

**SCHOOL OF HUMAN RESOURCE MANAGEMENT
FACULTY OF LIBERAL ARTS AND PROFESSIONAL STUDIES
TRAINING AND DEVELOPMENT
AP/ADMS/HRM 3410A**

Instructor: Dennis Hodgkinson, B.Comm (U of T), LL.M. (Osgoode), Cert. in ADR
Office: 120A Atkinson Bldg **E-mail:** dlh123@yorku.ca
Office Hours: By appointment
Class Time: Thursdays 8:30 am - 11:30 am
Location: ACW 307

Contacting Your Instructor:

If you choose to contact me by email, please use your full name registered with York and **include the course name and section** in the subject line. I will endeavour to answer your email before the following class. **My preference, however, is that you pose your question(s) in class, since answers to most questions are applicable to everyone.**

Course Website:

I will use the Moodle system to facilitate communication to the class at large. Note that Moodle will be the main venue through which lecture PowerPoints will be posted, as well as up-to-date notices about the course, and your course grades. Please check the site as well as your Yorku email regularly for course related updates and information.

COURSE DESCRIPTION

Training and development activities are based on the premise that people are the most valuable resource of an organization, and an organization's competitive advantage is built on the development of its human capital. The primary aim of this course in training and development is to enable you to develop a comprehensive understanding of how the training and development function within human resources supports stakeholders, including: employees, customers, suppliers, shareholders, and public interests as well.

You will develop a thorough understanding of the significance of training and development to improve productivity, efficiency, health and safety, overall organizational performance, and stakeholder satisfaction. Specifically, you will acquire the knowledge, skills, and abilities to determine training and development needs, design and deliver training to meet those needs, and to evaluate the effectiveness of training and development programs, including costs versus benefits.

COURSE OUTCOMES AND OBJECTIVES

Upon successful completion of this course students should be able to reliably demonstrate, among other training and development capabilities, the ability to:

1. Analyze the position of a training and development function within an organization.
 - Explain the organizational, societal and individual costs and benefits of workplace training and development.
 - Describe the interests and roles of stakeholders in staff training and development.

- Explain the advantages and disadvantages of the centralized, relationship management and de-centralized approaches to the training and development function.
 - Evaluate the relationship between the training and development function's structure and management and organizational effectiveness.
2. Discuss the concepts of the learning organization and organizational learning.
 - Outline the important principles in the creation and maintenance of a learning organization.
 - Describe intellectual capital and explain its significance to organizational performance.
 - Define knowledge management and outline four popular knowledge management practices.
 - Explain how training and development and organizational learning are related.
 3. Apply the training and development process to an organizational performance issue.
 - Explain the relationship between learning theory and organizational effectiveness.
 - Outline the importance of various theories of human motivation for training within organizations.
 - Compare and contrast the efficacy of T&D models for improving organizational performance.
 - Identify performance issues that are appropriate for training and development solutions.
 - Outline the steps required to produce an effective training or development solution.
 4. Design a training or development program to address performance concerns.
 - Conduct an analysis of organizational, job and individual needs.
 - Identify four alternatives organizations use in place of the formal needs analysis process.
 - Prepare learning objectives.
 - Select the most appropriate delivery method.
 - Produce content, instructional/learning and evaluation activities and materials.
 5. Evaluate alternative approaches to staff development using cost benefit and cost effectiveness analyses techniques.
 - Prioritize organizational learning needs.
 - Forecast costs of alternative approaches for addressing learning needs.
 - Identify opportunities to maximize benefits while reducing costs.
 - Apply techniques to evaluate training or development effectiveness.

Required Text:

Saks, Alan M. and Robert R. Haccoun. *Managing Performance Through Training & Development*. 8th ed. Nelson, 2018, ISBN: 978-0-17-679807-9.
The 7th ed. - Nelson, 2016, ISBN: 978-0-17-657029-3 is acceptable.

Course Evaluation:

1. Mid-term exam: **50%**
2. Final Exam: **50%**

Instructor Information

Dennis Hodgkinson, B.Com, LL.M., Cert. in ADR

Dennis has consulted to Human Resources Executives of major corporations regarding human resources management issues for the past 18 years, and has over 20 years of teaching experience at the college and university level.

He holds a Master of Laws Degree - LL.M. from Osgoode Hall law school, a Bachelor of Commerce degree - B.Com in finance and economics, with emphasis in Human Resources Management, from the University of Toronto, and a Certificate in Alternative Dispute Resolution from Atkinson College – York University. His areas of specialization include addressing employment related conflict, Human Resources Management, Compensation, Recruitment and Selection, Training and Development and Employment Legislation as it applies to Termination related matters.

His most rewarding endeavour is teaching students who are committed to expanding their knowledge of Human Resources Management. Dennis quotes:

“My philosophy is simple, the more challenging the endeavour, the more satisfying the achievement. There is nothing more satisfying to me than to hear students say they recommend my courses to their friends and colleagues.”

The courses he teaches require a considerable amount of time and effort; however, conscientious students have indicated that the reward is worth the effort, since everything you learn will impact upon you at some point in your career.

Exams:

There will be two closed-book exams. Exams will cover course material including textbook, lectures, and in-class material/PowerPoints. Exam format may consist of a combination of multiple-choice, mini-case and short answer/essay type questions. Mid-term and final exams will reflect material covered as indicated in Course Outline below.

Students missing the mid-term exam due to university approved medical or family reasons, accompanied by proper documentation (i.e., a medical note, death certificate, etc.), with the permission of your instructor, may write a comprehensive final exam worth 100% of the final grade. Student's personal agendas may not qualify as justification for missing an exam, therefore, plan personal commitments accordingly. Students who miss the final exam will be required to appeal to the university in order to write an alternate final exam at a later date. Deferred exams are not necessarily in the same format as the exam written by your section of the course. The format for deferred exams is not released in advance.

Material required for exams:

Students must bring an HB pencil, eraser and a pen to the exams. The pencil will be used to answer multiple choice/True or false questions on a computerized scoring sheet. Pen must be used to answer short answer/essay questions (as applicable) on exam books. Also, do not forget your student card or photo ID; otherwise you will not be permitted to write the exam. **It is a violation of academic integrity to refer to a cell phone or other unauthorized aids during the exam period.**

Special accommodation:

York University is committed to making reasonable accommodations in order to make equitable the educational experience of students with special needs. Please alert your Course Director/Instructor and the School of Human Resources Management as soon as possible should accommodations be required. For students requiring special accommodation for writing of examinations, please make the necessary arrangements well in advance of the examination dates so that paperwork can be authorized and arrangements can be made.

Student Responsibilities:

In order to facilitate class discussion and learning, **attendance, preparation and participation** are crucial in this course. It is important that you attend each class since material covered in class will augment that which is in the text and presentation PowerPoint slides. If you do miss a class, it is your responsibility to obtain the notes from a classmate. You are expected to read all assigned material prior to class and be prepared to share your insights, questions and views supported by course content. You may be called upon to provide your insight in class at any time.

Classroom Etiquette:

All electronic devices that generate sound must be turned off during class. Disruptive behaviors, including talking with neighbors during lectures, habitually coming to class late, taking/making calls, texting, emailing, and viewing materials not related to course is not permitted in the classroom, as students have indicated that they find such communication distracting. Students are requested to momentarily leave the classroom for such purposes.

Re-Grading Policy:

The grading of all tests/assignments is based on a set of verifiable criteria weighted appropriately by the professor. If you wish to request a re-grade of a test/assignment, you must submit a written request a maximum of two days within receipt of the original grade including your name and student number and why you believe your exam/assignment was graded incorrectly. Your instructor may require you to submit an explanation of why you feel your grade was incorrect, drawing on relevant course content. Please note that if you decide to submit your exam/assignment for re-grading, the entire document will be re-evaluated. This means that it is possible to lose or gain points through re-grading. Therefore, be very confident that an error in grading has occurred before submitting a request for re-grading. **Keep in mind that a re-grade is meant to address mistakes in grading, not to “bump-up” a student’s grade.** If an exam is going to be submitted for a re-grade, it should not be written on in any way. To do so would be considered a violation of Academic integrity.

Re-grading will not be permitted for exams/assignments that are written in pencil or that may have been altered.

Academic Honesty (Senate Policy):

Atkinson 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 required to pursue suspected cases of academic dishonesty with formal charges. Students should review the York Academic Honesty policy at: <http://www.yorku.ca/secretariat/legislation/senate/acadhone.htm>.

Students are encouraged to review the interactive on-line tutorial for students regarding academic integrity, at: <http://www.yorku.ca/academicintegrity/tutorial.htm>

Other Important York Policies:

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: Atkinson students who have experienced a misfortune or who are too ill to attend an examination must pursue **deferred standing**. Students should contact their home Faculty for information. For further details, please visit: <http://www.registrar.yorku.ca/services/policies/def.htm>

Senate Religious Observance Policy:

York University is committed to respecting the religious beliefs and practices of all members of the community, and making accommodations for observances of special significance to adherents (Senate 032). For further information on accommodation procedures required due to religious commitment, and the schedule of dates, please visit:

<http://calendars.registrar.yorku.ca/lectureschedules/fw03/dates/religious.htm>

Note about the Course Outline:

The Course Outline below serves as a guide to give you a general idea of what to expect in each session. Occasionally, other material may be introduced or discussed that is not on the Course Outline. Such items will help to further illustrate the topics under study and to be of benefit to the student. The Course Outline is therefore not “carved in stone”, as such, variations may occur to address scheduling requirements at the professor's discretion.

Student Feedback: Prior to the end of the term, students will have an opportunity to provide on-line feedback regarding teaching and course effectiveness. Constructive (not destructive or demeaning) feedback helps faculty gain insight into their instructional methods and course content, as well as provide guidance regarding what was done well and to identify areas for improvement. Students are strongly encouraged to participate in this process.

Training and Development

HRM 3410A

Course Outline

Location – ACW 307

Time – 8:30 – 11:30

<u>Class Schedule</u>	<u>Topics</u>	<u>Readings</u>
Cl. 1 Sept. 5	The training and development process	Chapter 1
Cl. 2 Sept. 12	Learning, motivation, and learning styles	Chapter 2
Cl. 3 Sept. 19	The needs analysis process, techniques and tools	Chapter 3
Cl. 4 Sept. 26	Training design	Chapter 4
Cl. 5 Oct. 3	Off-the-job training methods	Chapter 5
Cl. 6 Oct. 10	On-the-job training methods	Chapter 6
Cl. 7 Oct. 24	Midterm Exam	Chapters 1 - 6
Cl. 8 Oct. 31	Technology-based training methods	Chapter 7
Cl. 9 Nov. 7	Training delivery – trainer, trainee, training site	Chapter 8
	Transfer of training	Chapter 9
Cl. 10 Nov. 14	Training evaluation	Chapter 10
Cl. 11 Nov. 21	Costs and benefits of training	Chapter 11
	Training Programs	Chapter 12
Cl. 12 Nov. 28	Management Development	Chapter 13
		Chapters 7 – 13

Final Exam – See University Examination Schedule

Note: There will be no class on October 17th due to reading week

(Revisions to Course Outline may occur as necessary at Instructor's discretion)