

**HRM 3410M: Training and Development<sup>1</sup>**  
**York University Winter 2023**

School of Human Resources Management • Faculty of Liberal Arts & Professional Studies

**GENERAL INFORMATION**

Professor:	Dr. Anja Krstic
E-mail:	krstica@yorku.ca
Virtual Office Hours:	By appointment
Class Format:	Online
Class Meeting Location:	N/A
Course website:	eclass.yorku.ca

**COURSE INFORMATION**

**Course Description**

Today's competitive and uncertain environment requires organizations to have the ability to evolve and develop continuously. An important factor in determining the success of an organization is its commitment to build, develop, and manage its talent. Organizations that wish to grow and survive in today's competitive environment have to continually develop their human capital in order to achieve their strategic goals as well as to keep up with increasing global competition, an increasingly knowledge-based economy, and new and changing technology. This course is designed to help students gain both a theoretical and practical understanding of the principles of training and development.

**Prerequisites**

AP/ADMS 2400 3.00 and AP/HRM 2600 3.00. AP/ADMS 2400 can be taken concurrently with AP/HRM 3410. Students are responsible to ensure that they have the required prerequisites. Enrollment and all matters pertaining to course registration should be taken directly to the School of HRM via email at [lapsshrm@yorku.ca](mailto:lapsshrm@yorku.ca).

**Course Format**

Please note that this is an asynchronous fully online course that depends on remote teaching and learning. There will be no in-person interactions or activities on campus. To participate in this online course, you will require computer and internet access to download class materials, watch the weekly lecture videos, and engage in discussions with your classmates. Every week will require active participation.

**Main Learning Goals**

Upon completion of this course, you should be able to:

- Understand the role of training and development in organizations and how it

---

<sup>1</sup> **Note:** Information contained in this course outline, including the course evaluation, is subject to change at any time before or over the course of the semester, and the instructor reserves the right to make such changes. Any such changes will be announced in class. It is the responsibility of each student to ensure that such communication is received and to adhere to these changes.

contributes to organizational performance.

- Understand the principles of learning and motivation and how they apply to the design and effectiveness of training programs
- Understand how factors like organizational structure, technology, the external environment, and corporate strategy affect training and development programs
- Evaluate training needs in organizations and design and develop effective training programs

### COURSE SCHEDULE

Week	Date	Topic	Readings
1	Jan. 9	Course Overview The Training and Development Process	Course outline Chapter 1
2	Jan. 16	Learning and Motivation	Chapter 2
3	Jan. 23	The Needs Analysis Process	Chapter 3
4	Jan. 30	Training Design	Chapter 4
5	Feb. 6	Off-the-Job Training Methods	Chapter 5
6	Feb. 13	On-the-Job Training Methods	Chapter 6
	Feb. 20	<b>READING WEEK</b>	
7	Feb. 27	<b>MIDTERM</b>	
8	Mar. 6	Technology-Based Training Methods	Chapter 7
9	Mar. 13	Training Delivery	Chapter 8
10	Mar. 20	Transfer of Training Training Evaluation	Chapter 9 Chapter 10
11	Mar. 27	Costs and Benefits Training Programs	Chapter 11 Chapter 12
12	Apr. 3	Management and Leader Development	Chapter 13
<b>April 12-29: Final Exam Period</b>			

#### Other Important Dates:

January 23 – Add Deadline

March 18 – Drop Deadline

April 12-29 – Final Exam Period

### COURSE MATERIALS

**Textbook:** Saks, Alan M. & Haccoun, Robert R. 2019. *Managing Performance Through Training and Development*, Eighth Edition. Toronto: Nelson Education Ltd.

<b>COURSE EVALUATION</b>
--------------------------

<b>Assessment Methods</b>	<b>Percentage of Grade</b>
1. Participation (Online Discussion)	30%
2. Midterm Exam	30%
3. Final Exam	40%
<b>Total</b>	<b>100%</b>

<b>COURSE EVALUATION INFORMATION</b>
--------------------------------------

### 1. Participation (30%)

Participation will take place in the form of an online discussion on the eClass course website. Students will be placed into groups of approximately 6 students for the semester in Week 1. The online discussion will be broken up into two forums, one spanning Weeks 1-6 and the second spanning Weeks 8-12. In **each forum**, you will be required to (a) contribute one original post to your group (worth 5% of participation grade) that will pose a discussion question and (b) respond to your group members' original posts three times (worth 10% of participation grade). Posts in the first forum should be related to content covered in Chapters 1-6 and posts in the second forum should be related to content covered in Chapters 7-13.

For each original post (one per discussion forum/two total), you will find an article or a news story related to the topic of training and development. The article or news story can come from a variety of sources, such as an online news source (e.g., *Globe and Mail*; *The Conversation*), magazine (e.g., *Maclean's*), trade journal (e.g., *Harvard Business Review*), scholarly journal (e.g., *Personnel Psychology*), etc., and should be from the past 10 years (i.e., 2013-present). You will provide a brief summary of the article or news story and explain how it is related to the topic of training and development. You will also pose a discussion question that relates to the course content which your group members will respond to. Please note that the article or news story and your discussion question should be original (i.e., it should not have already been posted by your group members). It is your responsibility to read your group members' posts to ensure that your group members have not already posted the same article, about the same news story, to ensure that it has not been covered in the textbook, and that your group members have not already posed the same question.

You will also provide responses to your group members' original posts (three per discussion forum). Each comment must be original and meaningful (not just "I agree" or "great idea," etc.). For example, you should provide rationales, examples, relate to your prior knowledge/experiences, etc. The discussion should be kept on topic, you should use proper language, spelling, and grammar, and you should also cite any outside sources used.

The deadlines for each forum are as follows:

- **Forum 1 (15%)**
  - Original post (5%): Friday, February 10 at 11:59pm (must be related to Chapters 1-6)
  - Five responses to group members' posts (10%): Friday, February 17 at 11:59pm
- **Forum 2 (15%)**
  - Original post (5%): Friday, March 31 at 11:59pm (must be related to Chapters 7-13)
  - Five responses to group members' posts (10%): Friday, April 7 at 11:59pm

More details will be provided on the eClass course website. Please note that *it is your responsibility to keep track of all deadlines.*

## **2. Midterm (30%) – February 27, 2022**

## **3. Final Exam (40%) – TBA (Final Exam Period: April 12-27)**

The exams will test your understanding of the key concepts and theories covered in the course and your ability to apply them in the workplace. Each exam will consist of a combination of multiple choice and short answer questions. Course materials covered in any lecture slides, lecture videos, readings, videos, exercises, and cases are subject to examination. *The final exam is non-cumulative*; it will only cover material from after the midterm.

The final exam will take place during the final exam period. Please ensure that it does not conflict with the exams of other courses you are taking this semester. Please note that the midterm exam **cannot be deferred**. If, for any reason, you must miss the midterm exam, the value will be applied to the final exam (i.e., a missed midterm exam will result in the final exam being valued at 70% of the final grade). If you miss the midterm due to uncontrollable circumstances, such as medical emergencies (with valid documents), your final exam grade will be re-weighted.

### **CLASS PROTOCOL**

#### **Academic Honesty and Integrity**

The core principles of academic integrity – honesty, trust, fairness, respect and responsibility – should be in the forefront for all you do as a student, employee, and manager.

Please be reminded of York University's policies with respect to academic integrity. Violations of academic integrity are considered to be very serious and will be investigated in accordance with policy. The policy can be found at: <http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

#### **Course Communications and Email Policy**

Please note that I often communicate with the entire class using the Course Announcements forum on the course website. It is your responsibility to ensure that you are receiving course announcements via email and that you are regularly checking the Course Announcements forum for any updates.

I will reply to e-mail inquiries from students usually within 48 hours of their receipt (excepting weekends and holidays). If you do not receive a reply within this period, please resubmit your question(s) or send a follow-up email. Each e-mail must include in the subject line the course identifier and a concise and clear statement of purpose [e.g., HRM3410M: question about Week X lecture content]. **Please make sure you consult the course outline, the Course Announcements forum, and the course website BEFORE submitting inquiries by e-mail.** Keep in mind that last minute e-mails before a test or deadline may not receive a reply before the test or assignment is due, so please try to avoid these.