

**YORK UNIVERSITY  
SCHOOL OF HUMAN RESOURCES MANAGEMENT  
TRAINING AND DEVELOPMENT (ONLINE)  
HRM 3410 A 3.0 (SUMMER 2022)**

**Course website:** [eclass.yorku.ca](http://eclass.yorku.ca)

Instructor: Dr. Gordon Wang

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Office: Atkinson 121

Office Hours: Tuesday 20:00-21:00 (online) or  
by appointment (Office, Atkinson 121)

**COURSE OBJECTIVES:**

This course provides students with an understanding of the role and function of training and development in organizations. Specifically, students will examine theories and principles of learning and explore their application to organizational contexts. In addition to traditional learning functions, we will investigate timely learning initiatives that include mentoring, coaching, leadership development, and e-learning. Students will leave the course with a developed understanding of how employee learning contributes to organizational success.

**PREREQUISITES:** AP/ADMS 1000 3.00, AP/ADMS 2400 3.00, and AP/HRM 2600 3.00.

Students are personally responsible to ensure that they have the required prerequisites as stated in the course outline. Students who do not have the prerequisites are at risk of being dropped from the course at any time during the course. The department will not be responsible for refunds resulting from students being dropped from a course due to a lack of the appropriate prerequisites.

**REQUIRED TEXT:**

Saks, A.M., & Haccoun, R.R. (2019). *Managing Performance through Training and Development* (8<sup>th</sup> ed.). Toronto: Nelson Education Ltd..

The Power Point slides with audio lectures and required readings will be uploaded onto the course website weekly.

**COURSE CONTENT:**

<b>Week</b>	<b>Date to Post Recorded Lectures</b>	<b>Topic</b>	<b>Textbook Chapter(s)</b>
1	May 10	Introduction to Training and Development	Chapter 1
2	May 17	Learning and Motivation <i>Online Discussion Topic #1 Posting</i>	Chapter 2
3	May 24	The Needs Analysis Process	Chapter 3
4	May 31	Training Design <i>Online Discussion Topic #2 Posting</i>	Chapter 4
5	June 7	Training Methods	Chapter 5 & 6
6	June 14	Training Delivery <i>Online Discussion Topic #3 Posting</i>	Chapter 8
7	<b>Reading Days, No Lecture</b>		
8	<b>Mid-Term Exam (Based on Chapters 1-6 and 8)</b>		
9	July 5	Transfer of Training	Chapter 9
10	July 12	Training Evaluation <i>Online Discussion Topic #4 Posting</i>	Chapter 10 & 11
11	July 19	Training Programs	Chapter 12

12	July 26	Management and Leadership Development <b>Online Discussion Topic #5 Posting</b>	Chapter 13
13	August 2	Evolution of Training and Development	Chapter 7 & 14
<b>TBA</b>	<b>Final Exam (Based on Chapters 1-14)</b>		

*Note: The instructor reserves the right to change or alter the course outline/syllabus/materials with a sufficient notice to students. On occasion, the instructor may add additional readings for a specific class, if he deems it necessary for the better understanding of the topic.*

### **COURSE LEARNING OBJECTIVES:**

The purpose of this course is to provide a well-rounded approach to training and development that is applicable to students in human resources as well as those seeking careers in other areas of business and management. Students will leave the course with an enhanced comprehension of how training and development contributes to organizational success.

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

- understand the role and function of training and development in organizations.
- understand learning and motivation theories and their implications for the effectiveness of training programs.
- identify training needs analysis and objectives prior to the undertaking of training programs and to determine if training is a solution to performance problems.
- understand the issues and steps involved in designing and delivering a training program.
- define, differentiate and critically appraise various training and development methods.
- understand factors which impede transfer of training, and how to overcome them and facilitate training effectiveness.
- apply training and development theories and models to areas such as orientation, mentoring, teams, and leadership & management skills.
- understand how to evaluate the effectiveness of training programs in terms of training criteria and evaluation designs.

### **COURSE EVALUATION:**

Weekly Online Quizzes:	10%
Weekly Online Discussions:	15%
Mid-Term Exam:	30%
Final Exam:	45%

All final grades will be reviewed by the School of Human Resources Management. The School reserves the rights to modify them in order to maintain high standards.

### **Weekly Online Quizzes: 10 x 1.0%**

There are 10 online quizzes throughout the semester. Each quiz consists of 15 multiple-choice questions, and will be posted on eClass each week, following the lectures on corresponding topics. The quizzes are “open-book” and will be completed online individually.

Each quiz will be available for a calendar window of **FIVE DAYS** (120 hours) following posting. For example, online quiz #1 will be posted at 11:00am, Tuesday, May 17. The window for Quiz #1 then will be closed at 11:00am, Sunday, May 22. Once you launch the quiz, it must be completed within **20 MINUTES** – you cannot return to it later.

Please use a wired internet connection while completing quizzes to avoid any internet interruptions. After the window for an online quiz is closed, you will receive feedback on which of your answers was correct or incorrect. To get the full marks for each weekly quiz, you must answer all questions correctly.

### **Weekly Online Discussions: 5 x 3.0%**

This course takes place entirely online. Although "class participation" cannot take place in the traditional sense, there is a great deal of opportunity for interaction with peers and your instructor. Throughout the semester, **FIVE** online discussion topics will be introduced. You are expected to take part in each online discussion during the week when they are scheduled. To be clear, you are required to participate in each discussion topic within **SEVEN** days (168 hours) of it being posted by the instructor.

For example, online discussion topic #1 will be posted at 11:00am, Tuesday, May 17, you will have **SEVEN** days (168 hours) to submit your posts for credit. The discussion window for Topic #1 then will be closed at 11:00am, Tuesday, May 24. **ALL LATE POSTS AFTER THIS TIME WILL NOT BE AWARDED ANY MARKS.**

A grade of 3% will be assigned to each online discussion topic based on quality of contribution. You will be able to earn marks by engaging your peers, encouraging conversations, offering comments and suggestions, and sharing your thoughts. To gain the full marks for each online discussion topic, you must write your posts with a total of **450-500 words**, as well as make comments on at least **TWO** posts from your classmates. Marks can be taken away for inappropriate comments that do not show respect and civility. Individuals who do not participate in online discussions should not expect to be rewarded for this dimension of performance.

### **Mid-Term Exam: 30%**

A mid-term exam will be held on the York University, Keele Street campus, during the eighth week of the course. It will be scheduled by the School of Human Resource Management. Once the instructor receives exam details (date, time, location) from school administrators, this information will be posted on the course website "Announcements" board. It is imperative that students attend the mid-term exam since *there will be no other alternative dates to write a make-up exam.*

The midterm exam will be two (2) hours, closed-book, and covering all materials uploaded before the midterm (i.e., recorded lectures for Week 1-6, and textbook chapters 1-6 and 8). Please see **COURSE CONTENT** for more details. The midterm exam will consist of 50 multiple-choice and 2 short-essay questions.

### **Final Exam: 45%**

The final exam will be held on the York University, Keele Street campus, during the formal examination period for the semester. It will be scheduled by the Registrar Office. Once the instructor receives exam details (date, time, location) from university administrators, this information will be posted on the course website "Announcements" board, as well as on the York University website <http://www.yorku.ca>. It is imperative that students attend the final exam since **there will be no other alternative date to write the final exam.**

The final exam will be three (3) hours, closed-book, and covering all materials uploaded throughout the semester (i.e., recorded lectures for Week 1-13, and textbook chapters 1-14). Please see **COURSE CONTENT** for more details. The format of the final exam will be multiple-

choice and short-essay questions, and a case study. More details will be provided closer to the exam date.

*Note: Not all the material covered in the textbook will be discussed in class. Conversely, some of the materials presented in the recorded lectures will not be in the textbook. You will be responsible for all of the materials in both the assigned textbook chapters and in the recorded lectures.*

## **STANDARDS OF PERFORMANCE:**

Exams results will determine students' grades. It is expected that all students will write the mid-term and final exam on the scheduled day, time, and location.

Students who choose to enroll in this online course are personally responsible for ensuring that they are able to write the examination during the date/time specified by York University, and for ensuring that discretionary activities such as vacations do not conflict with examination dates and the academic requirements of this course. If the final examination is missed, a deferred exam can be written only when supporting medical documentation (accompanied by a signed physician's note) is provided to the School of HRM. Deferred final exams are common across all sections of HRM 3410, i.e., not just for the internet version of the course, and are cumulative in nature. If a student does not write the final exam and is not able to provide acceptable medical documentation for the missed exam, she/he will need to petition for a deferral to the Faculty council.

## **OTHER INFORMATION:**

### **Communications with the Instructor**

It is always challenging to maintain efficient and effective communication between the instructor and students. Please take a note of the following important communication policies for the course.

- If you have any questions on course policies, requirements, contents, and etc., you could send an **email** directly to [gordonwang@yorku.ca](mailto:gordonwang@yorku.ca), or submit your questions via **Message** on the eClass course site. I will try to respond to your questions within 24 hours.
- If you have questions that may be of interest to the rest of the class, you could post them using **Open Forum** on the eClass course site so that other students can benefit from the questions and answers.
- I will summarize all students' questions and my answers in a **Q&A folder** on the eClass course site weekly. I strongly recommend you check the Q&A folder for possible answers before submitting your questions to me.

### **Course Announcements**

I will post messages to the class using **Announcements** on the eClass course site. These messages may regard such things as the exam locations, exam formats, course changes, etc. You should check the **Announcements** board frequently for messages.

### **Open Forum**

You may use **Open Forum** on the eClass course site to communicate with the rest of the class about any course-related issues, to submit new posts and/or respond to other people's posts, and to ask questions and get answers. Anyone can post ad hoc, general discussions topics here. However, there will be no participation marks for posting here.

## **Recorded Lectures**

Recorded lectures will be uploaded to the eClass course site on Tuesday per week. These recorded lectures are intellectual property owned by the instructor. Any unauthorized dissemination is strictly prohibited. In the other words, you should not download and share recorded lectures with any individual contacts or organizations without the instructor's written permission. Infringing a faculty member's property rights is a serious offense and the consequences are severe. Make yourself aware of them.

## **Student Resources**

Nelson Canada offers a variety of additional resources associated with the required textbook through their website (go to [www.nelsonbrain.com](http://www.nelsonbrain.com)). These are accessed with a key code included with your purchased textbook. Resources includes student versions of Powerpoint lecture slides and 'Test Yourself' interactive quizzes. An earlier edition of another textbook site has many other tips and recommendations relevant for academic achievement ([http://www.cengage.com/cgiwadsworth/course\\_products\\_wp.pl?fid=M20b&product\\_isbn\\_issn=0176501789&template=NELSTU](http://www.cengage.com/cgiwadsworth/course_products_wp.pl?fid=M20b&product_isbn_issn=0176501789&template=NELSTU)).

## **Marks and Grades Postings**

Unofficial marks for online discussions and mid-term individual paper will be posted on the eClass course site. Official final grades will be posted by the Registrar Office following the take-home final exam.

## **eClass Course Site**

The eClass course website is accessible at <https://eclass.yorku.ca/eclass>. Students will require an active Passport York Account to access the site. Secured access to this site is usually activated on the first day of term. For technical support issues related to eClass, please refer to the Student Resources page at <https://lthelp.yorku.ca/student-guide-to-moodle>.

## **Support for Internet Courses**

If you have any administrative issues or questions related to taking internet or distance courses, please refer to York's Centre for Distance Education at (416) 736-5831 and <http://www.yorku.ca/laps/disted/>. Please review this site for new information, procedures, and services.

In particular, if you have questions regarding off-site exams, please visit <http://www.yorku.ca/laps/disted/offsiteExam>. Off-site exam request forms are due to the centre above, 10 business days before the scheduled exam date.

## **IMPORTANT YORK POLICIES:**

### **Academic Honesty (Senate Policy)**

LA & PS as a Faculty considers breaches of the Senate Policy on Academic Honesty to be serious matters. To quote the Senate Policy on Academic Honesty:

The Policy on Academic Honesty is a reaffirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic

honesty. It outlines the general responsibility of faculty to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards.

Faculty members are encouraged to pursue suspected cases of academic honesty with formal charges. Students should, however, review the York Academic Honesty policy for themselves at: <http://www.yorku.ca/secretariat/legislation/senate/acadhone.htm>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at: <http://www.yorku.ca/academicintegrity/tutorial.htm>

### **Grade Component Deadline (Senate Policy)**

The course assignment structure and grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) must be announced, and be available in writing, to students within the first two weeks of classes. Please see Important Dates at: <http://www.registrar.yorku.ca/importantdates/fw05.htm>

### **Graded Feedback Rule (Senate Policy)**

Under normal circumstances, some graded feedback worth at least 15% of the final grade for Fall, Winter or Summer term, and 30% for 'full year' courses in the Fall/Winter term should be received by students in all courses prior to the final withdrawal date from a course without receiving a grade, with the following exceptions:

- graduate or upper level undergraduate courses where course work typically, or at the instructor's discretion, consists of a single piece of work and/or is based predominantly (or solely) on student presentations;
- practicum courses;
- ungraded courses;
- courses in Faculties where the drop date occurs within the first three weeks of classes;
- courses which run on a compressed schedule (a course which accomplishes its academic credits of work at a rate of one credit hour per two calendar weeks or faster).

*Note: Under unusual and/or unforeseeable circumstances which disrupt the academic norm, instructors are expected to provide grading schemes and academic feedback in the spirit of these regulations, as soon as possible.*

For more information on the Graded Feedback Rule, please visit: <http://www.yorku.ca/secretariat/legislation/senate/gradfeed.htm>

### **20% Rule (Senate Rule)**

No examination or test worth more than 20 % of the final grade will be given during the last two weeks of classes in a term, with the exception of classes which regularly meet Friday evenings or on the weekend (Saturday and/or Sunday at any time). For further information on the 20% Rule, please visit: <http://calendars.registrar.yorku.ca/examschedules/examinfo/twentypercent.htm>.

For further information on examination scheduling, please see "Notes" in the table:

### **Reappraisals**

For reappraisal procedures and information, please visit the Office of the Registrar site at:  
<http://www.registrar.yorku.ca/services/policies/grade.htm>

### **Deferred Standing**

Students who have experienced a misfortune or who are too ill to attend an examination in a course should not attempt to do so; they must pursue deferred standing. Other students should contact their home Faculty for information. For further information, please visit:  
[http://www.registrar.yorku.ca/services/ds\\_faq.htm](http://www.registrar.yorku.ca/services/ds_faq.htm)

### **Students with Special Needs (Senate Policy)**

York University is committed to making reasonable accommodations and adaptations in order to make equitable the educational experience of students with special needs and to promote their full integration into the campus community. **Please alert the Course Director as soon as possible should you require special accommodations.** For more information please go to:  
<http://cds.info.yorku.ca/>