School of Human Resource Management, Faculty of LA&PS, York University

Summer 2024 Course Outline
HRM 3401 Training and Development
Section A

Instructor: Marlee Mercer
Email: mmercer@yorku.ca
Class Format: Online, Asynchronous
Class Location: N/A
Office Hours: By appointment

Course Description

In today's ever-evolving and competitive landscape, organizations must continuously adapt and innovate to stay ahead. A critical determinant of organizational success lies in its ability to foster, nurture, and effectively manage its talent pool. As global competition intensifies, economies shift towards knowledge-driven paradigms, and technological advancements reshape industries, organizations must prioritize the ongoing development of their human capital.

This course is meticulously crafted to provide students with a blend of theoretical insights and hands-on practical skills in the field of training and development. Throughout the course, participants will explore foundational principles while identifying and applying training strategies essential for driving organizational growth.

Prerequisites: AP/ADMS 2400 3.00 and AP/HRM 2600 3.00. AP/ADMS 2400 can be taken concurrently with AP/HRM 3410.

Course Communication Plan

The instructor will provide a WhatsApp group for students to communicate with one another. Additionally, there will be a discussion forum on eClass for those who prefer to communicate there. Students who wish to schedule time for in-person or Zoom meetings and have questions can reach out via email to the instructor. The aim is to create an open and collaborative learning environment where students can engage with the course material and seek assistance when needed.

Student Rights and Responsibilities

Your responsibilities:

♦ **Stay on schedule.** Complete your readings in the assigned week as it is easy to fall behind. Creates notes and a folder to organize your notes. Note all dates and plan your work ahead of time. Observe deadlines and schedules.
♦ **Read the assignment instructions carefully well before the due date.** This way if you have questions for the professor, you will have sufficient time to have them answered.
♦ **Maintain academic integrity.** Submit original work and ensure all information is cited as needed. Adhere to the university's policies regarding cheating and plagiarism.
♦ **Confidentiality and respect**. Create an atmosphere for open and honest exchange. Do not demean others' ideas and responses. If students discuss confidential and sensitive information, keep it private. Finally, harassment and discrimination of any kind will not be tolerated**.**
♦ **Speak your discomfort.** If something bothers you, please share it so that we can work to solve it.

For York University's policies on student rights and responsibilities, please click here.

Required Text:

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

Textbooks can be purchased at the York University bookstore or purchased online.

Preparing for class requires reading the cases and assigned textbook chapters and taking notes. The instructor may include supplementary readings for a particular class if deemed essential to enhance comprehension of the topic or to make slight adjustments to the reading schedule. Any such modifications or additional readings will be communicated in advance and made available on the course website.

Evaluation:

Assignment	Weight	Due Date
Group Assignment	10%	June 24 - Group Project Outline
	20%	July 22 – Final project
	5%	July 29 – Group member's ratings
Midterm	30%	June 10
Final Exam	35%	Final Exam Period, TBD

Course Schedule:

Week	Topic	Reading Assignment	Note
1 May 6	The Training and Development Process	Chapter 1	
2 May 13	Learning and Motivation	Chapter 2	*.Placed in groups*

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3 May 20	Training Design	Chapter 4	
4 May 27	Off-the-Job Training Methods	Chapter 5	*Explain Group Project Outline*
5 June 3	On-the-Job Training Methods	Chapter 6	
6 June 10	**MIDTERM** Chapters 1, 2, 4, 5, 6		
7 June 17-21	**READING WEEK**		
8 June 24	Technology Based Training Methods	Chapter 7	*Group Project Outline Due* *Explain Group Project Final*
9 July 1	Training Delivery	Chapter 8	
10 July 8	Transfer of Training	Chapter 9	
11 July 15	Training Evaluation	Chapter 10	.
12 July 22	Costs and Benefits	Chapter 11	*Final Group Project Due*
13 July 29	Training Programs	Chapter 12	*Ratings of Group Members Due*
14	**FINAL EXAM** Chapters 7-12		

Details of Assignments

GROUP PROJECT

Objective: To outline a comprehensive training program for a chosen industry, addressing identified challenges and fostering employee learning and growth. By applying concepts from the specified chapters and utilizing academic journal articles, company websites, and practitioner journals (such as Harvard Business Review), students will cultivate practical skills in designing and implementing training initiatives that effectively address real-world needs while nurturing employee learning, motivation, and fostering organizational growth.

Project Outline

This outline can be bullet points. Use complete sentences. This should be 5-7 pages double spaced.

1. Industry Selection and Needs Assessment:
   - Choose an industry:

1. Retail: Addressing customer service skills and sales techniques.
2. Healthcare: Enhancing patient care practices and medical technology training.
3. Technology: Improving technical skills and adapting to rapid technological advancements.

- Make sure you pick something of interest to you as you will be planning a training session later
- Identify key training needs and objectives specific to the chosen industry (Refer to Chapter 1 and outside material).

2. Research and Benchmarking:
- Research existing training programs in the selected industry.
- Gather insights from various sources (company websites, case studies, reports) to identify best practices (Refer to Chapters 4, 5, and 6 and outside material).

3. Preliminary Training Program Design:
- Outline a training program structure based on identified needs.
- Propose training methods and evaluation mechanisms (Refer to Chapters 4, 5, and 6 and outside material).

4. Anticipated Outcomes:
- Include anticipated outcomes of the training program.

Full Assignment

This should not be bullet points, but in a properly structured format. Please use the feedback I provided from part one of this assignment and apply it to this part of the assignment. This completed assignment should be 10 slides and the remaining part should be 5-7 pages double spaced. Please also create a powerpoint of this training initiative.

5. Presentation Preparation

- Prepare a detailed presentation outlining the finalized training program (powerpoint).
- Utilize visual aids such as slides, diagrams, and mock training materials to enhance clarity and engagement (this is where you can get creative in picking a topic that interests you!) (Refer to Chapter 8 and outside sources)

6. Implementation Plan

- Develop a comprehensive plan detailing the steps for launching and executing the training program.
- Consider factors such as budget allocation, timeline for implementation, and organizational readiness.
- Identify potential challenges and strategies for overcoming them during the implementation process.
- Determine the sources from which training materials will be obtained, including internal resources, external vendors, and online platforms (Refer to Chapter 9 and outside sources)

    7. Reflection (Chapter 10)

- Engage in peer feedback sessions to discuss strengths and areas for improvement of the training program.
- Reflect on the application of theoretical concepts from the specified chapters to practical training initiatives.
- Consider how insights gained from the reflection process can inform future training program design and implementation efforts.

MIDTERM EXAM

The test will cover material from textbook chapters 1, 2, 4, 5, and 6 along with content discussed in class and course slides up until the test date. The test format will consist of multiple-choice questions and will be conducted online. Please note that it <u>will not</u> be an open-book test. Further details regarding the test structure will be provided during class sessions leading up to the examination date.

FINAL EXAM

The test will cover material from textbook chapters 7, 8, 9, 10, 11, and 12 along with content discussed in class and course slides up until the test date. The test format will consist of multiple-choice questions and will be conducted online. Please note that it <u>will not</u> be an open-book test. Further details regarding the test structure will be provided during class sessions leading up to the examination date. This exam is not cumulative.

<u>Citation Expectations</u>

It is essential that the group assignments and academic works comply with the APA citation style. All students must diligently follow the APA guidelines for in-text citations and construct a comprehensive reference page to acknowledge the sources used in their work. Failure to adhere to APA citation rules may result in penalties on assignments and may negatively impact overall grades.

Familiarizing yourself with APA guidelines early on will not only enhance the academic rigor of your work but also demonstrate your commitment to producing scholarly and well-researched content. Should you have any questions or need assistance with APA formatting, do not hesitate utilize the university's writing center resources found here.

The following also provides comprehensive guidelines for following APA-style citations: APA Purdue Owl.

<u>Artificial Intelligence (AI)</u>

Students may only use generative AI tools so long as the following two conditions are met:

- Specific generative AI tools are used in accordance with the written guidelines provided for each assessment or activity, and
- The use of generative AI is documented and cited following citation instructions.

Use of generative AI outside these two conditions will constitute academic dishonesty under York University's *Senate Policy on Academic Honesty*. As a student in this course, it is your responsibility to understand when and how generative AI tools can be used to complete your assessments and activities. If you do not know whether an online resource or tool can be used in this course, please contact your instructor for guidance.

You can use the AI tool to think *with* you, but not *for* you.

• **Citing AI-generated material**: According to the *Senate Policy on Academic Honesty,* all work that you submit for evaluation must be completed by you and you alone, unless otherwise specified. While this course allows you to work with an AI, you must document your process, by including all of your prompts and the AI's responses as appendices to your assignment.

Grade Breakdown

The grading scheme for this course conforms to the 9-point system used in undergraduate programs at York University. For a full description of the York grading system, visit the York University Academic Calendar.

Grade	Grade Point	Percent Range	Description
A+	9	90-100	Exceptional
A	8	80-89	Excellent
B+	7	75-79	Very Good
B	6	70-74	Good
C+	5	65-69	Competent
C	4	60-64	Fairly Competent
D+	3	55-59	Passing Slightly
D	2	50-54	Marginally Passing
E	1	(Marginally below 50%)	Marginally Failing
F	0	(Below 50%)	Failing

Late Assignments

For all assignments: The late penalty is 5% a day, including weekends. If you submit the assignment late, you may send it to the instructor. Under specific circumstances, the instructor might offer short extensions, however, but this extension should be established in advance and will only be granted with supporting documentation.

1. All assignments are to be submitted electronically through the designated platform as instructed by the instructor.
2. It is the student's responsibility to submit assignments well ahead of the deadline to account for any potential technical issues. Excuses related to internet connectivity problems at the time of submission will not be accepted.

For the final test: If you are not present on the assignment completion date, you must request a deferred standing. You will need to fill out the form here. If you were absent due to a health concern, you must submit and attending physician's statement. The deadline to submit these forms are no later than a week after the test date. Once your deferred standing form is accepted, the professor will work with you to ensure a time is set up to complete the deferred assignment.

Late Excuses:
1. Proper excuses for late submission without penalty/test absence must be genuine, unavoidable, and supported by appropriate documentation.
2. Acceptable excuses include illness and bereavement. In case of illness, a valid doctor's note must be provided, specifying the dates of incapacity and the inability to complete the assignment on time.
3. Vacation, personal trips, or non-emergency events will not be considered valid excuses for late submission. Students are expected to plan their schedules accordingly and submit assignments before leaving for any planned absence.

Religious Observances

Any assignment that conflicts with religious accommodations should be communicated by the student via email or text. Should any of the dates specified in this syllabus for course examinations, tests, or deadlines conflict with a date of religious significance, please contact the instructor within the first three (3) weeks of class. The student should specify the full details regarding the conflict. If an extension is granted, the professor will notify the student. For religious accommodation guidelines please click here.

Academic Honesty

Plagiarism is a grave breach of trust and is taken very seriously. In academia, our ideas are the value of our work, so we consider plagiarism a theft of sorts. Here is how you can demonstrate academic integrity in the completion of this course:
- Respect the ideas of others: Your course work should represent your own knowledge and ideas. You should not falsely claim credit for ideas that are not your own, by presenting another's work as yours. If you are quoting, paraphrasing, or summarizing another person's work in order to support your own ideas, identify the work and the author through proper citation practices.
- Respect your peers: Know when you are allowed to collaborate. Ask your instructor about what group work entails when it comes to the sharing of work. In test situations and assignments, don't steal or give answers to your peers, whether in-person or online (e.g.,

in group chats and/or on third-party content-sharing websites, such as Chegg, Course Hero, etc.). Both cheating and aiding in a breach of academic honesty are violations of York University's academic honesty policy.

- Respect your course instructor(s): Understand what your instructors are asking of you in class, as well as on assignments, tests and/or exams. If you are unsure, ask your professor or teaching assistant. They are committed to making you feel supported and want to assess you fairly and with integrity. Please do not submit the same piece of work for more than one course without your instructor's permission. That can be considered an act of cheating.
- Respect yourself: When you act with integrity, you know that your work is yours and yours alone. You do not allow others to take tests for you. You do not buy or otherwise obtain term papers or assignments. You do the work. As a result, you know that you earned the grades that you receive, so you can be proud of your York degree. By acting with integrity in your course work, you are also practising a valuable professional skill that is important in all workplaces.
- Take responsibility: If you have acted in an academically dishonest way, you can demonstrate courage and take responsibility for your mistake. You can admit your mistake to your course instructor as soon as possible.

Students who engage in academic dishonesty can be subject to disciplinary action under the Senate Policy on Academic Honesty. Your lack of familiarity with the Senate Policy does not constitute a defense against its application. Some academic offences can also constitute offences under the Criminal Code of Canada, which means that you may also be subject to criminal charges.

You will receive an automatic 0 for the assignment if caught plagiarising the first time and will have to speak to an academic board and submit additional assignments. Any assignments found to be plagiarised beyond the first one may result in expulsion.

To ensure that you follow academic integrity principles and properly source material, it is recommended you complete the online tutorials for students here and here.

Intellectual Property

Course materials are designed for use as part of this particular course at York University and are the intellectual property of the instructor unless otherwise stated. Third-party copyrighted materials (such as book chapters, journal articles, music, videos, etc.) have either been licensed for use in this course or fall under an exception or limitation in Canadian copyright law. Students may not publish, post on an Internet site, sell, or otherwise distribute any course materials or work without the instructor's express permission. Course materials should only be used by students enrolled in this course.

Copying this material for distribution (e.g., uploading material to a commercial third-party website) may lead to a charge of misconduct according to York's Code of Student Rights and Responsibilities, the Senate Policy on Academic Honesty, and/or legal consequences for copyright violations.

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Diversity and Inclusion

It is acknowledged and celebrated that students will be diverse in various ways, including race, ethnic origin, creed, languages spoken, sex, sexual orientation, gender identity, disability, socioeconomic status, age, religion, and beliefs, among other factors. These various factors will undoubtedly influence the students' perspectives. I aim to introduce material and activities that are respectful to diverse individuals. As a professor, I promote diversity, equity, and inclusion for many reasons, including excellence, innovation, and justice. I also expect students behave in a manner that is inclusive to everyone and respects individual differences. Nonetheless, intentional or unintentional discrimination or a feeling of non-inclusion may occur. In this case, I encourage anyone who witnesses such instances to speak out. You may contact me via email or in person if the culture in this class is not up to par. Alternatively, you may follow the guidelines to report discrimination here. This link also provides the university's various human rights policies and procedures.

For York University's Equity, Diversity, and Inclusion Strategy 2022-2027, please click here.

If you require accommodations for class or assignments, please contact me as early as possible in the course so that we can work collaboratively to create a plan for you to make completing this course as smooth and enjoyable as possible. The university's instructions for academic support and accommodations can also be found here.

Additional Student Resources

** **Student Help Directory**: https://www.yorku.ca/laps/wp-content/uploads/sites/44/2020/10/Student-Help-Tree.pdf **

Degree and Career Advice
Academic Advising: https://www.yorku.ca/laps/support/academic-advising/
Degree Planning: https://www.yorku.ca/laps/degree-planning/
Career Centre: https://careers.yorku.ca/

Writing and Research Support
Writing Centre: https://www.yorku.ca/laps/writing-centre/
Library and Research Consultations: https://www.library.yorku.ca/web/ask-services/book-a-consultation-with-a-librarian/

Monetary Support
Scholarships, Awards, and Bursaries: https://www.yorku.ca/laps/student-awards/
Emergency Funding for Students: https://www.yorku.ca/laps/fund-your-studies/emergency-funding/
OSAP: https://osap.yorku.ca/
Dean's Award for Research Excellence (DARE): https://www.yorku.ca/laps/dare/
Internships: https://www.yorku.ca/laps/internships/

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Mental Health Support
Counselling Services: https://counselling.students.yorku.ca/

International Student Support
International Student Support: https://www.yorku.ca/laps/students/international/

Accessibility Services
Student Accessibility Services: https://accessibility.students.yorku.ca/