



**Course Outline
AP/ADMS/HRM3410A**

Fall 2023

Training and Development (Asynchronous)

York University - School of Human Resource Management

Course Director/Professor: Ron Alexandrowich M.Ed. DHRP

E-mail: ronalex@yorku.ca – Please indicate the course number in your heading along with the topic.

Dates: Sept 6 – Dec 5

Time and Location: This course is asynchronous. There is no set time or date. However, this course does progress on a weekly basis.

Office Hours: I do not have office hours. You may set up a time to meet with me one-on-one using Zoom.

Course Slides and Lectures: I will upload our slides and my weekly video recordings on our class site.

COURSE OBJECTIVES

Through this course, students will understand the role and function of learning 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.

Specific Learning Objectives:

1. To understand the role and function of training and development in organizations.
2. To understand learning theories and principles and their implications for the effectiveness of training programs.

3. To be able to identify training needs and objectives prior to the undertaking of training programs and to determine if training is a solution to performance problems.
4. To understand the issues and steps involved in designing and implementing a training program.
5. To understand the difficulties of transfer of training and how to overcome them and facilitate transfer of training.
6. To understand how to evaluate the effectiveness of training programs in terms of training criteria and evaluation designs.
7. To be able to evaluate the cost of training programs.
8. To be knowledgeable about the various types of training programs and management development.

MATERIALS

Textbook. Saks & Haccoun (2019). *Managing Performance Through Training and Development*. ITP Nelson: Toronto, ON. 8th Edition ISBN: 978-0-17-679807-10

Class Week of:	Topic	Chapter(s)
Sept 6	Class overview and expectations: The Training and Development Process	1
10	Learning, motivation, and learning styles	2
17	The needs analysis process, techniques, and tools	3
24	Training design	4
Oct 1	Off-the-job training methods/On-the-job training methods	5 and 6
8	Reading Week	Reading Week
15	Midterm Exam Oct 17, 7:00 – 9:30PM	Midterm Exam
22	Technology-based training methods	7
29	Training delivery – trainer, trainee, training site	8
Nov 5	Transfer of training	9
12	Training evaluation	10
19	Costs and benefits of training	11
26	Training Programs/ Management Development	12 and 13

PREREQUISITES: 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.

Grading Components:

Weekly Discussion Posts	30%	Weekly
Midterm Exam	30%	Oct 17,2023 online 7-9:30pm
Final Exam	40%	TBD - online during formal exam period.

All final grades will be reviewed by the School of Human Resource Management and the School reserves the right to modify them in order to maintain high standards.

Weekly Online Discussions: 10 x 3.0% each

This course takes place entirely online. Throughout the semester, **TEN** online discussion topics will be introduced starting the week of Sept 10. 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 **5** days of it being posted by the instructor.

All posts will end after the 5th day of the posting. 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. To gain the full marks for each online discussion topic, you must write each post with a total of **300 - 400 words**. You are not required to make comments on your classmate's posts. You can if you would like to, however, there are no extra marks. 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.

Take-Home Midterm Exam: 30% (Oct 17, 2023 7:00 – 9:30PM)

This will cover chapters 1-6 only. The format is still to be determined and posted on our class site. There is no alternative date/time to write the midterm exam.

Take-Home Final Exam: 40%

The final exam will be held during the formal examination period for the semester. 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 is cumulative, covering **classes 1-13**. The format is still to be determined. 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.*

In this course, all work should be completed by you alone. As such, you are not allowed to use generative artificial intelligence (AI), such as ChatGPT, to help you complete any of your work in this course (e.g., tests, papers, assignments, presentations, essay outlines, presentation scripts, etc.). If you do not know whether an online resource or tool can be used in this course, please contact me for guidance. Any use of generative AI in this course will be considered a breach of the Senate Policy on Academic Honesty. For more information, please review AI Technology & Academic Integrity: Information for Students.