

# **PSYC\*7160 – Employee Development**

## **Course Outline: Winter 2023**

### **General Information**

#### **Course Title:**

**Employee Development: Methods and Outcomes**

#### **Course Description:**

This course explores employee development in an organizational context. Employee learning and development is a key focus for employees and organizations. This course covers job analysis, career development, succession management, multi-source feedback, training, coaching and mentoring.

**Credit Weight: 0.50**

**Academic Department (or campus): Psychology**

**Semester Offering: Winter 2023**

**Class Schedule and Location: Thursdays 2:30 – 5:30pm, Rozanski Hall 107**

***Please note that classes will be held in person. If for Covid-19 or another reason the class cannot take place in person then students will be advised of the alternative delivery method at least 24 hours prior to class scheduled time.***

### **Instructor Information**

Instructor Name: Dr. Peter Hausdorf

Instructor Email: [phausdor@uoguelph.ca](mailto:phausdor@uoguelph.ca)

Office hours via webex: <https://uoguelph.webex.com/meet/phausdor>

Every Wednesday from 10:00am to 11:00am

### **Course Content**

#### **Specific Learning Outcomes:**

1) Depth and Breadth of Understanding: Students should be able to: demonstrate mastery of a body of knowledge reflecting research, theory, and practice related to employee development; gather, review, evaluate, and interpret information; compare the merits of different training methods and learning theories in the context of organizational development; and critically evaluate the limits of their own knowledge and how these limits influence analysis.

2) Reading Comprehension. The understanding of theoretical and empirical literature on employee development, organizational training, and coaching/mentoring. Students should demonstrate a well-developed ability to extract theoretical and empirical information from

complex psychological texts and articles, and to generate ideas and questions from written text in the area of employee development.

3) Inquiry and Analysis: A systematic process of exploring issues, objects and works in psychology through the collection and analysis of evidence that result in informed conclusions or judgments. Students should be able to: ask and attempt to answer many questions from a critical perspective and to develop novel ideas to explore further thoughts and possibilities.

4) Written Communication: The ability to express one's ideas and summarize theory and research through a variety of writing styles (e.g., APA style, job analysis report, knowledge translation papers, business case design). Students should: write in a sophisticated manner clearly conveying their message to a target audience, use a breadth of vocabulary appropriate to the discipline of psychology, effectively edit their own work; and avoid grammar, spelling, and functional errors.

5) Oral Communication: Includes interpersonal skills, oral speaking and active listening as they apply to the class topic. Students should be able to demonstrate the ability to present information in ways that the receiving party can easily understand, exhibit confidence as a public speaker, facilitate discussion of complex concepts effectively, actively listen, and respond effectively to questions while acknowledging limitations to one's psychological knowledge.

**Course Content:**

The class format will focus on the following: lecture, class discussion, group work, and class focus groups. Students will be expected to read the assigned material prior to each class. All assigned material is available on CourseLink.

**Lecture Content:**

| Week | Date   | Content   |
|------|--------|---|
| 1    | Jan 12 | Introduction and orientation to course  |
| 2    | Jan 19 | Job analysis – functional job analysis and performance oriented skills modeling |
| 3    | Jan 26 | Training theory   |
| 4    | Feb 2  | Training needs assessment   |
| 5    | Feb 9  | Training design   |
| 6    | Feb 16 | Training delivery   |
| 7    | Feb 23 | No class – reading week   |
| 8    | Mar 2  | Class time for business case  |
| 9    | Mar 9  | 360 degree feedback, succession planning, and career development                |
| 10   | Mar 16 | Employee coaching/mentoring   |
| 11   | Mar 30 | Class time for 7030 review paper  |
| 12   | Apr 6  | Business case activity  |

### **Course Assignments and Tests:**

Students will receive a grade in the course based on the quality of their individual and small group work.

#### **Performance Oriented Skill (POS) (Individual):**

Students as a group will be introduced to Functional Job Analysis (FJA) and Performance Oriented Skills Modeling (POSM). They will take part in the facilitation of an FJA and POSM workshop during class time in the semester. Although feedback will be provided, this activity will not be graded. More detail on this will be provided in the class.

#### **Short Knowledge Translation Paper (Individual):**

Students will be required to submit a knowledge translation paper based on research reflecting topics discussed in PSYC7030. In 7030 students will be conducting a literature review on a topic in that course. This short knowledge translation paper will be based on the content from that review. This paper will be posted to LinkedIn. More detail on this will be provided in the class.

#### **Business Case (Small Groups):**

Students will be required to develop a business case with teaching notes and to submit the case to a business case journal. More detail on this will be provided in the class.

| <b>Assignment or Test</b>   | <b>Due Date</b>                              | <b>Contribution to Final Mark (%)</b> | <b>Learning Outcomes Assessed</b> |
|-----------------------------|--|---------------------------------------|-----------------------------------|
| Knowledge Translation Paper | April 14, 2023 by 5pm                        | 50%                                   | 1,2,3, and 4                      |
| Business Case               | Case with teaching notes due March 16 by 5pm | 50%                                   | 1,2,3,4, and 5                    |
|                             | <b>Total</b>                                 | <b>100%</b>                           |                                   |

### **Course Policies**

#### **Grading Policies**

All assignments are due on the date and time specified unless prior arrangements have been made with me. When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise me in writing, with your name, id#, and an e-mail contact. Where possible, this should be done in advance of the missed work or event, but otherwise, just as soon as possible after the due date, and certainly no longer than one week

later. All overdue assignments that are received late and without arrangement with me will contribute to an UNSATISFACTORY rating.

Note: if appropriate documentation of your inability to meet that in-course requirement is necessary, I will request it of you. Such documentation will be required for Academic Consideration for missed end-of-term work. Similarly, students who find themselves unable to meet course requirements by the deadlines or criteria expected because of medical, psychological or compassionate circumstances should review the university's regulations for academic consideration at [University of Guelph Graduate Calendar](#)

### **Graduate Grade interpretation**

Please note that these policies are binding unless academic consideration is given to an individual student.

### **Course Policy regarding use of electronic devices and recording of lectures:**

Electronic recording of classes is expressly forbidden without consent of the instructor. When e-mail consent has been provided for recordings then they are solely for the use of the authorized student and may not be reproduced, or transmitted to others, without the express written consent of the instructor.

## **University Policies**

### **Disclaimer**

Please note that the ongoing COVID-19 pandemic may necessitate a revision of the format of course offerings, changes in classroom protocols, and academic schedules. Any such changes will be announced via CourseLink and/or class email. This includes on-campus scheduling during the semester, mid-terms and final examination schedules. All University-wide decisions will be posted on the COVID-19 website (<https://news.uoguelph.ca/2019-novel-coronavirus-information/>) and circulated by email.

### **Illness**

Medical notes will not normally be required for singular instances of academic consideration, although students may be required to provide supporting documentation for multiple missed assessments or when involving a large part of a course (e.g. final exam or major assignment).

### **Academic Consideration**

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please e-mail the course instructor, with your name, id#, and the request. See the academic calendar for information on regulations and procedures.

[Grounds for Academic Consideration](#)

## **Academic Misconduct**

The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of all members of the University community, faculty, staff, and students to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring.

University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection. Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The Academic Misconduct Policy is detailed in the [Graduate Calendar Academic Misconduct Policy](#):

## **Accessibility**

The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community's shared commitment to an open and supportive learning environment. Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact the Centre for Students with Disabilities as soon as possible.

For more information, contact CSD at 519-824-4120 ext. 56208 or email [csd@uoguelph.ca](mailto:csd@uoguelph.ca) or see the website: [Student Accessibility Services Website](#)

## **Course Evaluation Information**

Please refer to the [Course and Instructor Evaluation Website](#) .

## **Covid-19 Protocols**

For information on current safety protocols, follow these links:

<https://news.uoguelph.ca/return-to-campuses/how-u-of-g-is-preparing-for-your-safe-return/>

Please note, these guidelines may be updated as required in response to evolving University, Public Health or government directives.

## **Drop date**

Still want to stay? I hope so but if not the last date to drop one-semester courses, without academic penalty, is Thursday April 6, 2023. For regulations and procedures for Dropping Courses, see the Academic Calendar: [Current Graduate Calendar Schedule of Dates](#)

## Additional Course Information

### EXPECTATIONS ABOUT EMAIL COMMUNICATION

*I prefer that you attend my virtual office hours to ask your questions.*

Unless I am with a student, I will answer emails right away during office hours because this is the time allocated for helping you with questions and clarification.

As a general rule at other times, I will do my best to answer emails within 48 hours of reception of the email.

**I do not check or answer emails on Saturdays or Sundays.** Therefore, if I receive an email on Friday at 5.00 pm, I will try to answer by Monday at 5.00 pm or earlier.

If the answer to your question can be found in any of the documentation or information available in CourseLink, I will send you the following automatic email:

*“This information is explained in detail in the documentation available in CourseLink. Please, contact me during my office hours only if you require further clarification.”*