



HRIR 7164 (A01) (3.0 CH)
TRAINING & DEVELOPMENT
Summer 2011

INSTRUCTOR

Name:	Dr. Bob Kent	Office Location:	416 Drake
Phone:	770-2184 (cell)	Office Hours:	Tuesday & Thursday
Fax:	1-866-450-5932		5:00 – 6:00p or by appointment
Email:	DrBobKent@mansis.com	Class Time:	Tuesday & Thursday 6:15 – 9:30p

COURSE DESCRIPTION

This advanced graduate seminar provides an understanding of the training and development functions of Human Resource Management. The course focuses on how to design, implement, and evaluate a training program, and employee development and career management.

COURSE OBJECTIVES

The Course Objectives are to develop both knowledge and skills in human resource development. At the end of the course, students should have increased their knowledge about the training function, training processes, design considerations, alternative methods of instruction, implementation issues, and training evaluation.

COURSE MATERIAL

James W. Thacker and P. Nick Blanchard, *Effective Training*, Pearson Prentice Hall, 2006.

COURSE FORMAT

The seminar consists of 10 sessions, each scheduled for 3 hours and 15 minutes, including one term exam plus a final exam. Sessions will begin promptly at 6:15 p.m.

EXPECTATIONS

As a group, it is expected that a professional atmosphere will be maintained; this includes respectful discussion and humour, suitable use of technology (e.g. no emailing or browsing if you bring a computer to class, no use of cell phones, blackberry's, or MP3 players), and attention to class discussion (e.g. no side conversation while others are talking, no leaving and returning to the classroom while lecture/class discussion is taking place). You are expected to arrive on time for class and to come to class prepared.

If you have an unavoidable conflict, please make an effort not disturb your classmates by arriving late or leaving early or asking me to repeat any missed portion of the session.

Every class will require the participant's active participation. You should have completed the assigned readings and other preparation prior to class so that you may actively participate in class discussions. I will not "teach the text" but rather the subject matter.

Please let me know prior to 12:00 p.m. on each session day if you are going to be absent from the session so that I can be certain that your classmates do not suffer from your absence should I need to adjust arrangements for in-class exercises.

You are expected to hand in your assignments on the date due.

You are expected to write the examinations on the scheduled day, time, and location. All requests for rescheduling of mid-term and final exams are to be referred to Ewa Morphy, who will administer the Exam Rescheduling Application and related fee.

Students with disabilities that affect their ability to participate fully in class or to meet all course requirements should bring this to the attention of the professor during the first week of class so that appropriate accommodations can be made.

EVALUATION

You are expected to turn in assignments in hard copy by the beginning of class on the due date of the assignment as well as **ELECTRONICALLY BY EMAIL**. All assignments can be sent to DrBobKent@mansis.com and must contain your name and HRIR 7164 in e-mail subject line.

I will re-grade work that is appealed. Grading appeals must include a detailed written description of your concern and the reasons for why your mark should be changed. You should be aware that subsequent to a re-read, your grade might rise, stay the same, or drop.

ASSIGNMENTS (45%)

Throughout the semester, you will be given a number of written assignments that will require you to integrate the information provided in the readings and the classroom. These assignments will focus on the application of materials.

FINAL EXAM (30%)

The final examination will test your knowledge of the topics covered during the entire semester, but primarily the second half of the Course.

GRADING STRUCTURE

Evaluation Breakdown

Mid Term Examination 25%
Assignments 45%
Final Examination 30%

Grade Distribution

A+	90 – 100%
A	85 – 89%
B+	80 – 84%
B	75 – 79%
C+	70 – 74%
C	60 – 69%
D	50 – 59%
F	0 – 49%

SCHEDULE AND TOPICS

DATE	TOPICS AND ASSESSMENTS	REQUIRED READINGS AND IN-CLASS ACTIVITIES
May 17	Introduction	none
May 19	Learning Motivation and Performance	Chapters 1 and 2
May 24	Needs Analysis	Chapter 3
May 26	Training Design	Chapter 4
May 31	Traditional Training Methods	Chapter 5
June 2	Test #1, 25%; and Computer Based Training Methods	Chapter 6
June 7	Development and Implementation of Training	Chapter 7
June 9	Evaluation of Training	Chapter 8
June 14	Training in Canadian Organizations	Chapter 9
June 16	Management Development	Chapter 10
June 23	Test #2 - 30%	

Note: If any changes to the readings are required, they will be identified during the previous week. Additional readings may be passed out during class time. The Tentative Schedule may change.

ACADEMIC REGULATIONS

Students are encouraged to contact Disability Services at 474-6213 or the instructor should special arrangements need to be made to meet course requirements. For further information please visit http://umanitoba.ca/student/resource/disability_services/



ACADEMIC INTEGRITY

I.H. Asper School of Business, The University of Manitoba

It is critical to the reputation of the I. H. Asper School of Business and of our degrees that everyone associated with our faculty behaves with the highest academic integrity. As the faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Any dishonesty in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic dishonesty under the heading "Plagiarism and Cheating." Specifically, acts of academic dishonesty include, but are not limited to:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words
- duplicating a table, graph or diagram, in whole or in part, without referencing the source
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g., personal communications, ideas from a verbal presentation) without referencing the source
- copying the answers of another student in any test, examination, or take-home assignment
- providing answers to another student in any test, examination, or take-home assignment
- taking any unauthorized materials into an examination or term test (crib notes)
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination
- stealing or mutilating library materials
- accessing tests prior to the time and date of the sitting
- changing name or answer(s) on a test after that test has been graded and returned
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructors involved.

Many courses in the I. H. Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic dishonesty. Because of the unique nature of group projects, all group members should exercise special care to insure that the group project does not violate the policy on Academic Integrity. Should a violation occur, group members are jointly accountable unless the violation can be attributed to a specific individual(s).

Some courses, while not requiring group projects, encourage students to work together in groups (or at least do not prohibit it) before submitting individual assignments. Students are encouraged to discuss this issue as it relates to academic integrity with their instructor to avoid violating this policy.

In the I. H. Asper School of Business, all suspected cases of academic dishonesty involving a graduate student (i.e. MBA, MSc or PhD student) will be reported directly by the instructor to the Dean of the Faculty of Graduate Studies.



MEDICAL ABSENTEEISM FORM

I.H. Asper School of Business, The University of Manitoba

STUDENT IDENTIFICATION: (PLEASE PRINT CLEARLY)

_____	_____	_____	_____
Last Name	First Name	Middle Initial	U of M Student Identification Number
_____	_____		
Course #	Instructor Name		
_____	_____		
Student's Signature	Date		

TO BE COMPLETED BY THE ATTENDING PHYSICIAN: (after the above section is completed) (PLEASE PRINT CLEARLY)

_____	_____	_____
Physician's Last Name	Physician's First Name	Middle Initial
_____	_____	_____
Street Address	City, Province	Postal Code
_____	_____	_____
Telephone Number	Fax Number	
_____	_____	
<p>To the attention of the physician: Your evaluation of the student's condition is being used for the purpose of determining whether or not the student has a <u>valid reason</u> to miss an important <u>exam</u> or <u>assignment</u>. Your professional evaluation is necessary to ensure that only valid cases are excused.</p>		
<p>I certify that the nature of the student's condition is severe enough to prevent the student from taking an exam or completing an assignment. If requested, my associates or I will verify for the above named instructor/administrator that this information is accurate.</p>		
<p>The student's condition will likely span the following dates:</p>		
_____	until	_____
(Indicate start date)		(Indicate end date)
_____	_____	
Physician's Signature	Date	

NOTES TO PHYSICIAN:

- Please make a note in the student/patient's file indicating that the student has given the above named instructor/administrator permission to verify with you, your staff, or your colleagues, that the information contained on this form is correct. Thank you for your professional evaluation of this student's condition.
- **PLEASE ATTACH THIS FORM TO YOUR REGULAR OFFICE STATIONERY THAT INDICATES THE STUDENT VISITED YOUR OFFICE.**

NOTES TO STUDENT:

- The use of this form is at the option of the student. However, in order to obtain an excused absence for an assignment or exam the student must obtain a doctor's certification that the student's condition is severe enough to prevent the student from taking the exam or completing the assignment.
- It is NOT SUFFICIENT to provide a note that only indicates the student visited the doctor's office.



Robert H. (Bob) Kent

Instructor

Department: Business Administration

Areas of Research Interest: Performance Management, Organizational Change, HR Insourcing, and Management Training & Development

Since 1978 through his management consulting company, Bob has been researching and developing systems and procedures to facilitate effective human resource management in a wide range of organizations and industries. Related to his research and development, Bob has published several texts and dozens of articles on subjects including Management Training & Development, Organizational Change, Performance Management, Employee Performance Problem-Solving and the Principles and Practices of Managing People.

Areas of Teaching Interest: Performance Management, Organizational Change, Human Resource Management and Organizational Behavior.

Dr. Kent has taught many management programs for the University of Manitoba since 1975 in the faculties of Commerce and Management (now the Asper School of Business), Medicine and Continuing Education. He earned a Ph.D. in Organizational Behaviour from the University of British Columbia in 1975. He also obtained a B.Sc. in Mathematics and an MBA from the University of Manitoba. Bob has also served on the Board of Directors of several professional organizations including the Canadian Association of Management Consultants, and the Institute of Certified Management Consultants of Manitoba.

Bob is the President of The Mansis Development Corporation, and through the Mansis HR Insourcing Division, he has also functioned as the HR Manager/Director of six different organizations over the past 9 years, implementing and managing the HR function. He also coaches and consults with senior management on their HR issues, and conducts dozens of public and private workshops and conferences annually.