectations and missed deadlines for the course. If you have a problem, [get help in solving it immediately](#).

Assessments and Grading

Overview of Assignments

Assignments in this course are weighted as follows:

Assignment	Percentage
Exam 1	23
Exam 2	23
Exam 3	23
Training Project	20
Discussions	5
Connect Assignments	6

Upon completing these Exams, Connect Assignments, the Discussion Boards, and the Training Project, you will be ready to move on to higher-level courses related to the study of Training & Development and/or management-related internship or practicum.

3 Exams (69% of Total Grade): There will be three exams (23% each for 69% of your Grade). The exams will consist of multiple-choice questions and essay questions. You will be taking your Exam online utilizing **Respondus LockDown Browser**. Once a test has begun, the student must finish the Exam within the time limits. Each Exam (Exams 1-3) will be available for three days (that is, there is a 3-day testing window per Exam.) You will have a 3 – day window to take your exams online utilizing the **Respondus-LockDown Browser**. Please note – once an exam is begun, the student may not exit the Exam and must complete the Exam within the time – limits minutes. If you have a conflict with scheduled test dates, you may take the test earlier than the scheduled test dates (see Taking the Exam Early section). If there is an appropriate reason (as determined by the instructor), a late exam may be allowed with late penalties of -10 points per late day.

Your exams must be completed during the allotted time period and without the aid of books, notes, or other students. In addition, the Exam must be taken online from start to finish. Please do not download the test to take it or distribute it to anyone. The statistics feature in Canvas will be monitored for violations of these requirements, and reports of academic dishonesty will be sent to the Office of Academic Affairs.

Connect Assignments (6% of Total Grade): Each Exam will have a set of Connect Assignments for the Chapters that will be covered on the associated Exam. One set of Connect Assignments will be 2% of your Total Grade. You must attempt at minimum one item in each Connect Assignment. I am only grading attempts, not how well you do on each assignment. Each Set of Connect Assignments is due by 11:59pm on the associated Exam's due date (i.e., by 11:59pm on the last day of the associated testing window). Connect Assignments are not available after the associated Testing Window is closed.

Please note: I do NOT accept late Connect Assignments!!!

Training Proposal Project: (20% of Total Grade)

- 1) Individual Sections of the Training Proposal Project will be due throughout the semester, with the due dates to be determined. In addition, please be on the lookout for Canvas Course Folder updates.
- 2) **The Final Due Date of the entire Training Proposal Project will be due by 11:59pm on Tuesday December 12, 2023** (uploaded to assignment by 11:59pm in a **PDF format**)

Your assignment is to **design a training program**. You will have several parts to this assignment due throughout the semester. For example, the first part of your assignment is to do a Needs Assessment of the organization and the job in question. Sections of the training program will be due throughout the semester. *Please Utilize either APA or MLA for papers and citations.*

The complete assignment will be due near the end of the semester. Further information regarding the project will be forthcoming.

Project Late Penalties: -5 points per late day. No late projects are accepted after 11:59pm Friday 12/15/23 because Final Grades are to be submitted by Tuesday (12/19/23) evening.

Discussions (5% of Total Grade)

There are five discussion boards associated with the assigned Training Project. Each discussion board is related to a section of the Training Project.

Please note: I do NOT accept late discussion boards!!!

Grading Scale

I reserve the right to use +/- for borderline grades and will determine what constitutes a borderline grade.

Grade	Percentage	GPA
A	90–100	4.0
A–		3.7
B+		3.3
B	80–89.99	3.0
B–		2.7
C+		2.3
C	70–79.99	2.0
C–		1.7
D+		1.3
D	60–69.99	1.0
D–		0.7
F	0–59.99	0

Feedback and Grading Timeline

Exams consist of multiple-choice questions and essay questions. Multiple Choice questions are automatically graded. Essay questions will be graded within 2-weeks of the associated testing window closing. Connect Assignments are 100% if one just attempts the assignment(s). About two days after the Exam Window closes, I will adjust the attempted Connect Assignment grades associated with that Exam Module to 100%. Once Exam Window closes, the associated Connect Assignments are not available for completion. **That is, late Connect Assignments are *not* accepted.** The Discussion Boards will be graded around a week after the due dates. The Training Project will be graded around a week after the due date and before final grades are submitted to the Registrar's Office.

If I am delayed in returning graded work, I will let you know through Canvas announcements or email.

How to Succeed in This Course

The course material consists of recorded chapter lectures, PowerPoints, Connect Assignments, and the Training Project. The recorded lectures, PowerPoints, and Connect Assignments are grouped into the associated Exam Module. At the beginning of the semester, you will be able to access all of the related lecture recordings, PowerPoints, Connect Assignments, the Training Proposal Project, and the Training-Project-Related Discussion Boards. The actual Exams will be available during the associated testing window in the Exam Module.

When studying for an exam, you must learn the Training & Development material associated with each chapter, including but not limited to the key terms, bolded and italicized words and concepts, theories, etc., as found in the e-book *Training & Development* (8e). This e-book is your textbook. You may access this e-book through the Connect LearnSmarts per chapter (i.e., the "smart" chapters provided by the publisher and accessed through Connect) and by accessing the e-book via your Connect student library (via Connect). You are expected to learn the concepts as well as recognize & apply this information on the exams, the discussion boards, and the training project. Traditional methods of studying are also helpful: outlining chapters, flashcards of key terms, concepts, etc., taking detailed notes while listening to the recorded lectures, etc. Also, learning through repetition and overlearning can be extremely helpful when studying for exams.

Class Policies

Taking Exams Early

If you have a conflict with scheduled test windows, you may take the test earlier than the scheduled test dates:

- **You are responsible for getting my approval!**
- **Arrangements with me can be made to take exams earlier than scheduled**, usually 1 or 2 days before. However, you must let me know during the first 2-3 days of this session if you need to take an exam. Please remember: if I do not know you need to take the Exam early, the Exam will not be available when you need it.

Participation Policies

Attendance Policies

- Present in class for online courses is determined by participating in an "academically related activity," i.e., submitting an assignment, assessment, or discussion forum posting. The last day of attendance is the last day a student academically participates in the online course.
- Documentation that a student has logged into an online class is insufficient to demonstrate academic attendance.

Expectations for Participation

- It is vitally important that our classroom environment promotes the respectful exchange of ideas. This entails being sensitive to the views and beliefs expressed during discussions, whether in class or online. Please speak with me before recording any class activity. It violates the University of Missouri policy to distribute such recordings without my authorization and the permission of others registered.
- I will not respond to each post but will be *monitoring each discussion*. **Please refer to the Course Schedule for any Online Discussion Board Due Dates.**

- Your success in this course depends heavily on your ability to communicate, engage, and participate in all course activities. Successful completion of this course requires that a student keep up with all assignments, coursework, and discussions. Timely participation in online discussions is an essential part of this course, and participation in these discussions and other activities as assigned is not optional. You are expected to prepare and post to discussions promptly, consistent with the requirements contained within the course syllabus.
- You must notify the instructor within that class module or discussion week if you cannot participate in the scheduled class activity or discussions. **An unexcused failure to engage or participate in the class will be counted as an absence; unexcused absences may result in failure.** The instructor reserves the right to make a judgment to accept and/or make-up assignments missed because of failed participation in the course activities.

Online Discussion Protocol

- Participation in the course should maintain a [positive work and learning environment](#), as outlined in the UM Collected Rules & Regulations, 330.080.
- Postings should be evenly distributed during the discussion week.
- Postings should be a minimum of three sentences, or one short paragraph, and a maximum of two paragraphs.
- Responses should be professionally written with proper punctuation, spelling, and grammar.
- Avoid short one-word postings, for instance, "I agree," unless accompanied by supporting statements from the readings or prior knowledge (work and life experience).
- Stay focused on the topic.
- Ask questions; challenge other postings that lack supporting evidence or present incorrect information.
- Encourage further discussion by building on current threads.
- Check your postings for responses from others and respond in kind.
- Use proper "[netiquette](#)."

Preferred Citation Format

Please Utilize APA or MLA formatting for papers and citations. See the [UMSL Libraries Guide on Citing Sources](#) for further assistance.

UMSL Support & Policies

Please select Support & Policies in your course navigation menu for additional details, plus links to UMSL campus resources.

Essential Semester Dates

See the [Fall 2023 Semester Calendar](#) for key dates

Academic Integrity

See the Student Conduct & Academic Integrity office website for the complete campus policy on [Academic Integrity](#).

- You are responsible for being attentive to and observant of University policies regarding academic honesty, as stated in the [University's Campus Policies](#) and [Code of Student Conduct](#) found in the UMSL Bulletin
- Academic dishonesty is a serious offense that may lead to [probation, suspension, or dismissal from the University](#). One form of academic dishonesty is plagiarism – using an author's ideas, statements, or approaches without crediting the source. Academic dishonesty also includes such acts as cheating by using any unauthorized sources of information, providing or receiving unauthorized assistance on any form of academic work, or engaging in any behavior expressly prohibited by the faculty member (e.g., copying someone else's answers on tests and quizzes). The unauthorized possession or distribution of academic materials is another type of academic misconduct. It includes the unauthorized use, selling, or purchasing of examinations or other literary work, using or stealing another student's work, unauthorized entry or use of the material in a computer file, and using information from or possessing exams that an instructor did not authorize for release to students. Falsification is an untruth, either verbal or written, in one's academic work. Facilitation is knowingly assisting another to commit an act of academic misconduct. **Plagiarism, cheating, and falsification are not acceptable.**
- All instances of academic dishonesty will be reported to the Office of Academic Affairs. , They will determine whether you will appear before the Student Conduct Committee for possible administrative sanctions such as dismissal from the university. The instructor will make an academic judgment about the student's Grade on that work in this course. The campus process regarding academic dishonesty is [described in the "Policies" section of the Academic Affairs website](#)
- Plagiarism (using another person's words or ideas without crediting that person) and cheating will not be tolerated. They may lead to failure on an assignment, class, and dismissal from the University, per the [UMSL academic dishonesty policy](#).
- Students are responsible for being attentive to and observant of campus policies about academic honesty, as stated in the [University's Student Conduct Code](#).

Access, Disability, and Communication

This University abides by Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA), which stipulate that no student shall be denied education benefits solely because of a disability. Disabilities covered by law may include but are not limited to learning disorders, attention deficit disorders, hearing loss, vision loss, or mobility impairments. If you have a disability that may impact your work in this class for which you may require accommodations, please contact the [Disability Access Services \(DAS\)](#) office as soon as possible. Information about your disability is confidential.

- 144 Millennium Student Center (MSC)
- Phone: (314) 516-6554

Video lectures in this course are closed captioned. PowerPoint slides are provided as a printable handout. If you need accessible versions of these slides, please contact me.

Additional UMSL Student Resources

See [UMSL Student Resources](#) for links to the following:

- MyGateway Student Portal
- Campus Calendar
- Triton Store
- Financial Aid
- Student Conduct Policy
- Health, Counseling, and Disability Access Services
- Diversity, Equity, and Inclusion
- Libraries
- Writing Center

Course Schedule

Please Note: Any changes to due dates will be communicated via Announcements. So please make sure you keep up with the announcements.

Modules	Readings	Due Dates	Testing Windows
Exam 1 Weeks 1 – 5: (8/21/23 – 9/23/23)	<ul style="list-style-type: none"> Chpt 1: Introduction to Employee Training and Development Chpt 2: Strategic Training Chpt 3: Needs Assessment Chpt 4 (part 1): Learning and Transfer of Training (1st Half) 	Connect Assignments (2% Grade) MUST be attempted by 11:59 pm Sat. 9/23/23	Testing Window: 12:00am Thursday (9/21/23) – 11:59pm Saturday (9/23/23)
Exam 2 Weeks 5 – 10: (9/24/23 – 10/28/23)	<ul style="list-style-type: none"> Chpt 4 (part 2): Learning and Transfer of Training (2nd Half) Chpt 5: Program Design Chpt 6: Training Evaluation Chpt 7: Traditional Training Methods 	Connect Assignments (2% Grade) MUST be attempted by 11:59 pm Sat. 10/28/23	Testing Window: 12:00am Thursday (10/26/23) – 11:59pm Sat. (10/28/23)

Exam 3 Weeks 11 – 15: (10/29/23 – 12/2/23)	<ul style="list-style-type: none"> • Chpt 8: Technology-Based Training Methods • Chpt 9: Employee Development and Career Management • Chpt 10: Social Responsibility: Legal Issues, Managing Diversity & Career Changes • Chpt 11: The Future of Training and Development 	Connect Assignments (2% Grade) MUST be attempted by 11:59 pm Sat. 12/2/23	Testing Window: 12:00am Thursday (11/30/23) – 11:59 pm Saturday (12/2/23)
Week 14 (11/19/23 – 11/25/23)	Thanksgiving Break	Thanksgiving Break	Thanksgiving Break
Training Project Weeks 1 – 16 (8/21/23 – 12/12/23)	All e-book Chapters are essential for the Training Project	Discussion Boards (DB) are due every 3 weeks by 11:59 pm Saturdays of Weeks 3, 6, 9, 12, and 15 <ul style="list-style-type: none"> • DB #1 is due 9/9/23 • DB #2 is due 9/30/23 • DB #3 is due 10/21/23 • DB #4 is due 11/11/23 • DB #5 is due 12/2/23 	Training Project: <ul style="list-style-type: none"> • Needs Assessment Draft is due by 11:59pm Saturday (10/14/23) • Entire Project, including the final Needs Assessment, is due by 11:59pm Tuesday (12/12/23) • No Papers accepted after 11:59pm Friday (12/15/23) • (-5 points per late day)