



MGMT 4342-600, Training and Development, Fall 2023, CRN: 10834
Department of Management and Marketing, College of Business

Course Syllabus

Class Modality: Online Synchronous (Attendance Required)
Class Meeting Time and Place: Online, Thurs, 11:00-1:45pm via WEBEX
WebEx: <https://tamusa.webex.com/meet/floy.waggoner>
Class Duration: Oct 17 – Dec 07
Instructor: Dr. F. Irene Waggoner
REMOTE
Tel: 210-744-1188
E-Mail: Irene.Waggoner@tamusa.edu
Student emails will receive a reply within two business days (usually sooner)
Course Website: <https://tamusa.blackboard.com/>
Office Hours: Monday, Wednesday: 1:00 – 5:00 pm

Catalog Course Description:

This course integrates training theory and application for the high performing organization. Students examine training systems, strategies and practices critical in driving high performing organizations. The training process is mapped and discussed within the overarching framework of designing and planning training activities to meet organizational needs that are both strategic and tactical. Prerequisites: Admitted to the College of Business and MGMT 3325.

Course Objectives:

The objective of the course is to provide a basic understanding of adult learning theory, training and development methodologies and application of this knowledge. The focus is on the practical aspects of training, and this course will provide guidelines to analyze problems and find solutions by Human Resources Development professionals.

Prerequisites: Admitted to the College of Business and MGMT 3325. Students who do not meet the pre-requisites must contact the instructor immediately.

Student Learning Outcomes:

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

1. Plan and conduct a training needs analysis
2. Determine strategies for training solutions
3. Evaluate training methods for organizational fit
4. Determine instructional objectives, plan, design, implementation, and evaluation

AACSB Assessment:

The College of Business is in the process of applying for AACSB accreditation. As part of that process, students will be assessed on program level outcomes based on course outcomes from various courses. The materials from this course may be used for assessing such program level outcomes, and hence students must follow the necessary rigor to ensure mastery and retention of the above course outcomes.

COVID-19: Due to the current pandemic environment, all university personnel (faculty, students and staff, etc.) are required to adhere to mandated procedures and guidelines as communicated through university communications.

Required Materials:

- **Textbook:** Noe, R. (2020). *Employee Training and Development, 9th ed.* ISBN: 978-1-265-75598-0.
- **Blackboard:** Connect to <http://tamusa.blackboard.com>. You will have lecture notes, quizzes, multimedia materials, and other supplementary materials in Blackboard. All class communications will be through BB announcements and your official school email (Jaguar), and students should monitor this several times a day.
- **Time:** You are expected to spend 4-8 hours per week for the course. Based on the background, some student may require more time. Time spent may be longer when assignments/exams are due.

Other Recommended / Reading Materials: Additional reading materials are available on the course website as recommended by the instructor.

Course Requirements every student must fulfill in order to succeed in course:

1. Students should check the Course Calendar, Announcements, and e-mail systems in Blackboard on a regular basis.
2. Students should keep current with all course assignments, quizzes, and examinations.
3. Students should ask questions and communicate with the instructor if needed.
4. For all classwork, exams, quizzes etc., if a student is completing it off-campus, then they are responsible for availability of internet connectivity. Extensions will not be granted for lack of availability of internet connections.
5. Students should remember that online courses assume greater responsibility and independent learning skills by the student for their own learning outcomes.

Grading Policy: The final course grade will be based on your performance on the quizzes, exams, and assignments using the following weights:

Student Presentations / Participation	20%
Discussion Boards	10%
Quizzes	30%
<u>Final project: paper/ presentation</u>	<u>40%</u>
Total	100%

The final letter grades will be assigned as follows: Above 90% ⇒ A; 80 – 89% ⇒ B; 70 – 79% ⇒ C; 60 – 69% ⇒ D; Below 60% ⇒ F.

Examinations and Quizzes: There will be weekly chapter quizzes consisting of conceptual multiple-choice questions and problem solving questions. The exam/quiz materials will come

from lecture notes, the text, and class discussions. Questions will emphasize understanding and applications of concepts and topics covered in class.

Final Project: Students will work as a consultant for the final semester project to assess and recommend solutions to a client's request for organization training and development. Using the organization's information and data, students will conduct needs assessments, develop a training plan, and recommend a method for evaluating success of training and development programs. Students will define and discuss system elements leading to the successful planning and development of the organization's learning system. A paper and video or narrated PowerPoint presentation will be due at the end of the semester (see calendar).

Class Discussion and Participation: Students are responsible for the materials covered in class. The course covers a lot of material and most students find at least some parts of it difficult. Class participation is highly encouraged as it makes the class more interesting and enhances the learning experience. Students are strongly encouraged to ask questions, participate in class discussions and problem solving, and contact the instructor in case of questions or concerns. Students are expected to read chapter content and be prepared to discuss each week. More credit will be given to students who speak up and turn their cameras on to engage with the class more.

The course is intensive and challenging and you are expected to master the materials. The structure of the class makes your individual study and preparation extremely important, and may vary considerably based on student background. However, a **minimum** of two hours of work is expected for every one hour of class period per week.

Make up and Late Assignment/exam/quiz policy:

As a general rule, make-ups or late submissions will NOT be offered or accepted for any missed assignments/exams/quizzes. Late submissions or make-ups may be accepted/administered only in extra-ordinary circumstances such as an excused official university activity, a severe illness, or a dire emergency. However, you must provide comprehensive documentation either before or within a few days of the missed assignment/quiz/exam.

Class conduct and civility code: Everyone in class is expected to follow all rules in the student handbook, as well as common courtesy during discussions online, including the following:

1. It is the students' responsibility to obtain and be able to use the required materials and software for this class.
2. Student must retain copies of all assignments and graded work for verification purposes and provide it to the instructor, if necessary. Keep own copies of all computer files and e-mails until final grade is received.
3. For any questions about the exams and assignments, a student should contact the instructor, well in advance of the day they are due, so the instructor may have enough time to provide feedback.
4. All communications will be via e-mail communications to the Texas A&M University e-mail account, and students are expected to use their school provided email account. The instructor will reply to a student e-mail messages and voice messages within 24 hours during week days (Monday-Friday).

5. All assignment submissions must be uploaded to Blackboard by the due date and time. Submission window may close or marked late, even if late by one second.

Anyone violating these policies may be subject to disciplinary actions.

Fall 2022 MGMT 4342-600 Class Schedule

The provisions and information set forth in the schedule below are intended to be informational and not contractual in nature. The instructor reserves the right to amend, alter, change, delete or modify the provisions of the schedule.

Week	Date	Chapter and Topic	All assignments are due SUNDAYS at 11:59pm
Synchronous class: Thursdays 11:00 am – 1:45 pm via WEBEX: https://tamusa.webex.com/meet/floy.waggoner			
1	10-19	Introduce class, review syllabus and assignments Ch 1 – Introduction to Employee Training and Development Discussion Board: Chapter 1	10/22
2	10-26	Ch 2 – Strategic Training Ch 3 – Needs Assessment Ch 4 – Learning and Transfer of Training Student Presentations (as scheduled) Quiz 1: Chapters 2, 3, 4 Discussion Boards: Chapter 2, 3, 4	10/29 10/29
3	11-02	Ch 5 – Program Design Ch 6 – Training Evaluation Student Presentations (as scheduled) Quiz 2: Chapters 5, 6 Discussion Boards: Chapter 5, 6	11/05 11/05
4	11-09	Ch 7 – Traditional Training Methods Ch 8 – Technology-Based Training Methods Ch 9 – Employee Development and Career Management Student Presentations (as scheduled) Quiz 3: Chapters 7, 8, 9 Discussion Boards: Chapter 7, 8, 9	11/12 11/12
5	11-16	Ch 10 – Social Responsibility: Legal Issues, Managing Diversity, and Career Challenges Student Presentations (as scheduled) Quiz 4: Chapters 10 Discussion Boards: Chapter 10	11/19 11/19
6	11-23	THANKSGIVING HOLIDAY	
7	11-30	Ch 11 – The Future of Training and Development Student Presentations (as scheduled) Quiz 5: Chapters 11	12/03

		Discussion Boards: Chapter 11	12/03
8	12/07	FINAL EXAMS SCHEDULED	
	12-07	END OF TERM: THURSDAY 12/07 Proposal Paper, Final Presentation Due	DUE: THURS 12/07
	12-19	Grades due – noon	

IMPORTANT POLICIES AND RESOURCES

Academic Accommodations for Persons with Disabilities: The Americans with Disabilities Act of 1990, as amended, and the Rehabilitation Act of 1973 are federal anti-discrimination statutes that provide comprehensive civil rights protection for individuals with disabilities. Title II of the ADA and Section 504 of the Rehabilitation Act require that students with disabilities be guaranteed equal access to the learning environment through the provision of reasonable and appropriate accommodations of their disability. If you have a disability that may require an accommodation, please contact Disability Support Services (DSS) for the coordination of services. The phone number for DSS is (210) 784-1335 and email is dss@tamusa.edu.

Academic Learning Center: All currently enrolled students at Texas A&M University-San Antonio can utilize the Academic Learning Center for subject-area tutoring. The Academic Learning Center is an appointment based center where appointments are made through the Navigate platform. Students access Navigate through Jagwire in the Student Services tab. The Center is active on campus outreaching to students to highlight services offered. You can contact the Academic Learning Center by emailing tutoring@tamusa.edu or calling (210)-784-1332. Appointments can also be made through JagWire under the services tab.

Counseling Resources: As a college student, there may be times when personal stressors interfere with your academic performance and/or negatively impact your daily functioning. If you or someone you know is experiencing life stressors, emotional difficulties, or mental health concerns at Texas A&M University – San Antonio, please contact the Student Counseling Center (SCC) located in Modular C, Room 166 (Rear entrance) or call 210-784-1331 between the hours of 8 a.m. and 5 p.m., Monday – Friday. After-hours crisis support is available by calling 210-784-1331. Please contact UPD at 911 if harm to self or harm to others is imminent.

All mental health services provided by the SCC are free, confidential (to the extent permitted by law), and are not part of a student’s academic or university record. SCC provides brief individual and group therapy, crisis intervention, consultation, case management, and prevention services. For more information, please visit www.tamusa.edu/studentcounseling

Emergency Preparedness: JagE Alert is Texas A&M University-San Antonio’s mass notification system. In the event of an emergency, such as inclement weather, students, staff, and faculty who are registered in JagE Alert, will have the option to receive a text message, email, and/or phone call with instructions and updates. To register or update your information visit: <https://tamusa.bbcportal.com/>.

More information about Emergency Preparedness and the Emergency Response Guide can be found here: <https://www.tamusa.edu/upd/index.html>.

Financial Aid and Verification of Attendance: According to the following federal regulation, 34 CFR 668.21: U.S. Department of Education (DoE) Title IV regulation, a student can only receive Title IV funds based on Title IV eligibility criteria which include class attendance. If Title IV funds are disbursed to ineligible students (including students who fail to begin attendance), the institution must return these funds to the U.S. DoE within 30 days of becoming aware that the student will not or has not begun attendance. Faculty will provide the Office of Financial Aid with an electronic notification if a student has not attended the first week of class. Any student receiving federal financial aid who does not attend the first week of class will have their aid terminated and returned to the DoE. Please note that any student who stops attending at any time during the semester may also need to return a portion of their federal aid.

Jaguar Writing Center: The Jaguar Writing Center provides writing support to graduate and undergraduate students in all three colleges. Writing tutors work with students to develop reading skills, prepare oral presentations, and plan, draft, and revise their written assignments. Students can schedule appointments with the Writing Center in JagWire under the student services tab. More information about what services we offer, how to make an appointment, and how to access your appointment can be found on our website at www.tamusa.edu/Writing-Center. The Writing Center can also be reached by emailing writingcenter@tamusa.edu.

Meeting Basic Needs: Any student who has difficulty affording groceries or accessing sufficient food to eat every day, or who lacks a safe and stable place to live, and believes this may affect their performance in the course, is urged to contact the Dean of Students (DOS@tamusa.edu) for support. In addition, you may notify the instructor if you are comfortable doing so.

Military Affairs: Veterans and active-duty military personnel are welcomed and encouraged to communicate, in advance if possible, about special circumstances (e.g., upcoming deployment, drill requirements, disability accommodations). You are also encouraged to visit the Patriots' Casa in-person, Room 202, or to contact the Office of Military Affairs with any questions at military@tamusa.edu or (210)784-1397.

Religious Observances: Texas A&M University-San Antonio recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holidays according to their tradition. Under A&M System policy, students are provided an opportunity to make up any examination, study, or work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes for regular session classes.

Respect for Diversity: We understand that our students represent diverse backgrounds and perspectives. When we are equity-minded, we are aware of differences and inequalities and are willing to discuss them so we can act to resolve them. The University is committed to building cultural competencies, or the attitudes, skills, and knowledge that enable individuals and organizations to acknowledge cultural differences and incorporate these differences in working with people from diverse cultures. Respecting and accepting people different than you is vital to your success in the classroom, on campus, and as a future professional in the global community. While working together to build this community we ask all members to:

- Share their unique experiences, values, and beliefs.
- Be open to the views of others.
- Honor the uniqueness of their colleagues.
- Value each other's opinions and communicate respectfully.
- Use this opportunity together to discuss ways in which we can create an inclusive environment in this course and across the A&M-San Antonio community.

The Six-Drop Rule: Students are subject to the requirements of Senate Bill (SB) 1231 passed by the Texas Legislature in 2007. SB 1231 limits students to a maximum of six (6) non-punitive course drops (i.e., courses a student chooses to drop) during their undergraduate careers. A non-punitive drop does not affect the student's GPA. However, course drops that exceed the maximum allowed by SB 1231 will be treated as "F" grades and will impact the student's GPA.

Statement of Harassment and Discrimination: Texas A&M University-San Antonio is committed to the fundamental principles of academic freedom, equality of opportunity, and human dignity. To fulfill its multiple missions as an institution of higher learning, A&M-San Antonio encourages a climate that values and nurtures collegiality, diversity, pluralism, and the uniqueness of the individual within our state, nation, and world. All decisions and actions involving students and employees should be based on applicable law and individual merit. Texas A&M University-San Antonio, in accordance with applicable federal and state law, prohibits discrimination, including harassment, on the basis of race, color, sex, religion, national origin, age, disability, genetic information, veteran status, sexual orientation, gender identity, or gender expression. Individuals who believe they have experienced harassment or discrimination prohibited by this statement are encouraged to contact the appropriate offices within their respective units.

Texas A&M University-San Antonio faculty are committed to helping create a safe learning environment for all students and for the university as a whole. If you have experienced any form of sex- or gender-based discrimination or harassment, including sexual assault, sexual harassment, domestic or dating violence, or stalking, know that help and support are available. A&M-San Antonio has staff members trained to support survivors in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The university strongly encourages all students to report any such incidents to the university. Please be aware that all A&M-San Antonio employees (other than those designated as confidential resources such as counselors and other healthcare providers) are required to report information about such discrimination and harassment to the university. This means that if you tell a faculty member about an incident of sexual harassment or sexual violence, or other related misconduct, the faculty member must share that information with the university's Title IX Coordinator. If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact the Student Counseling Center at (210) 784-1331, Modular C.

Students' Rights and Responsibilities: The purpose of the following statement is to enumerate the essential provisions of students' freedoms and responsibilities to learn at Texas A&M University-San Antonio. All students are required to follow all policies and regulations as set forth by The Texas A&M University System, including the A&M-San Antonio Student Code of Conduct.

Students' Rights

1. A student shall have the right to participate in a free exchange of ideas, and there shall be no university rule or procedure that in any way abridges the rights of freedom of speech, expression, petition, and peaceful assembly as set forth in the U.S. Constitution.
2. Each student shall have the right to participate in all areas and activities of the university, free from any form of discrimination, including harassment, on the basis of race, color, national or ethnic origin, religion, sex, disability, age, sexual orientation, gender identity, gender expression, genetic information, or veteran status in accordance with applicable federal and state laws.
3. A student has the right to personal privacy except as otherwise provided by law, and this will be observed by students and University authorities alike.
4. Each student subject to disciplinary action arising from violations of university student rules shall be assured a fundamentally fair process.

Students' Responsibilities

1. A student has the responsibility to respect the rights and property of others, including other students, the faculty and staff, and the administration.
2. A student has the responsibility to be fully acquainted and compliant with the University Student Rules found in the Student Handbook, Student Code of Conduct, on our website, and in the University Catalog.
3. A student has the responsibility to recognize that student actions reflect upon the individuals involved and upon the entire University community.
4. A student has the responsibility to recognize the University's obligation to provide a safe environment for learning.
5. A student has the responsibility to check their University email for any updates or official University notifications.
6. We expect that students will behave in a manner that is dignified, respectful, and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation, or disability. Behaviors that infringe on the rights of another individual will not be tolerated.

Violations of Academic Conduct (Section 14.5 Student Handbook)

As a member in an academic community, students at Texas A&M University-San Antonio are expected to exhibit a high level of honesty and integrity in their pursuit of higher education, be mature, be self-directed and be able to manage their own affairs. Students who are unwilling to abide by these basic expectations will find themselves facing academic and/or disciplinary sanctions. Students are expected to share in the responsibility and authority with faculty and staff to challenge and make known acts that violate the Texas A&M University-San Antonio Code of Conduct. For more information please visit the Office of Student Rights & Responsibilities website <https://www.tamusa.edu/student-rights-and-responsibilities/index.html>.

Students engaging in an act that violates the standards of academic integrity will find themselves facing academic and/or disciplinary sanctions. Academic misconduct is any act, or attempt, which gives an unfair advantage to the student. Additionally, any behavior specifically prohibited by a faculty member in the course syllabus or class discussion may be considered as

academic misconduct. Academic misconduct includes, but is not limited to, cheating, plagiarism, multiple submissions, collusion, lying and bribery. For more information, refer to the Student Code of Conduct, Article III: Conduct Rules and Regulations. Texas A&M University-San Antonio faculty has the discretion to impose grade penalties as deemed necessary.

Faculty members are required to report such serious breaches of academic honesty to their chair, their dean and the Office of Student Rights and Responsibilities. In cases of academic misconduct, students may be subject not only to grade sanctions in courses but to disciplinary action. Grade sanctions may be imposed only by faculty members, but suspension or expulsion may be imposed only by the Vice President for Student Affairs. If a student wishes to appeal the decision of suspension or expulsion due to violations of academic misconduct, they must initiate their appeal as outlined within the Student Code of Conduct. Extenuating circumstances may cause the University to deviate from the defined time frames.

All student term papers and other written assignments are subject to analysis by anti-plagiarism software. Posting of any class work given to student, or solutions, or discussion, on publicly accessible forums or on social media is not permissible.

Considering the potential consequences of academic misconduct, it is obviously in students' best interests to avoid even the appearance of such behavior. If a student is unclear whether a specific act might constitute academic misconduct, please she/he should contact the instructor for an assessment of the situation.

PLEASE NOTE: *MGMT 4342 assumes that all work submitted by students will be generated by the students themselves, working individually or in groups. Students should not have another person/entity do the writing of any portion of an assignment for them, which includes hiring a person or a company to write assignments and/or using artificial intelligence (AI) tools like ChatGPT. Use of any AI-generated content in this course qualifies as academic dishonesty and violates Texas A&M-San Antonio's standards of academic integrity.*

Key Dates

The complete academic calendar is available online:

<http://www.tamusa.edu/provost/academicresources/>

Fall 2023 Second 8 Week Session

February 27	Monday	First day for students to apply for graduation this term
March 27	Monday	Registration opens
September 1	Friday	Deadline for this term's graduation applicants to complete Change of Name and/or Change of Major form(s) at the Welcome Center
September 1	Friday	Last day for students to apply for graduation this term
September 4	Monday	First installment due for Deferred Payment Plan (4 and 5 payment plans)
September 4	Monday	Labor Day Holiday
September 21	Thursday	Graduation Application Fee payment deadline
October 2	Monday	Second installment due for Deferred Payment Plan (4 and 5 payment plans)
October 10	Tuesday	Tuition & fee payment deadline
October 13	Friday	Drop for non-payment
October 16	Monday	Last day for students withdrawing to receive 100% refund (0% responsibility) for tuition
October 17	Tuesday	First class day
October 23	Monday	Last day to register
October 24	Tuesday	Census Date
October 25	Wednesday	Drop for non-payment
November 1	Wednesday	Third installment due for Deferred Payment Plan (4 and 5 payment plans)
November 22	Wednesday	Study day - No classes
November 23-November 25	Thursday-Saturday	Thanksgiving Holiday - No classes
November 27	Monday	Last day to drop with an automatic grade of "W"
December 1	Friday	Fourth installment due for Deferred Payment Plan (5 payment plan only)
December 1	Friday	Last day to withdraw from the university
December 7	Thursday	Final examinations
December 7	Thursday	Last day of scheduled classes for weekday classes
December 15	Friday	End of term
December 19	Tuesday	All grades due by noon
December 22	Friday	Grades available in JagWire
December 23-January 1	Saturday-Monday	Winter Break