

HRM 3410 M: Training and Development¹
York University Winter 2025

School of Human Resource 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.

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:

¹ **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.

- Understand the role of training and development in organizations and how it 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 and Deadlines
1	Jan. 6	Course Overview The Training and Development Process	Course outline Chapter 1
2	Jan. 13	Learning and Motivation	Chapter 2
3	Jan. 20	The Needs Analysis Process	Chapter 3
4	Jan. 27	Training Design	Chapter 4
5	Feb. 3	Off-the-Job Training Methods	Chapter 5 <i>Discussion Forum 1 Original Post due February 7 at 11:59pm</i>
6	Feb. 10	On-the-Job Training Methods	Chapter 6 <i>Discussion Forum 1 Responses due February 14 at 11:59pm</i>
	Feb. 17	READING WEEK	
7	Feb. 24	MIDTERM	
8	Mar. 3	Technology-Based Training Methods	Chapter 7
9	Mar. 10	Training Delivery	Chapter 8
10	Mar. 17	Transfer of Training Training Evaluation	Chapters 9 & 10
11	Mar. 24	Costs and Benefits Training Programs	Chapters 11 & 12 <i>Discussion Forum 2 Original Post due March 28 at 11:59pm</i>
12	Mar. 31	Management and Leader Development	Chapter 13 <i>Discussion Forum 2 Responses due April 4 at 11:59pm</i>
April 8-25: Final Exam Period			

Other Important Dates:

January 20 – Add Deadline
 March 14 – Drop Deadline
 April 8-25 – 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.

Approximate eBook cost (York University Campus eBookstore): **\$89.00. NOTE: There are no restrictions on using a second-hand copy of the textbook.**

COURSE EVALUATION

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

COURSE EVALUATION INFORMATION

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., 2015-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. If you post the same article as one of your group members, one that has been covered in the textbook, or one that I have already posted, you will receive a zero on the entire original post.

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 can add ideas above and beyond what your group members have written, 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 7 at 11:59pm (must be related to Chapters 1-6)
 - Three responses to group members' posts (10%): Friday, February 14 at 11:59pm
- **Forum 2 (15%)**
 - Original post (5%): Friday, March 28 at 11:59pm (must be related to Chapters 7-13)
 - Three responses to group members' posts (10%): Friday, April 4 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*. Please see the *Missed Deadline/Exam Policy* section below for more information.

2. Midterm (30%) – February 24, 2025

3. Final Exam (40%) – Date TBA (Final Exam Period: April 8-25)

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 **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. Please see the *Missed Deadline/Exam Policy* section below for more information.

CLASS PROTOCOL

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., HRM3410 M: 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.

Missed Deadline/Exam Policy

Participation

If you have missed a participation deadline for a valid reason (e.g., illness, compassionate grounds, etc.), you may receive an extension. Reaching out before the deadline if you know you will miss it is always best. However, this is not always possible, so students must email me no later than 4 calendar days of the deadline. Late submissions without a valid reason or after 4 calendar days will receive a mark of zero.

Midterm Exam

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. You must email me no later than 7 calendar days of the midterm exam in order for your final grade to be re-weighted.

Final Exam

If, for any reason, you must miss the final exam, you must submit a Deferred Standing Agreement (DSA) Form to lapsshrm@yorku.ca no later than 7 calendar days of a missed final exam. Students will be notified via email about the status of their request once their forms have been processed by the Undergraduate Program Director. You will receive more information in the Course Announcements on the eClass course website about submitting a DSA prior to the final exam.

Academic Integrity

As a student at York University, you have a responsibility to both understand and uphold the integrity of the academic experience. The Faculty of Liberal Arts & Professional Studies supports the International Center for Academic Integrity's [definition of academic integrity](#). That is, you will be committed to acting in all academic matters, even in the face of adversity, with honesty, trust, fairness, courage, respect, and responsibility. 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. For more information about how to cite properly, use the [Student Papers and Academic Research Kit](#) (SPARK). You can improve your writing, research, and personal learning abilities through the [Learning Commons](#), or by visiting the [Writing Centre](#) or [ESL Open Learning Centre](#).
- **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.

Using Generative Artificial Intelligence in this Course

Students are not permitted to use generative artificial intelligence (AI) in this course. Submitting any work created through the use of generative AI tools will be considered a violation of York University's [Senate Policy on Academic Honesty](#). If you do not know whether an online resource or tool can be used in this course, please contact your instructor for guidance. For more information, please review [AI Technology & Academic Integrity: Information for Students](#).

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.

Accessibility

While all individuals are expected to satisfy the requirements of their program of study and to aspire to achieve excellence, the University recognizes that persons with disabilities may require reasonable accommodation to enable them to perform at their best. The University encourages students with disabilities to register with [Student Accessibility Services](#) to discuss their accommodation needs as early as possible in the term to establish the recommended academic accommodations that will be communicated to Course Directors through their Letter of Accommodation (LOA).

Please let me know as early as possible in the term if you anticipate requiring academic accommodation so that we can discuss how to consider your accommodation needs within the context of this course. Sufficient notice is needed so that reasonable steps for accommodation can be discussed. Accommodations for tests/exams may require three (3) weeks (or 21 days) before the scheduled test/exam to arrange.

Religious Observance Accommodation

York University is committed to respecting the religious beliefs and practices of all members of the community, and making reasonable and appropriate [accommodations to adherents for observances of special significance](#). Should any of the dates specified in this course outline (e.g., examinations, tests, or deadlines) conflict with a date of religious significance, please contact me within the first three (3) weeks of class. If the date falls within the formal examination periods, you must complete and submit a [Religious Accommodation for Examination Form](#) at least three (3) weeks before the start of the exam period.

LAND ACKNOWLEDGEMENT

York University recognizes that many Indigenous Nations have longstanding relationships with the territories upon which York University campuses are located that precede the establishment of York University. York University acknowledges its presence on the traditional territory of many Indigenous Nations. The area known as Tkaronto has been care taken by the Anishinabek Nation, the Haudenosaunee Confederacy, and the Huron-Wendat. It is now home to many First Nation, Inuit, and Métis communities. We acknowledge the current treaty holders, the Mississaugas of the Credit First Nation. This territory is subject of the Dish with One Spoon Wampum Belt Covenant, an agreement to peaceably share and care for the Great Lakes region ([LA&PS Land Acknowledgement](#)).