Principles of Employee Development (GBU 330)  
Fall 2018

Course Title: Principles of Employee Development  
Number/Section: GBU 330-500

Instructor: Dr. Ashley Hall  
Email: Brightspace email (hallaa@sfasu.edu only if Brightspace is unavailable)  
Phone: (936) 468-2968 (Answered during campus office hours. If I don’t answer, please send me an email.)  
Office: McGee Business Building, 229J  
Department: Business Communication and Legal Studies

Office Hours:

Monday 10 a.m. – 12 p.m. (office)  
Tuesday 9:30 – 11:30 a.m. (office); 1:30 – 2:30 p.m. (online)  
Wednesday 10 a.m. – 12 p.m. (office); 6:30 – 8:30 p.m. (online)  
Thursday 9 – 10 a.m. (online)

Other times by appointment – Email me at least 24 hours in advance to schedule an appointment. Virtual appointments via Zoom are available upon request.

Class Time and Place: This is a fully online course. Brightspace is the learning management system. Technical support is available at 936-468-1919.

Catalog Description:  
Principles of Employee Development (GBU 330) – Study of employee development principles, theories, and activities designed by an organization that provides its employees with the necessary skills to meet job demands of the present and future. Prerequisites: Junior or senior standing, or permission from the department chair.

Required Text:

Employee Training & Development, 7th edition  
Raymond A. Noe  
ISBN: 0078112850
Required Software:
- All written documents and assignments that are submitted must be Microsoft Word documents. Assignments submitted in Pages, Microsoft Works, WordPerfect, graphics, or zipped files will not be accepted and your score on those assignments will be a 0.
- You will also need software to view and create PowerPoint slides. As an SFA student, you have access to Office 365 through mySFA. For additional information, please visit http://www.sfasu.edu/mysfa/o365/student/productivity-apps/
- You will need to download Adobe Acrobat Reader.
- A webcam or video recording device will be needed to complete presentations.

Course Procedures:
You will need reliable Internet access to complete this online course. Visit Brightspace, SFA’s learning management system, at d2l.sfasu.edu regularly to keep up with assignments, contact the instructor, and receive information for your success in the course. All electronic communication from the instructor will be through Brightspace, and it is the student’s responsibility to check Brightspace regularly for instructions and emails.

**Important:** Brightspace email is internal, meaning that messages cannot be sent or received from outside Brightspace. Do NOT try to email someone by typing in their @sfasu.edu or @jacks.sfasu.edu email address in Brightspace. It will not work and you may or may not receive an error message/send failure notice. Use the Brightspace address book to email your instructor/classmates within Brightspace.

Course Description:
Study of systematic and planned activities designed by an organization to provide its employees with the necessary skills to meet the job demands of the present and future: training, learning, and development of employees; conducting needs assessments and task analyses; designing, implementing, and evaluating training programs; process of career and organizational development.

Program Learning Outcomes:
Program learning outcomes define the knowledge, skills, and abilities students are expected to demonstrate upon completion of an academic program. These learning outcomes are regularly assessed to determine student learning and to evaluate overall program effectiveness. Program learning outcomes for the BBA in Business Communication and Corporate Education include:
- Summarize and apply communication theory and trends
- Summarize and apply human resource development theory and trends
- Demonstrate training solutions that provide for the development of
employees to improve performance
- Successfully engage students within culturally diverse environments to assist in leveraging their personal strengths to maximize their influence
- Implement and incorporate excellent speaking, writing, and editing skills into all facets of business communication
- Demonstrate the ability to think strategically, and gain a global perspective on communications and employee development
- Apply effective leadership skills for the digital world

Student Learning Outcomes:
Upon successful completion of this course, the student should be able to:
1. Demonstrate knowledge of the foundational principles of employee development in terms of theory, research, and practice.
2. Communicate through written and oral presentations research findings and best practices in the field of employee development.
3. Utilize principles of critical thinking, problem solving, and technical proficiency in the explication and development of definitions of employee development.
4. Explore training and development within the context of employee development practice and research.
5. Conduct an organizational training needs assessment.
6. Explore alternative training experiences.
7. Articulate the implications of various approaches to training and development.
8. Design an instructional opportunity.

Course Requirements:
This course will require research, writing, and oral presentation skills. In addition to writing assignments and projects, you will complete discussion posts, quizzes, and tests throughout the semester. Refer to the Assignment Information content folder in Brightspace for an explanation of all major assignments and projects.

Participation:
In this class, you will work individually and in a small group for discussions. The number of group members will depend on class enrollment.

Presentations:
You will be required to make video presentations in YouSeeU to accompany slide presentations. You must have access to a video recorder, such as a computer webcam, for recording.

Course Methodologies:
The following methods may be used in the course:
- Oral presentation with visual aids
- Team assignments
Individual assignments
- Quizzes
- Exams

Course Calendar:
The tentative schedule appears at the end of this syllabus. Students will be notified of any changes via Brightspace course announcements.

Quizzes and Exams:
All quizzes and exams in this class will be administered online through Brightspace. All material covered in the assigned readings (from the textbooks and Brightspace) may be the subject of questions on the quizzes/exams. Each quiz/exam closes at the time noted in the syllabus. Quizzes or exams not completed by the deadline will receive zero (0) points. Missed quizzes or exams will only be excused and allowed to be made up for university-excused absences or for extreme emergencies that justify missing it. **What constitutes an extreme emergency is within the discretion of the instructor. Note that I am not very lenient with this policy due to the fact that the quiz/exam windows are quite long.** Thus, if you have any expectation that you have some medical or other issue that might conflict with a quiz or exam, make sure you take the quiz/exam early in the time window and do not wait until the last minute.

Proctoring:
The Midterm Exam must be proctored using either ProctorU (virtual proctoring) or the College of Business Testing Center (face-to-face proctoring). **Any student who takes this exam through Brightspace without utilizing a proctor pursuant to the rules set forth in this syllabus will receive a grade of 0 (zero) on the exam!**

There are two proctoring options for this exam:

1. The College of Business has set up a computer lab in the business building as a “testing center” for online students. You will be required to present your student ID to check into the testing center, and the testing center will have computers set up for you to take the exam. Further details on the testing center hours and instructions for utilizing it will be uploaded to Brightspace.

2. If you cannot come to the testing center to take your exam, you can arrange to have your exam proctored online utilizing the service ProctorU. The proctoring fee is paid by the university if the exam is scheduled at least 72 hours in advance. If you try to schedule your exam with 72 hours of taking it, you will have to pay the proctoring fee.

ProctorU is an online proctoring service using live proctors and allows you to take an online exam while being proctored by a live person at a remote location. Taking an
exam through ProctorU requires that you have a functioning webcam and microphone. In addition, you will need a reflective surface, such as a hand mirror, CD, or DVD to make sure there is no material (such as sticky notes) on the monitor. You will also need access to a desktop or laptop computer. Tablets, smartphones, Chromebooks, and other mobile devices are not supported at this time.

If you elect to use ProctorU to take this exam, please note the following:

- It is your responsibility to schedule your exam and abide by all rules for bringing only appropriate materials into your testing area. You will need to provide photo identification to your proctor prior to taking your exam. Appropriate identification includes: driver’s license, SFA student ID, passport, or other government-issued photo identification.
- When you schedule your exam, be sure to take into account that verifying your identity and validating the integrity of your testing area will take a few minutes. Thus, you must schedule your proctoring appointment for a time at least 30 minutes before the exam is set to expire to ensure that you can go through the set up process in time to begin the exam in the allotted time.
- Before scheduling your exam, you need to ensure your computer is compatible with ProctorU’s software.
- In the weeks/months before your exam, follow these steps to learn how ProctorU works and how to schedule an exam.
  - Visit ProctorU - How It Works for an overview of how ProctorU works.
  - Go to Test My Computer to test out your computer to see if everything such as your webcam, microphone, bandwidth, etc. meet the requirements for ProctorU.
  - You can also visit Technical Specifications for Using ProctorU to see required specifications. Note: Google Chrome is the best browser to use when taking an exam with ProctorU.
  - Additional specific information is available at ProctorU.com.

**Final Exam:**
The final exam is mandatory and comprehensive. It is open notes and open book. The exam will be available in Brightspace from Saturday, December 8, until 11:59 p.m. on Monday, December 10, 2018.

**Grading Policy:**
There are multiple opportunities to earn points in the course. To earn an A, you must accrue at least 895 points out of 1,000 possible points. Grades can be accessed through Brightspace. You should check your posted grades often and email any questions. To compute your current grade at any point in the semester, add up all the points you have earned and divide by the total points possible at that time in the semester.
You must check your grades prior to the final exam and email your instructor with any questions. Unless you email prior to this time, you indicate that you are in agreement with the grades posted. This means you need to check for ERRORS (for example, a missing grade for an assignment that you think you completed on time). This does NOT mean asking for assignments to be accepted late or for extra credit opportunities to make up for missed deadlines.

**Grading Scale:**

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<thead>
<tr>
<th>Grade</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>895 – 1,000</td>
</tr>
<tr>
<td>B</td>
<td>795 – 894</td>
</tr>
<tr>
<td>C</td>
<td>695 – 794</td>
</tr>
<tr>
<td>D</td>
<td>595 – 694</td>
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<tr>
<td>F</td>
<td>594 or below</td>
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</tbody>
</table>

**Assignment**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
<th>Percentage of Final Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exams</td>
<td>350</td>
<td>35%</td>
</tr>
<tr>
<td>Interview Project</td>
<td>155</td>
<td>15.5%</td>
</tr>
<tr>
<td>Self-Directed Learning Project</td>
<td>185</td>
<td>18.5%</td>
</tr>
<tr>
<td>Discussions</td>
<td>120</td>
<td>12%</td>
</tr>
<tr>
<td>Quizzes &amp; Other Assignments</td>
<td>190</td>
<td>19%</td>
</tr>
</tbody>
</table>

**Online Attendance:**
This is an online course. There are, however, specific deadlines. Students are expected to log in to the course on a regular basis and be a contributing member to the class. Feel free to work ahead so that you are not scrambling to submit work at the last minute. **It is your responsibility to look at the assignment and ask questions prior to the night the work is due.** If you wait to ask questions, you may or may not receive a response in time to submit the assignment by the deadline.

**Communication:**
The primary contact method will be by email through Brightspace. You should check your email for this class regularly (at least once per day during the week). I make every attempt to respond to students in a reasonable amount of time. Just as I tell you that you should check your email at least once a day, I will do likewise. My policy is to answer emails within 48 hours. You can usually expect to receive a response within 24 hours; however, please remember that I am not on call 24 hours a day. If you wait until shortly before assignments are due to address questions to me on the assignment, you may or may not get an answer before the deadline arrives.

**Academic Integrity:**
Unless designated a group assignment, all work is to be individual work and collaboration with other students or individuals is not allowed. Collaborating with others on the quizzes or exams is considered cheating and a violation of SFA’s academic dishonesty policy, which will result in appropriate consequences.
All work submitted in this course must be completed by you, this semester, for this section of the course. You cannot “recycle” any work from other courses you have taken (here or elsewhere) or any previous time you may have attempted this course. If it is discovered that you have turned in any part of an individual or team assignment from a previous semester/course, you will receive a zero (0) for the assignment. Assignments will be subject to TurnItIn verification when submitted to the Brightspace dropbox.

**Student Academic Dishonesty (University Policy 4.1)**

Abiding by university policy on academic integrity is a responsibility of all university faculty and students.

**Definition of Academic Dishonesty**

Academic dishonesty includes both cheating and plagiarism. Cheating includes, but is not limited to (1) using or attempting to use unauthorized materials on any assignment or exam; (2) falsifying or inventing of any information, including citations, on an assigned exercise; and/or (3) helping or attempting to help another in an act of cheating or plagiarism. Plagiarism is presenting the words or ideas of another person as if they were one’s own. Examples of plagiarism include, but are not limited to (1) submitting an assignment as if it were one’s own work when is at least partly the work of another person; (2) submitting a work that has been purchased or otherwise obtained from the Internet or another source; and/or (3) incorporating the words or ideas of an author into one's paper without giving the author credit. Penalties may include, but are not limited to reprimand, no credit for the assignment or exam, re-submission of the work, make-up exam, failure of the course, or expulsion from the university. Please read the complete policy at [http://www.sfasu.edu/policies/4.1-student-academic-dishonesty.pdf](http://www.sfasu.edu/policies/4.1-student-academic-dishonesty.pdf)

**Withheld Grades – Course Grades (University Policy 5.5)**

At the discretion of the instructor of record and with the approval of the academic unit head, a grade of WH will be assigned only if the student cannot complete the course work because of unavoidable circumstances. Students must complete the work within one calendar year from the end of the semester in which they receive a WH, or the grade automatically becomes an F, except as allowed through policy related to active military service. If students register for the same course in future semesters, the WH will automatically become an F and will be counted as a repeated course for the purpose of computing the grade point average. Please refer to the complete policy at [http://www.sfasu.edu/policies/5.5_course-grades.pdf](http://www.sfasu.edu/policies/5.5_course-grades.pdf)

**Students with Disabilities**

To obtain disability related accommodations, alternate formats and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Room 325
in the Human Services Building, 468-3004/468-1004 (TDD) as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. Failure to request services in a timely manner may delay your accommodations. For additional information, go to http://www.sfasu.edu/disabilityservices/.

**Student Conduct (University Policy 10.4)**

Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program (see the full Student Conduct Code at http://www.sfasu.edu/policies/student-code-of-conduct-10.4.pdf). Unacceptable or disruptive behavior will not be tolerated. Students who disrupt the learning environment may be asked to leave class and may be subject to judicial, academic, or other penalties. This prohibition applies to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc. The instructor shall have full discretion over what behavior is appropriate/inappropriate in the classroom. Students who do not attend class regularly or who perform poorly on class projects/exams may be referred to the iCare Early Alert Program. This program provides students with recommendations for resources or other assistance that is available to help SFA students succeed.

**Other Policies/Procedures**

**Professional Courtesy:** This class will be conducted in a professional manner. This means 1) submit work on time - no excuses, 2) avoid profanity and/or offensive language in your communication, and 3) participate fully and courteously with your team members. In regards to courtesy to others in the class and on your team, do not send harassing emails, texts, or messages using offensive language. Such communication may result in a reduction of the sender’s grade.

**Submission Policy:** All assignments and projects are to be turned in on time by the due date and must be submitted in the file format designated in the assignment (i.e. Word document, pdf file, PowerPoint, etc.) Assignments are to be submitted by uploading prior to the ending time indicated on the assignment.

**Late Pass:** You are allowed one late assignment (not an exam) during the semester. If you would like to use your late pass on a missed assignment, you must send Dr. Hall an email via Brightspace with the subject line “Using My Late Pass” within 24 hours of the missed deadline. If approved, this will grant you a 48 hour extension on the assignment without a grade penalty. Other than this one late assignment, late work will NOT be accepted without a documented excuse. Once your late pass is used, it’s used. You cannot later decide you’d like to use the late pass on an assignment worth more points. Use it wisely. If you don’t use your late pass, 10 bonus points will be awarded at the end of the semester.
DO NOT make the mistake of submitting a file with the file extension .lnk or a file with the document name beginning with a $ replacing the first letter of the file name. Look at the file name you have uploaded. If it has either of these problems you need to delete the file you have uploaded and upload again. The .lnk usually occurs when you have placed a link to a file on your desktop and uploaded from there. The $ in front of the file name usually means you have the file open and instead of choosing the file, you have chosen the temporary file. In either case, the file will not open when submitted meaning I will have nothing to grade, and you will receive a zero.

All writing assignments will be graded on both content and mechanics. Your work is a representation of you, and soon to be of the company for which you will be working. You need to avoid spelling, punctuation, and grammar errors in your writing in order to project a professional skill level. Therefore, these aspects will be included along with the content when determining your grade on each assignment.

Make-up Policy: Since all of the work is available online, not many excuses will be accepted. If you are on school business, arrangements should be made before the missed deadline.

A grade of zero (0) will be assigned for missed work, except in the following situations:

• Serious illness verified by a doctor’s note with a statement of inability to submit work online
• Personal or family emergency (documented appropriately)
• Official school business (with documentation from the appropriate campus representative)

The student must provide documentation for the excused absence. Notes from the school’s Health Clinic must specifically state that the student is unable to complete online work that day to be considered an excused absence.

Missed quizzes or exams will only be excused and allowed to be made up for university-excused absences or for extreme emergencies that justify missing it. What constitutes an extreme emergency is within the discretion of the instructor. Note that I am not very lenient with this policy due to the fact that the quiz/exam windows are quite long. Thus, if you have any expectation that you have some medical or other issue that might conflict with a quiz or exam, make sure you take the quiz/exam early in the time window and do not wait until the last minute. In

In case of an extreme emergency that prevents you from taking an exam, contact me before the scheduled examination if at all possible. If it is not possible, contact me as soon as possible after the emergency is resolved. Failure to do so may result in an examination grade of zero.

Please see your General Bulletin for a further explanation of excused absences.
Makeup exams for non-excused absences will be determined at the sole discretion of the instructor.

**Cheating and Plagiarism:** An assignment where plagiarism exists will receive a zero. See the SFA website for the university policy on cheating and plagiarism. All incidents will be reported to the Dean of the College of Business.

**Technology Requirements:** It is your responsibility to acquire a consistent, stable, dependable computer and Internet connection with which to complete the assignments for the course by the deadlines indicated on the Course Schedule. It is not the responsibility of the instructor to provide additional time for assignments or exams or an alternative means of completing the course due to technological issues on your part. Plan ahead!

This syllabus represents a “best” plan for the course; but, as with most plans, it is subject to change. Any necessary changes in this syllabus will be announced via Brightspace.
**GBU 330 – Tentative Course Schedule**

* This is a tentative schedule that is subject to change at the discretion of the instructor.

<table>
<thead>
<tr>
<th>Module 1</th>
<th>Readings</th>
<th>Assignments</th>
<th>Deadlines</th>
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</table>
|          | • Course Information  
          • Brightspace Lessons | • Syllabus Quiz  
          • Introduction Video – YouSeeU | 9/4 |

<table>
<thead>
<tr>
<th>Module 2</th>
<th>Readings</th>
<th>Assignments</th>
<th>Deadlines</th>
</tr>
</thead>
</table>
|          | • Noe Chapter 1 – Introduction to Employee Training and Development  
          • Noe Chapter 9 – Employee Development and Career Management  
          • Brightspace Lessons | • Small Group Discussion 1*  
          • Submit topic and deliverable for self-directed learning project  
          • Submit name/info of the person you will interview | 9/18 |

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<thead>
<tr>
<th>Module 3</th>
<th>Readings</th>
<th>Assignments</th>
<th>Deadlines</th>
</tr>
</thead>
</table>
|          | • Noe Chapter 2 – Strategic Training  
          • Noe Chapter 3 – Needs Assessment  
          • Brightspace Lessons | • Small Group Discussion 2*  
          • Training vs. development visual with APA formatted reference page | 10/2 |

<table>
<thead>
<tr>
<th>Module 4</th>
<th>Readings</th>
<th>Assignments</th>
<th>Deadlines</th>
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</table>
|          | • Noe Chapter 4 – Learning and Transfer of Training  
          • Noe Chapter 5 – Program Design  
          • Brightspace Lessons | • Small Group Discussion 3*  
          • Midterm Exam *(must be proctored!)* | 10/16 |

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<thead>
<tr>
<th>Module 5</th>
<th>Readings</th>
<th>Assignments</th>
<th>Deadlines</th>
</tr>
</thead>
</table>
|          | • Noe Chapter 6 – Training Evaluation  
          • Noe Chapter 7 – Traditional Training Methods  
          • Brightspace Lessons | • Small Group Discussion 4*  
          • Self-directed learning project | 10/30 |

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<thead>
<tr>
<th>Module 6</th>
<th>Readings</th>
<th>Assignments</th>
<th>Deadlines</th>
</tr>
</thead>
</table>
|          | • Noe Chapter 8 – Technology-Based Training Methods  
          • Noe Chapter 10 – Social Responsibility: Legal Issues,  
          • Brightspace Lessons | • Small Group Discussion 5*  
          • Peer review 6 other self-directed learning projects  
          • Interview Summary Paper | 11/13 |

* Initial discussion board posts are due by 11:59 p.m. **Sunday** (two days before the listed deadline).  
Two replies are due by 11:59 p.m. **Tuesday** (on the date listed on this schedule).
<table>
<thead>
<tr>
<th>Module 7</th>
<th>Final Exam</th>
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<tbody>
<tr>
<td>Managing Diversity, and</td>
<td>Noe Chapter 11 – The Future</td>
<td></td>
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<tr>
<td>Career Challenges</td>
<td>of Training and Development</td>
<td></td>
</tr>
<tr>
<td>• Brightspace Lessons</td>
<td>• Small Group Discussion 6*</td>
<td>12/4</td>
</tr>
<tr>
<td></td>
<td>• Personal Development Plan</td>
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<tr>
<td></td>
<td>• Comprehensive Final Exam</td>
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<tr>
<td>* Initial discussion board posts are due by 11:59 p.m. <strong>Sunday</strong> (two days before the listed deadline). Two replies are due by 11:59 p.m. <strong>Tuesday</strong> (on the date listed on this schedule).</td>
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