

COURSE CODE: BUAD 247

COURSE TITLE: Training and Development

Calendar Description

This course provides an in-depth study of training and development. Topics include legislation, needs analysis, program development, cost/benefit analysis, and principles of discipline and discharge. *(Also offered by Distance Education).*

Prerequisite(s): BUAD 269

Co-requisite(s): None

Prerequisite For: None

Substitutable Courses: None

Graduation Requirement: Elective

Transfer Credit: None

Special Notes: Students who have received credit for BUAD 271 cannot take BUAD 247 for further credit.

Credits: 3

Hours per Week: 3

Originally Developed: November 2012

EDCO Approval: November 2013

CHAIR'S APPROVAL:



Learning Outcomes

Outcome	Upon completion of this course students will be able to:
1	Describe the systems used by organizations to create and distribute new knowledge.
2	Discuss the major types of training programs provided by organizations.
3	Determine if training is the best solution for a performance problem.
4	Develop measurable training objectives that flow from organizational objectives.
5	Produce a blueprint for designing training and development programs.
6	Select from various on-the-job and off-the-job training methods to meet training objectives.
7	Plan for the transfer of knowledge, skills, and abilities from the classroom to the job.
8	Assess the effectiveness of training and development interventions.
9	Conduct a cost benefit analysis for training programs.
10	Explain the similarities and differences between employee training and management development.

Course Objectives

Objectives	This course will cover the following content:
1	The training and development process
2	What learning in organizations look like
3	What learning is and how individuals learn
4	How to analyze learning needs
5	How to design appropriate learning
6	On and off the job training methods
7	What technology-based training methods entail
8	Various ways to deliver training
9	Effective transfer of training
10	Reasons for, and ways to, evaluate training
11	Costs and benefits of training programs
12	Different kinds of training programs available for different purposes
13	Development of management
14	Future of training and development

Professors

Name	Phone Number	Office	Email
Dr. Susan Thomas (Course Captain)	4097	B137	stthomas@okanagan.bc.ca

Evaluation Procedure

Training Manual – Group work	15 %
Mid-term Exam	20 %
Micro-Training (presentation) – individual work	20 %
Quizzes in Moodle	10 %
Final Exam	35 %
Total	100 %

What is the acceptable and approved use of Artificial Intelligence (AI) in this course?

Generative AI tools are not permitted unless explicitly stated otherwise

The use of generative artificial intelligence tools is strictly prohibited in all course assignments unless explicitly stated otherwise by the instructor in this course. This includes ChatGPT and other artificial intelligence tools and programs. Whenever generative AI tools are permitted and used, they must be appropriately cited. (See [How to cite ChatGPT \(apa.org\)](#))

Required Materials

Saks, A.M. & Haccoun, R.R. (2019). *Managing Performance Through Training and Development*, 9th ed. Scarborough, ON: Nelson Thomson Learning. ISBN: 9781778773570

Students may use interactive e-text that does not require a join code.

Hard copies of used textbooks (8th Canadian edition) are also acceptable.

For digital textbook see instructions on course moodle or campus store for the link.

Notes

Students must earn half of all available marks on the exams to achieve a passing grade in the course.

Training manual is group work. Marks will be impacted by peer feedback.

Written and oral communication skills are integral part of this course

Attendance at exams is mandatory. Inability to attend must be supported by legitimate reasons with supportive documentation.

Course Schedule

(Subject to change at the discretion of the professor)

Date	Topic	Textbook	Deadlines/ Deliverables
2026 Week of:	Mon, Jan 5 - Classes begin Fri, Jan 16 - Last day to register for a course and to receive a refund for course drop Mon, Feb 16 - Statutory Holiday (no classes) Tue, Feb 17 - Fri, Feb 20 - Mid-semester study break (no classes) Fri, Mar 6 - Last day to withdraw from a course without academic penalty Fri, Apr 3 & Mon, Apr 6 - Statutory Holiday (no classes) Fri, Apr 10 - Last day of regularly scheduled classes Mon, Apr 13 - Wed, Apr 22 - Final exam period - see policy.	Chapter(s):	
Jan 6 & 8th	1 Introduction to Course Overview Team Project & Micro Training VARK	Ch 1	Students fill up 'Getting to know you' in Moodle
13 & 15	2 The Training and Development Process Training Programs	Ch 1 Ch 12	Teams are formed Team Project Discussion- KPIs & team expectations formed (Appendix 1)
20 & 22	3 The Needs-Analysis Process Training Design	Ch 3 Ch 4	Teams are finalized and project proposal (training manual) due Jan 24
27 & 29	4 Learning and Motivation	Ch 2	Team Project (training manual) Discussion
Feb 3 & 5	5 Technology-Based Training Methods	Ch 7	Practice virtual training Review Micro Training proposal
10 & 12	6 Management and Leadership Development Mid Term Exam	Ch 13	Guest Speaker Mid Term Feb 12 th , (Ch 1, 2, 3, 4, 12, 13)
17 & 19	7 Mid-semester break (no classes)		
24 & 26	8 Training Delivery	Ch 8	
March 3 & 5	9 Off-the-Job Training Methods	Ch 5	Micro Training presentation & Training Plan due March 6th
10 & 12	10 On-the-Job Training Methods Guest Speaker (TBA)	Ch 6	
17 & 19	11 Transfer of Training	Ch 9	
24 & 26	12 Training Evaluation	Ch 10	Project Due, March 27th. Team feedback/appraisal due
31 & April 2	13 The Costs and Benefits of Training Programs	Ch 11	
7 & 9	14 Training Trends and Best Practices Exam review	Ch 14	
	15 Final Exam Period (Tues, April 13th - Tues, April 22)		Final Exams: Chapters 5, 6, 7, 8, 9, 10, 11 & 14)

The School of Business promotes core skills across the curriculum. These skills include reading, written and oral communications, computers, small business, and academic standards of ethics, honesty and integrity.

Student Conduct

What is the Disruption of Instructional Activities?

At Okanagan College (OC), disruption of instructional activities includes student “conduct which interferes with examinations, lectures, seminars, tutorials, group meetings, other related activities, and with students using the study facilities of OC”, as well as conduct that leads to property damage, assault, discrimination, harassment and fraud. Penalties for disruption of instructional activities include a range of sanctions from a warning and/or a failing grade on an assignment, examination or course to suspension from OC.

Academic Honesty: Students have a responsibility to read the [OC Academic Integrity Policy](#).

What is Cheating?

“Cheating includes but is not limited to dishonest or attempted dishonest conduct during tests or examinations in which the use is made of books, notes, diagrams or other aids excluding those authorized by the examiner. It includes communicating with others for the purpose of obtaining information, copying from the work of others and purposely exposing or conveying information to other students who are taking the test or examination.”

Students must submit independently written work. Students may not write joint or collaborative assignments with other students unless the instructor approves it in advance as a group/team project. Students who share their work with other students are equally involved in cheating.

What is Plagiarism?

Plagiarism is defined as “the presentation of another person’s work or ideas without proper or complete acknowledgement.” It is the serious academic offence of reproducing someone else’s work, including words, ideas and media, without permission for course credit towards a certificate, diploma, degree and/or professional designation. The defining characteristic is that the work is not yours.

“Intentional plagiarism is the deliberate presentation of another’s work or ideas as one’s own.” Intentional plagiarism can be a copy of material from a journal article, a book chapter, data from the Internet, another student, work submitted for credit in another course or from other sources.” “Unintentional plagiarism is the inadvertent presentation of another’s work or ideas without proper acknowledgement because of poor or inadequate practices. Unintentional plagiarism is a failure of scholarship; intentional plagiarism is an act of deceit.”

What are the Students’ Responsibilities to Avoid Plagiarism?

Students must acknowledge the sources of information used on all their assignments. This usually involves putting the authors’ name and the year of publication in parentheses after the sentence in which you used the material, then at the end of your paper, writing out the complete references in a Reference section.

“Students are responsible for learning and applying the proper scholarly practices for acknowledging the work and ideas of others. Students who are unsure of what constitutes plagiarism should refer to the UBC publication “*Plagiarism Avoided; Taking Responsibility for your Work*”. This guide is available in OC bookstores and libraries.

Students are expected to understand research and writing techniques and documentation styles. The School of Business requires the use of the APA or MLA style but suggests that students cite references using the APA guidelines (see Publication Manual of the American Psychological Association, 6th edition (2009)). A copy of the APA manual is available in the reference section and available for circulation from OC libraries. The library website has access to these two major citing styles.

What are the Penalties for Plagiarism and Cheating?

The Okanagan School of Business does not tolerate plagiarism or cheating. All professors actively check for plagiarism and cheating and the Okanagan School of Business subscribes to an electronic plagiarism detection service. All incidents of plagiarism or cheating are reported and result in a formal letter of reprimand outlining the nature of the infraction, the evidence and the penalty. The Dean of the School of Business and the Registrar record and monitor all instances of plagiarism and cheating. Penalties for plagiarism and cheating reflect the seriousness and circumstances of the offence and the range of penalties includes suspension from OC.

Last Updated: April 7, 2025 (New Academic Integrity Policy Link)