

**YORK UNIVERSITY
SCHOOL OF HUMAN RESOURCE MANAGEMENT
TRAINING AND DEVELOPMENT¹
HRM 3410 A 3.0 (Summer 2026)**

Instructor:	Zoya
E-Mail:	Zoya92@yorku.ca
Virtual Office Hours:	By appointment
Class Format:	ONLN (Online)
Class Meeting Location:	N/A (Lecture videos on eclass)
Course website:	eclass.yorku.ca

COURSE INFORMATION:

This course provides an overview of training and development in organizations, focusing on how employee learning supports performance, growth, and long-term organizational success. In today's competitive and constantly changing environment, organizations must continuously develop their people to remain adaptable and effective. The course examines the full training and development process, beginning with understanding learning and motivation, conducting needs analysis, and designing training programs. Students will explore different training methods, including on-the-job, off-the-job, and technology-based approaches, as well as effective training delivery and strategies to support the transfer of learning to the workplace. In addition, the course addresses training evaluation, costs and benefits, leadership and management development, and the future of training in a rapidly evolving technological landscape. By the end of the course, students will understand how training initiatives are planned, implemented, and assessed, and how they contribute to building strong human capital and achieving organizational goals.

PREREQUISITES: AP/ADMS 2400 3.00, and AP/HRM 2600 3.00

Students are responsible for ensuring that they meet all required prerequisites listed in the course outline prior to enrollment. Failure to meet prerequisite requirements may result in being dropped from the course at any time. The department is not responsible for any academic or financial consequences, including loss of tuition, resulting from enrollment without the appropriate prerequisites. All questions related to enrollment, registration, or course eligibility should be directed to the School of Human Resource Management at lapsshrm@yorku.ca.

REQUIRED TEXT:

Saks, A.M. (2024). Managing Performance through Training and Development (9th ed.). Toronto: Nelson Education Ltd. Note: There are no restrictions on the use of a second-hand copy of the textbook. Approximate eBook cost (York University Campus eBookstore): \$116.00 (8th ed.)

¹ **Note:** Please note that the information contained in this course outline is subject to change. The instructor reserves the right to make revisions as necessary, and any changes will be communicated in class and/or through course email announcements.

COURSE DELIVERY FORMAT:

Please note that this is a fully asynchronous online course delivered through remote teaching and learning. There will be no in-person classes or on-campus activities. To participate successfully in this course, students must have reliable access to a computer and a stable internet connection. This is necessary to download course materials, access readings, watch weekly lecture videos, complete quizzes and examinations, and submit assignments through the course platform. Regular access to email and the learning management system is also required to stay informed about course announcements and updates.

COURSE LEARNING OBJECTIVES:

Upon successful completion of this course, students will be able to:

- *Explain* the role of training and development in supporting organizational strategy and performance.
- *Describe* and apply major learning and motivation theories to workplace training contexts.
- *Conduct* training needs analysis and determine whether training is an appropriate solution to performance issues.
- *Design* key components of a training program, including learning objectives, methods, and delivery approaches.
- *Differentiate and evaluate* various training and development methods (e.g., on-the-job, off-the-job, technology-based).
- *Identify and analyze* barriers to the transfer of training and recommend strategies to enhance training effectiveness.
- *Apply* training and development principles to organizational practices such as orientation, mentoring, teamwork, and leadership development.
- *Assess* training effectiveness using appropriate evaluation criteria and evaluation models.

COURSE CONTENT:

Week	Date	Topic	Readings and Deadlines
1.	May 4	Introduction to Training and Development	Chapter 1
2.	May 11	Learning and Motivation	Chapter 2
May 16: Quiz 1 on Chapters 1 & 2 due before 11:59 pm			
3.	May 18	The Needs Analysis Process	Chapter 3
4.	May 25	Training Design	Chapter 4
5.	June 1	Training Methods	Chapters 5 & 6
Reading Week from June 15-19			
June 22: Mid-Term Exam (Based on Chapters 1-6)			
6.	June 29	Technology-Based Training Methods	Chapter 7
7.	July 6	Training Delivery	Chapter 8

8.	July 13	Transfer of Training & Training Evaluation	Chapters 9 & 10
July 18: Quiz 2 on Chapters 7, 8, 9 & 10 due before 11:59 pm			
9.	July 20	Training Costs and Benefits & Training Programs	Chapters 11 & 12
10.	July 27	Management and Leadership Development and The Evolution and Future of Training and Development	Chapters 13 & 14
August 3: General tips and inquiries about the final exam.			
August 6-13: Final Exam Period (Based on Chapters 7-14)			

Other Important Dates:

May 11– Add Deadline

July 6 – Drop Deadline

COURSE EVALUATION:

Assessment Methods	Percentage of Grades*
1. Quiz 1:	20%
2. Mid-term Exam:	30%
3. Quiz 2:	20%
4. Final Exam:	30%
Total:	100%

**All final grades are subject to review by the School of Human Resource Management. The school reserves the right to adjust grades, if necessary, to ensure consistency and uphold academic standards.*

Quiz 1 & Quiz 2 (20% each):

Quiz 1 and Quiz 2 will be administered online on their respective dates (May 16 & July 18) and must be completed by 11:59 PM. Quiz 1 will cover chapters 1 and 2. Quiz 2 will cover chapters 7-10. Students are responsible for reviewing and understanding all course content related to these chapters, including lecture slides, recorded lecture videos, and any other assigned material. Each quiz will consist of two sections. Section A will include multiple-choice questions designed to assess students' understanding of key concepts and terminology. Section B will include short-answer questions that require students to provide clear, concise written responses. **Students will be given 24 hours to complete the quiz. Once the assigned time is over, the online portal will not allow students to submit their work.** Please note: NO SUBMISSIONS WILL BE ACCEPTED THROUGH EMAILS. Additional information regarding the quiz format, duration, access window, and any technical requirements will be provided on the course platform at least a week before the quiz date. Students are expected to review these instructions carefully.

Quiz schedule*:

<u>Quiz 1:</u>	<u>Quiz 2:</u>
-----------------------	-----------------------

Start time: 15 th May at 11.59 pm End time: 16 th May at 11.59 pm	Start time: 17 th July at 11.59 pm End time: 18 th July at 11.59 pm
--	--

** Subject to change with prior notice*

Mid-term & Final exam* (each 30%):

The midterm examination will be held in Week 6 on June 22 and will cover Chapters 1–6. The final examination will take place during the official final examination period (August 6–13) and will cover Chapters 7–14. The final exam is non-cumulative and will assess only material presented after the midterm. Both examinations are designed to evaluate students' understanding of key concepts and theories covered in the course, as well as their ability to apply these concepts to workplace contexts.

Each exam will consist of two sections. Section A will include short-answer questions that assess conceptual understanding and the ability to clearly explain and apply core ideas. Section B will include one long-answer question requiring a more in-depth, analytical response, typically involving the application of course concepts to an organizational scenario. Students are responsible for reviewing and understanding all course materials related to the covered chapters, including lecture slides, recorded lecture videos, assigned readings, supplementary videos, exercises, and case materials, all of which are subject to examination.

The midterm examination cannot be deferred. If a student misses the midterm for any reason, the weight of the midterm (30%) will be transferred to the final examination, resulting in the final exam being valued at 60% of the overall course grade. In cases of documented, uncontrollable circumstances, such as medical emergencies supported by valid documentation, the final exam grade may be appropriately re-weighted. Students should consult the Missed Deadline/Exam Policy section of the course outline for further details. ** Final exam date will be shared with the student at least a week prior to the exam.* **Students will be given 24 hours to complete the exams. Once the assigned time is over, the online portal will not allow students to submit their work.** Please note: NO SUBMISSIONS WILL BE ACCEPTED THROUGH EMAILS.

Exams schedule:

<u>Mid-term exam:</u> Start time: 21 st June at 11.59 pm End time: 22 nd June at 11.59 pm	<u>Final Exam:</u> August 6-13 Start time: TBD End time: TBD
--	---

** Subject to change with prior notice*

Grading

The grading scheme for this course conforms to the 9-point system used in undergraduate programs at York University. For a full description of the York grading system, visit the York University Academic Calendar.

Grade	Grade Point	Percent Range	Description
-------	-------------	---------------	-------------

A+	9	90-100	Exceptional
A	8	80-89	Excellent
B+	7	75-79	Very Good
B	6	70-74	Good
C+	5	65-69	Competent
C	4	60-64	Fairly Competent
D+	3	55-59	Passing
D	2	50-54	Marginally Passing
E	1	40-49	Marginally Failing
F	0	0-39	Failing

OTHER INFORMATION:

Course Communication

All official course communication will be conducted through the course website announcements (<https://eclass.yorku.ca>). Students are responsible for regularly checking the course platform and their email for updates, including changes to schedules, assessments, or course materials. Important information will not be communicated individually unless necessary.

Email Policy

Students may directly contact the instructor at Zoya92@yorku.ca for course-related questions. Emails should include the course code in the subject line and a clear, concise description of the inquiry (e.g., HRM 3410 A - “query” + “refer specific week”). Students are expected to review the course outline and posted materials before sending questions. Responses will normally be provided within 48 hours, excluding weekends and holidays. If you do not receive a reply after this time, you may send a follow-up email. Please wait at least 48 hours before sending a follow-up message to allow sufficient time for a response. Last-minute emails sent immediately before quizzes or exams may not receive a response in time. **Note: Please use your York University official email ID to reach out to the instructor. Inquiries from non-York email IDs may not get a response.**

Missed Quizzes

If a quiz deadline is missed due to valid and documented circumstances, students must contact the instructor as soon as possible. Requests should be submitted within four calendar days of the missed deadline. Late submissions without an approved justification will receive a grade of zero. There will be no make-up quiz for Quiz 1. If Quiz 1 is missed for any reason, its weight will be transferred to Quiz 2. **In this case, Quiz 2 will be valued at 40% of the final grade.**

Missed Midterm Examination Policy

The midterm examination cannot be deferred. If a student misses the midterm for any reason, its weight will automatically be transferred to the final examination. **In this case, the final exam will be valued at 60% of the final course grade.** If the midterm is missed due to documented, uncontrollable circumstances (such as medical emergencies with valid documentation), students

must notify the instructor within seven calendar days to be considered for re-weighting of the final grade. Supporting documentation will be required.

Missed Final Examination Policy

The final examination will take place during the official final exam period (August 6-13). The start time and end time are still to be decided (TBD). Students are responsible for ensuring that their exam schedule does not conflict with other courses. If a student is unable to write the final exam due to documented, uncontrollable circumstances, they must follow university procedures for deferred examinations and submit the Deferred Standing Agreement (DSA) Form to lapsshrm@yorku.ca no later than 7 calendar days of a missed final exam. Students will be notified via email about the status of their request once their forms have been processed by the Undergraduate Program Director. You will receive more information in the Course Announcements on the eClass course website about submitting a DSA prior to the final exam.

Lecture slides

Lecture slides will be uploaded to the eClass course site on Monday of each week. These materials are the intellectual property of the instructor and are provided for personal academic use only. Unauthorized distribution, reproduction, or sharing of lecture slides with individuals or external organizations without written permission is strictly prohibited. Violations of intellectual property rights are considered serious academic offenses and may result in significant consequences.

IMPORTANT YORK POLICIES:

All students are expected to familiarize themselves with the following information:

- Student Rights & Responsibilities
- Academic Accommodation for Students with Disabilities

Academic Integrity

As a student at York University, you have a responsibility to both understand and uphold the integrity of the academic experience. The Faculty of Liberal Arts & Professional Studies supports the International Center for Academic Integrity's definition of academic integrity. That is, you will be committed to acting in all academic matters, even in the face of adversity, with honesty, trust, fairness, courage, respect and responsibility. Here is how you can demonstrate academic integrity in the completion of this course:

- **Respect the ideas of others:** Your course work should represent your own knowledge and ideas. You should not falsely claim credit for ideas that are not your own, by presenting another's work as yours. If you are quoting, paraphrasing, or summarizing another person's work in order to support your own ideas, identify the work and the author through proper citation practices. For more information about how to cite properly, use the Student Papers and Academic Research Kit (SPARK). You can improve your

writing, research, and personal learning abilities through the Learning Commons, or by visiting the Writing Centre or ESL Open Learning Centre.

- **Respect your peers:** Know when you are allowed to collaborate. Ask your instructor about what group work entails when it comes to the sharing of work. In test situations and assignments, don't steal or give answers to your peers, whether in-person or online (e.g., in group chats and/or on third-party content-sharing websites, such as Chegg, Course Hero, etc.). Both cheating and aiding in a breach of academic honesty are violations of York University's academic honesty policy.
- **Respect your course instructor(s):** Understand what your instructors are asking of you in class, as well as on assignments, tests, and/or exams. If you are unsure, ask your professor or teaching assistant. They are committed to making you feel supported and want to assess you fairly and with integrity. Please do not submit the same piece of work for more than one course without your instructor's permission. That can be considered an act of cheating.
- **Respect yourself:** When you act with integrity, you know that your work is yours and yours alone. You do not allow others to take tests for you. You do not buy or otherwise obtain term papers or assignments. You do the work. As a result, you know that you earned the grades that you received, so you can be proud of your York degree. By acting with integrity in your coursework, you are also practicing a valuable professional skill that is important in all workplaces.
- **Take responsibility:** If you have acted in an academically dishonest way, you can demonstrate courage and take responsibility for your mistake. You can admit your mistake to your course instructor as soon as possible.

Students who engage in academic dishonesty can be subject to disciplinary action under the Senate Policy on Academic Honesty. Your lack of familiarity with the Senate Policy does not constitute a defense against its application. Some academic offences can also constitute offences under the Criminal Code of Canada, which means that you may also be subject to criminal charges.

Using Generative Artificial Intelligence in this Course

Students are not permitted to use generative artificial intelligence (AI) in this course. Submitting any work created through the use of generative AI tools will be considered a violation of York University's Senate Policy on Academic Honesty. If you do not know whether an online resource or tool can be used in this course, please contact your instructor for guidance. For more information, please review [AI Technology & Academic Integrity: Information for Students](#).

Turnitin

To uphold academic integrity in this course, students will normally be required to submit written assignments through Turnitin via the course's eClass site. Turnitin reviews submissions for

textual similarity and assists in the detection of potential plagiarism. By submitting work to Turnitin, students consent to their assignments being stored as source documents in the Turnitin.com reference database. These submissions are retained solely for the purpose of plagiarism detection. The terms governing the University's use of the Turnitin service are outlined on the Turnitin.com website. Students who wish to opt out of using Turnitin must notify the instructor as soon as possible.

Intellectual Property

Course materials are designed for use as part of this particular course at York University and are the intellectual property of the instructor unless otherwise stated. Third-party copyrighted materials (such as book chapters, journal articles, music, videos, etc.) have either been licensed for use in this course or fall under an exception or limitation in Canadian copyright law. Students may not publish, post on an Internet site, sell, or otherwise distribute any course materials or work without the instructor's express permission. Course materials should only be used by students enrolled in this course. Copying this material for distribution (e.g., uploading material to a commercial third-party website) may lead to a charge of misconduct according to York's Code of Student Rights and Responsibilities, the Senate Policy on Academic Honesty, and/or legal consequences for copyright violations.

Accessibility

While all individuals are expected to satisfy the requirements of their program of study and to aspire to achieve excellence, the University recognizes that persons with disabilities may require reasonable accommodation to enable them to perform at their best. The University encourages students with disabilities to register with Student Accessibility Services to discuss their accommodation needs as early as possible in the term to establish the recommended academic accommodations that will be communicated to Course Directors through their Letter of Accommodation (LOA). Please let the instructor know as early as possible in the term if you anticipate requiring academic accommodation so that we can discuss how to consider your accommodation needs within the context of this course. Sufficient notice is needed so that reasonable steps for accommodation can be discussed. Accommodations for tests/exams may require three (3) weeks (or 21 days) before the scheduled test/exam to arrange.

Religious Observance Accommodation

York University is committed to respecting the religious beliefs and practices of all members of the community and making reasonable and appropriate accommodations to adherents for observances of special significance. Should any of the dates specified in this course outline (e.g., examinations, tests, or deadlines) conflict with a date of religious significance, please contact me within the first three (3) weeks of class. If the date falls within the formal examination periods, you must complete and submit a Religious Accommodation for Examination Form at least three (3) weeks before the start of the exam period.

Student Conduct in the Learning Environment

York University is committed to fostering teaching and learning environments that are free of disruptive and/or harassing behaviour, are physically safe, and conducive to effective teaching and learning. Students and instructors are expected to maintain a professional relationship characterized by courtesy, civility, and mutual respect and to refrain from actions disruptive to such a relationship. Individuals who fail to adhere to such standards and who violate University or public law may be subject to disciplinary action by the University.

For more information, see the policies on [Disruptive and/or Harassing Behavior in Academic Situations](#) and [Student Conduct and Responsibilities](#), as well as the [Code of Student Rights & Responsibilities](#).

Netiquette for eClass and Online Learning

Students and instructors have a joint responsibility to create and maintain a welcoming and inclusive learning environment. All students are expected to conduct themselves in accordance with the [Code of Student Rights and Responsibilities](#). Students are advised to review and familiarize themselves with behaviors that support “netiquette” in virtual classrooms by consulting the Student Guide to eLearning.

Student Support and Resources

To help students succeed academically, York University offers a wide range of resources and services. Explore the links below to access these on-campus resources:

- [Academic Advising](#)
- [Student Counselling, Health & Wellbeing](#)
- [The Writing Centre](#)
- [ESL Open Learning Centre \(OLC\)](#)
- [Learning Skills Services](#)

To view a full list of academic, wellness, and campus resources, visit [Student Support & Resources](#).

LAND ACKNOWLEDGEMENT:

York University recognizes that many Indigenous Nations have longstanding relationships with the territories upon which York University campuses are located that precede the establishment of York University. York University acknowledges its presence on the traditional territory of many Indigenous Nations. The area known as Tkaronto has been care taken by the Anishinabek Nation, the Haudenosaunee Confederacy, and the Huron-Wendat. It is now home to many First Nation, Inuit, and Métis communities. We acknowledge the current treaty holders, the Mississaugas of the Credit First Nation. This territory is subject of the Dish with One Spoon Wampum Belt Covenant, an agreement to peaceably share and care for the Great Lakes region (LA&PS Land Acknowledgement).