



**SCHOOL OF HUMAN RESOURCE MANAGEMENT**  
**FACULTY OF LIBERAL ARTS AND PROFESSIONAL STUDIES**

## **HRM 3410 Training and Development Section B**

**Fall 2024**

Course Instructor: Ayesha Tabassum  
Class Format: Asynchronous Online  
Office Hours: Virtual by appointment  
Email: [atabass1@yorku.ca](mailto:atabass1@yorku.ca)  
Course Website: <https://eclass.yorku.ca>

### **Course Description**

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This course provides understanding of training and development in Canadian workplace to enhance the learning of job-relevant knowledge, skills, abilities, and attitudes by employees. In this course, students will learn about the training and development function and how it enhances the overall effectiveness of organizations by improving on-the-job performance and job behavior. The course emphasizes on training theory and research as well as the application of training and development in organizations.

### **Course Objectives**

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By the end of this course, students should be able to

1. Understand the role of training and development in organizations.
2. Assess the broader context within which training and development activities occur.
3. Understand the theories and principles of learning and motivation and how they apply to the design of training programs.
4. Determine training needs and write training objectives.
5. Derive the steps involved in designing a training program and be able to utilize variety of training and instructional methods.
6. Implement and deliver training programs.
7. understand factors which impede transfer of training, and how to overcome them and
8. facilitate training effectiveness
9. understand factors which impede transfer of training, and how to overcome them and
10. facilitate training effectiveness
11. Understand the factors which impede transfer of training and learn how to overcome them to promote training effectiveness.

12. Evaluate the effectiveness of training programs in terms of training criteria and evaluation designs.
13. Calculate the costs and benefits of various training programs
14. Design and assess the efficacy of career development and organizational development initiatives.

### Prerequisites

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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](mailto:lapsshrm@yorku.ca).

### Required Textbook

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Textbook: Saks, Alan M. 2024. *Managing Performance Through Training and Development*, Ninth Edition. Toronto: Top Hat. ISBN 9781778773570.

Referred to in the Course Schedule and Reading List below as *Saks*.

### Evaluation

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Component	Weight/Value	Due Date
cClass Forum Discussions	15%	Throughout the term
Training Method Individual Assignment	15%	October 7, 2024
Mid-term	30%	October 21, 2024
Final Exam	40%	TBA

\*\*\* Check important dates for add/drop/withdrawal of courses in Registrar Office's site: <https://registrar.yorku.ca/enrol/dates/2024-2025/fall-winter>

### Training Method Individual Assignment

For this individual assignment you will choose a training method from the following list.

On-the-job training	Mentoring	Action learning
Lecture	Behavior modeling training	Computer-based learning
Case study	Simulation	Role play

You will describe and explain the chosen training method along with the strengths and weaknesses. To support your discussion, you will find a peer-reviewed article from a decent

journal which discusses the particular training method. This assignment is worth 15% of final grade. Detailed instructions will be available on eClass.

### **eClass Forum Discussion**

The students are expected to participate in online discussions throughout the semester. Five discussion posts will be available on eClass at different points of time. Discussions will open on the first day of the week and will close on the last day of the week. Please make sure to submit the discussion posts on time. Once a module's discussion board is closed, the late responses will not be accepted. The students will be graded on both participation and the quality of discussion or answers.

### **Mid-Term Exam**

The objective is to evaluate the training knowledge and skills learned throughout the semester. Please refer to course evaluation table above to find the date of mid-term exam. The students must attend the quizzes online via eClass on the scheduled day and time. The exam time and content will be announced later on eClass. The exam may include MCQs, True/False, short-answer questions, medium-length questions, and case analysis.

### **Final Exam**

The objective is to evaluate the training and development knowledge and skills learned throughout the semester. Hence, this is a comprehensive exam which covers all the content learned throughout the semester. The final exam will take place during the final exam week. The students must write the examination online via eClass on the scheduled day and time. The exam day and time will be announced later on eClass. The exam may include MCQs, True/False, short-answer questions, medium-length questions, and case analysis. Students who miss the final exam need to contact the undergraduate office of the School of Human Resource Management about deferral exams.

### **Late Assignments**

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**The students are responsible for finding out the deadlines for assignments and presentations from course outline and eClass.** Late submission of assignments will be subject to a **penalty of 2% per day**. Students who anticipate difficulty meeting an assignment deadline should inform the instructor before the deadline (the only exception is serious illness with doctor's note).

## Course Schedule

Week/Date	Topic/Readings	
Week 1 September 4	Course Overview  The Training and Development Process	Course Outline  Saks, Chapter 1
Week 2 September 9	Learning and Motivation	Saks, Chapter 2
Week 3 September 16	The Need Analysis Process	Saks, Chapter 3
Week 4 September 23	Training Design	Saks, Chapter 4
Week 5 September 30	Off-the-Job Training Methods	Saks, Chapter 5
Week 6 October 7	On-the-Job Training Methods  <b>Training Method Individual Assignment Due</b>	Saks, Chapter 6
October 12-18	Reading Week - No class	
Week 7 October 21	<b>Mid-Term Exam</b>  Technology-Based Training Methods	Chapter 1 - 6  Saks, Chapter 7
Week 8 October 28	Training Delivery	Saks, Chapter 8
Week 9 November 4	Transfer of Training	Saks, Chapter 9
Week 10 November 11	Training Evaluation	Saks, Chapter 10
Week 11 November 18	Training Costs and Benefits	Saks, Chapter 11
Week 12 November 25	Management and Leadership Development	Saks, Chapter 13
December 5-20	<b>Final Exam</b>	All, Cumulative Exam

## Academic Policies and Information

### Academic Integrity

Plagiarism and other academic offences will not be tolerated at York University. Academic discipline ranges from a mark of zero on an exam or assignment to dismissal from the University. For important information see [York University's Academic Integrity website \(https://www.yorku.ca/unit/vpacad/academic-integrity/\)](https://www.yorku.ca/unit/vpacad/academic-integrity/).

See also the [SPARK student resources](https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/) (<https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>) to learn about academic integrity. Also read <http://www.yorku.ca/univsec/policies/document.php?document=69>

Please review the interactive online tutorial on academic integrity:  
<https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

### **Writing/Citing/Bibliography Resources**

- Learn about academic writing at [SPARK Academic Research Kit](https://spark.library.yorku.ca/) (<https://spark.library.yorku.ca/>).
- Learn to search [York University Library database](https://spark.library.yorku.ca/research-strategies-searching-the-library-catalogue/) (<https://spark.library.yorku.ca/research-strategies-searching-the-library-catalogue/>) to find peer-reviewed journal article.

Make sure to learn in-text citation and bibliography/reference list preparation to avoid the risk of plagiarism.

- [SPARK Student Resources: https://spark.library.yorku.ca/wp-content/themes/glendonits-spark-20151125/resources/APA%20Style%20Overview.pdf](https://spark.library.yorku.ca/wp-content/themes/glendonits-spark-20151125/resources/APA%20Style%20Overview.pdf)
- [APA 7<sup>th</sup> Edition Guidelines: https://apastyle.apa.org/style-grammar-guidelines/references/examples](https://apastyle.apa.org/style-grammar-guidelines/references/examples)  
<https://apastyle.apa.org/style-grammar-guidelines/citations>
- **Grade Scheme and Feedback Policy:**  
<http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>
- **Deferred Standing Request for HRM courses:**  
<http://shrm.laps.yorku.ca/students/deferred-exam-request/>
- **Alternate Exam/Testing Scheduling Centre:**  
<http://altexams.students.yorku.ca/>
- **Religious Observance:**  
<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>
- **Student Rights and Responsibilities:**  
<http://oscr.students.uit.yorku.ca/student-conduct>
- **Student Accessibility Services:**  
<https://accessibility.students.yorku.ca/>
- **Student Papers & Academic Research Kit [SPARK]:**  
<https://spark.library.yorku.ca>
- **Student Counselling & Development:**  
<https://counselling.students.yorku.ca/>

**Thank You and Wish You All the Best for the Semester! 😊**