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

HRM 3410 Training and Development Section M

Winter 2026

Course Instructor: Mohammad Ahshanullah
Class Format: Asynchronous Online
Office Hours: Virtual by appointment
Email: ahshan@yorku.ca
Course Website: https://eclass.yorku.ca

Course Description

This course highlights the critical role of training and development in fostering organizational success by enhancing the growth of its most valuable resource—its employees. Students will learn how effective learning and development strategies align with organizational goals, improving performance and supporting individual career advancement. The course provides essential skills to identify training needs, design impactful programs, and evaluate their effectiveness in today's competitive and rapidly changing environment. Students will explore both theoretical foundations and practical applications of learning and development within organizations. The curriculum covers modern approaches such as e- learning, mentoring, coaching, and leadership development, alongside traditional training practices. These insights enable students to understand how to promote a culture of continuous growth and adaptability.

By focusing on the creation of effective training frameworks, students will gain expertise in conducting needs assessments, developing clear objectives, delivering engaging instruction, and establishing evaluation criteria. This comprehensive approach equips students to design training programs that not only enhance employee capabilities but also empower organizations to succeed in an increasingly global and technology-driven economy.

Course Objectives

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

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.

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.

Required Textbook

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.*

Course Format

The course is taught asynchronously. We will not meet formally in class each week but rather, course material in the form of lecture notes and other resources will be organized online for you to read, complete assigned activities and share your thoughts on assigned readings and activities on the discussion board.

My Role: My role is to facilitate your progress through the course by posting relevant course materials, answering questions on assignments and tests and grading such materials. I am available for answering questions on course materials and other course concerns via e-mail and if the issue cannot be resolved by e-mail, then by appointment on Zoom.

Your role: Students are expected to read and complete activities posted weekly and to participate in discussions assigned on the discussion board on a weekly basis.

Evaluation Component

Component	Weight/Value	Due Date
eClass Discussion Forum	10%	Throughout the term
Mid-term Exam	30%	February 9, 2026
Group Training Lesson Plan Assignment	20%	March 23, 2026
Final Exam	40%	TBA

*** Check important dates for add/drop/withdrawal of courses in Registrar Office's site: https://registrar.yorku.ca/enrol/dates/2025-2026/fall-winter

Group Training Lesson Plan Assignment

For this assignment, your team of 5 to 6 members is tasked with developing a detailed and comprehensive lesson plan for a 30-minute training session. The purpose of this assignment is to design a training session that is clear, structured, and can be effectively delivered by another trainer using your provided instructions. The lesson plan should include an overview of all planned activities, the time allocated to each activity, and precise, step-by-step instructions on how the activities should be conducted. All necessary materials and resources must be identified, along with any additional details that would help the trainer implement the session effectively. Your lesson plan should clearly articulate the learning objectives of the session, ensuring that they align with the goals of the training. Additionally, you must create a trainee evaluation tool to measure the participants' engagement and understanding of the session's content. To support the trainees, your plan should also include at least two pages of handouts that reinforce the training material and facilitate learning. In addition to the lesson plan, your team is required to submit a five-page report that demonstrates how the course concepts were applied to the creation of your training session. This report should reflect both theoretical and practical frameworks, showcasing how the lessons learned throughout the course were integrated into the design of your lesson plan. The report should also demonstrate the thought process and rationale behind your choices, providing a clear link between course material and the completed training session. This assignment is worth 20% 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. Ten 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. 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.

Mid-Term Exam

The mid-term examination will be held during the sixth week of the course. The mid-term exam is a closed-book exam covering chapters 1-6 only. The mid-term exam will cover chapters 1-6, the course readings, and key messages during the lectures. The exam will consist of true & false, multiple-choice and short answer questions focusing on key terms and concepts related to the course and one or two longer essay questions focusing on application of these concepts. You will be advised of the format prior to the midterm date.

Students seeking religious accommodations or alternate exam provisions are expected to follow York University policies and guidelines regarding advance notice and procedures.

MIDTERM EXAMINATION CONFLICTS & MIDTERM EXAMINATIONS

- Any exam conflicts (religious accommodations, YU sports team participation, or overlap with another YU midterm examination) must be communicated by the student via email to the Course Director (instructor) no later than two (2) weeks (14 days) before the exam date. Full details about the conflict must be provided (date, time, location, link/URL if available, contact person where applicable (e.g. coach)). In all cases it is the student's responsibility to proactively address the matter with the Course Director and to inquire about the results of their conflict notice/request.

- - In line with School of HRM practice, make-up midterm examination dates will not be available. Students who were unable to write the Midterm Examination on its original date for other reasons (e.g., illness) may request approval for an accommodation for the missed Midterm Exam. Requests for consideration must be submitted via to the Course Director no later than seven (7) days from the date of the Midterm Exam. Requests must include a statement indicating the reason for the request, providing relevant documentation to support this request. Students who missed the midterm examination and had their request approved, will normally have the weight of their missed midterm examination transferred to the final examination. This final exam will normally be more comprehensive than the regular final examination, as it covers both the midterm and final examination content in detail.

  - When requests are not approved, a grade of zero will be applied to the midterm examination component. In all cases it is the student's responsibility to proactively address the matter with the Course Director and to inquire about the results of their request. Students whose requests are not approved, or those who did not submit a request within the required timeline, will receive a grade of zero on the Midterm.

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.

Students seeking religious accommodations or alternate exam provisions are expected to follow York University policies and guidelines regarding advance notice and procedures.

Deferred Final Exams

- Deferred standing for the final exam might be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes.

- Deferred standing requests for final exams in HRM courses should follow the procedure and registration outlined here: https://shrm.laps.yorku.ca/students/deferred-exam-request/.

- ALL deferral concerns should be addressed to the main office (lapsshrm@yorku.ca).

Note: As communicated on March 13, 2020, Senate Executive has waived until further notice the requirement for students to submit an Attending Physician's Statement in support of a request for deferred standing or petitions

Late Assignments

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	Chapter/Deliverables
Week 1 **January 5**	**Course Overview** **The Training and Development Process**	 Saks, Chapter 1
Week 2 **January 12**	**Learning and Motivation** **The Need Analysis Process**	Saks, Chapter 2 Saks, Chapter 3
Week 3 **January 19**	**Training Design**	Saks, Chapter 4
Week 4 **January 26**	**Off-the-Job Training Methods**	Saks, Chapter 5
Week 5 **February 2**	**On-the-Job Training Methods**	Saks, Chapter 6
Week 6 **February 9**	**Mid-Term Exam**	Saks, Chapter 1-6
February 14-20	**Reading Week - No class**	
Week 7 **February 23**	**Technology-Based Training Methods**	Saks, Chapter 7
Week 8 **March 2**	**Training Delivery** **Transfer of Training**	Saks, Chapter 8 Saks, Chapter 9
Week 9 **March 9**	**Training Evaluation**	Saks, Chapter 10
Week 10 **March 16**	**Training Costs and Benefits** **Training Programs**	Saks, Chapter 11 Saks, Chapter 12
Week 11 **March 23**	**Management & Leadership Development** **Group Training Lesson Plan Assignment Due**	Saks, Chapter 13
Week 12 **March 30**	**Evolution & Future of Training & Development**	Saks, Chapter 14
April 8-24	**Final Exam**	**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/).

See also the SPARK student resources (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/).
- Learn to search York University Library database (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
- APA 7th Edition Guidelines:

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!v