



**Course Outline
AP/ADMS/HRM3410A**

Summer 2025

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: Week of May 5 to July 28

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. Allan M. Saks 2024. *Managing Performance Through Training and Development*. Copyright © 2024 by Tophatmonocle Corp: Toronto, ON. 9th Edition

I will post a link to the 9th edition on our class site. You can use the 8th edition for this course as well. I will post the slides and lectures for the 8th edition.

Class Week of:	Topic	Chapter(s)
May 5	Class overview and expectations: The Training and Development Process	1
12	Learning, motivation, and learning styles	2
19	The needs analysis process, techniques, and tools	3
26	Training design	4
June 2	Off-the-job training methods/On-the-job training methods	5 and 6
9	Midterm Exam	Midterm Exam
16	Reading Week	Reading week
23	Technology-based training methods	7
30	Training delivery – trainer, trainee, training site	8
July 7	Transfer of training	9
14	Training evaluation Group Paper Due July 20 11:55pm	10

21	Costs and benefits of training	11
28	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:

Midterm Exam	30%	Week of June 9 date and time TBA
Group Paper	25%	July 20 11:55pm
Final Exam	45%	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.

Midterm Exam: 30% week of June 9

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

Group Paper: 25%

This paper is a group assignment only. I will place students into random groups. You cannot move in and out of groups for ANY reason. You will not be selecting your own group.

You will research a current issue facing industry/organizations, in Canada or elsewhere, related to this course. There are multiple sources of information: the news/press, journals, managers and employees, your own experiences, academic journals, and so on. You are to research an issue and come up with recommendations on how to manage that issue/problem. Use of peer reviewed journals is encouraged.

Format:

- Cover Page (1 page) Name of students with student No. Title, course code and date.
- An introduction/purpose/background of the problem of your paper (1.5 pages).
- Examination of the issue(s) faced by the organization and/or industry (8 - 9 pages).
- Your recommendations on how the industry/organizations can manage the issue(s) (2-3 pages)
- References (APA 7th edition) (1 – 2 pages) at least 10 references

Your **written paper** should be approx. 12 - 16 pages. (Arial or Times New Roman, 12 pitch, with 1" margins: double-spaced). You must include your references of articles cited, using the APA style. Your paper will be judged on style (grammar, etc.) and content (the extent and quality of your research, analysis, and recommendations).

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.