Soules College of Business
The University of Texas at Tyler

HRD5347 Performance Consulting

Syllabus

Course:	HRD5347	Instructor:	Dr. Judy Y. Sun
Title:	Performance Consulting	Office:	COB 315.18
Section:	560		
Semester:	Summer 2020	Availability:	By appointment

Class Time:	Online	Phone #:	903-565-5912
Email:	jsun@uttyler.edu	Preferred Contact:	Email

Welcome

Welcome to the HRD online program at UT Tyler and to HRD5347, Performance Consulting. I am your instructor, Dr. Judy Yi Sun; and I look forward to meeting you in our virtual classroom. This course is designed to help students with various backgrounds understand and practice the basic steps in performance consulting.

This course is developed in a modular format to assist you in organizing your time and efforts. Each module will describe a particular aspect of performance consulting and will provide resources for further studies. Each module will specify required reading, writing, and discussion requirements. Five module guidelines will soon be uploaded on blackboard under "Modules".

Before go to the first Module, please first read through each section of the Syllabus carefully. If you have any questions, please email me anytime. You need to refer back to the information contained in this Syllabus anytime you have a question regarding the basic course information. You may wish to print out the Syllabus for your future references along the learning process.

If you are unfamiliar with accessing the Internet or have questions regarding technical requirements, you may want to look at the services available in the Technical Support section of the UT Tyler home page. A list of basic technical requirements is also listed in this Syllabus for your convenience. In addition, you can access the UT Tyler website for general information.

Introduction

If this is your first time to take a Canvas-based online course, you will find it dramatically different from your previous experiences, and me too. There is no face-to-face contact with your

instructor and fellow participants. You may feel you are working alone. You may feel confused and anxious because you can't ask questions and receive immediate feedback.

Relax! You are not alone, and any anxiety you feel will go away as you become familiar with this environment. Normally students will get used to the online learning environment in one or two weeks. You may even begin to prefer this environment with the high flexibility you have in managing your time and the learning materials.

I want to stress to both the experienced and inexperienced online course participants that the key to successful completion of this online course, or any online course, is organization. This syllabus outlines in detail my expectations of you as participant, including required textbooks, grading policies, assignments, and projects, and a schedule of readings and assignment/project due dates. This is not a self-paced course. Deadlines exist because the course is offered to help you complete the course successfully in a timely manner. For your convenience, a table of all assignment deadlines will be found under Modules as well.

Course Description

HRD5347 – Practice oriented models, approaches, and techniques of performance consulting in organizational settings. Students will learn critical skills in identifying gaps for performance improvement and proposing HRD interventions. General performance consulting process, from consulting proposal to final consulting report, will be covered.

Course Prerequisites

To take this course, you need to be in graduate standing. If you are taking this course as part of the Master's of Science in Human Resource Development and have not completed a degree plan, please contact your program advisor for additional requirements and procedures.

Student Learning Outcomes

The course is designed for students' current and future consulting engagements in human resource development in business and organizational settings. Emphasis will also be placed on the practical application of consulting skills, approaches and techniques.

Upon completion of this course, students should be able to:

1. Demonstrate an understanding on the role of performance consulting in organizations
2. Define performance consulting and related models
3. Identify performance gaps
4. Apply different consulting models through real life projects and case studies
5. Design preliminary performance interventions to fill the performance gaps
6. Develop a consulting proposal
7. Collect quantitative and qualitative data for identifying root causes

8. Conduct consulting sessions
9. Maintain a positive client relationship throughout a consulting process as demonstrated in the projects
10. Complete a consulting proposal or a project report.

Textbook

Required Textbooks:

1. Robinson, D. G. & Robinson, J. C. (2008,). Performance Consulting: A Strategic Process to Improve, Measure, and Sustain Organizational Results (3rd ed.). San Francisco, CA: Berrett-Koehler.
2. Swanson, R. A. (2007). Analysis for Improving Performance: Tools for diagnosing organizations and documenting workplace expertise (2nd ed.). San Francisco, CA: Berrett-Koehler. (This book may not be available in the bookstore. You may either order it on amazon.com, or to save money, you can view most content on books.google.com and amazon.com)
3. Van Tiem, D. M., Mosely, J. L., & Dessinger, J. C. (2012). Fundamentals of performance improvement - Optimizing results through people, process, and organizations (3rd Edition). Pfeiffer. ISBN: 978-118-23574-4

Additional readings and cases will be posted on Canvas if needed.

Course Competencies

1. Computer-Based Skills: Participants will use a variety of skills in the online environment.
2. Communication skills: Participants will use a variety of communication skills in communicating their opinions, findings, expertise, and knowledge about various course topics to other participants and the instructor.
3. Interpersonal skills: Participants will interact as they discuss their individual research projects.
4. Problem Solving (Critical Thinking): Participants will use conceptual thinking, creativity, and innovation in developing and presenting their responses to module assignments.
5. Ethical Issues in Decision Making and Behavior: Participants will demonstrate ethical behavior in obtaining information and in documenting referenced material used in assignments.
6. Personal Accountability for Achievement: Participants will complete assignments according to the designated schedule and will participate in discussions in a timely manner.
7. Competence in Technology Principles: Participants will apply course concepts to their own area(s) of subject matter expertise.

<h1 style="text-align:center">Course Requirements</h1>

Course Requirements and Students Evaluation

Students are expected to take responsibility for their own learning, active online participation, asking questions and presenting information related to performance consulting. The following specific learning activities are designed as part of the curriculum. Students will be evaluated on the basis of the quantity, quality, and timeliness of their efforts. More specifically:

Assignments	Proportion
Case Studies (2 cases)	30%
Final Project	30%
Online Discussions	40%
Total	100%

Grading Scale

A	91 – 100
B	81 – 90
C	70 – 80
F	69 or below

<u>Learning Schedule and Assignment Due Dates</u>

Module 1. Introduction to Performance Consulting (May 11—May 31)

Online Discussion Due: May 31.
Case 1 writing and discussion due: May 31.
Case 1 is a warm-up exercise as we just started with the consulting concept. You may wish to come back to your case analysis at a later time when you learn more. See the detail grading rubric that will be provided under Modules.

Module 2. The Science of Performance Consulting (June 1st – June 21)

Online Discussion Due June 21.

Case 2 writing and discussion due: June 21.

Module 3. Developing a Consulting Proposal (June 22—July 12)

Online Discussion Due: July 12.

 Module 4. Evidence-based Consulting: Data Collection (July 13 – July 26)

Online Discussion Due: July 26.

Module 5. Wrap up and Showcase your learning (July 27—August 3rd)

Final Project Paper Due: **August 3rd, 2020**

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Case Studies

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Consulting is a hands-on business practice requiring extensive experiences and practices. Therefore, this class will take advantage of case studies in combination with other projects to build your skills in this area. Throughout the learning process, we will analyze 2 cases for learning purposes. These cases will be posted on the Blackboard under the Assignment area. Your responsibility for the case studies is outlined below:

1. Conduct individual case analysis: For each case, students need to analyze the case and develop solutions based on questions at the end of each case.
2. **Submit your case analysis to the designed submission link by the due date.**
3. **Also post your case analysis in the Group Discussion Board under "Groups".**
4. Review other students' case studies and provide constructive feedback and ideas on their analysis (your discussion in this and all other topical area will accumulatively account for 30% of your grade).

Case studies are located under the "Assignment" link, and the due dates will also be found in each module on the blackboard.

Major Team Project: Consulting Proposal

Due: August 3rd, 2020

Points: 30.

Requirements:

Working with a team, develop a consulting proposal or consulting report in a real world organization as a team. **Any student fails to participate in the final project will automatically fail this class.**

1. The final report should be at least 15 double-spaced, 1" margin on all sides with 12 font size. It should reference to at least 5 references from journals and books written in the past 10 years (references are included in the 15 pages).
2. One of the team member please upload the group final project to Canvas designed submission link before deadline. No late submission will be accepted.

Assignments

To complete this project, you must identify an organization and conduct a performance and/or management related consulting project.

The report should include, but is not limited to, the following content:

1. The background and context of the organization
2. The stated business problem(s) by the client
3. Your identified performance gap
4. Your proposed solutions and process to address the performance problems
5. Your proposed other related interventions, based on the data analysis outcomes.
6. The data sources for identifying and confirming the problem(s)
   a. For quantitative data, include a sample survey or other data collection tools/instrument
   b. For qualitative data, include an interview/focus group questions and related supporting document, e.g., interview guidelines or protocol, if necessary.
   c. For extant data, include samples.
7. Your proposed timelines, milestones, deadlines.
8. Consulting outcomes or your expected outcomes

9. As an exercise, you also need to include a mock consulting contract (no less than 1 page) that includes the scope of the project and your client approved budget.

You can reasonably assume that your final report would be used as a base for the consulting contract upon the approval by the client organization. If you are working on a real consulting project, the final report may be different from a consulting proposal.

Team Project Measurement: Please note that your performance will not only be measured by the quality and timeliness of the final report. It will also be evaluated by your team members who participated in the project.

You may wish to start early on your project. It may take the entire semester to complete, and procrastination is your enemy! Do not expect to complete the project in two weeks.

Reading Assignments

- Each participant is responsible for completing the reading assignments in a timely manner.
- Deadlines are listed in the Module Outlines.
- Discussion and written assignments are made with the assumption that required reading assignments are completed prior to completion of discussion and written assignments.

Discussion Assignments

- Discussion assignment should be submitted in the "group discussion board" area located under "groups".
- Each participant is responsible for participating in the asynchronous discussions of each module within your group. The participation will include posting responses to prompts posted by the instructor as well as replying to other participants' postings. All class participants are expected to engage in presenting their progresses as well as contributing insights to others' postings.
- Discussion postings should be made in a timely manner. Deadlines are listed in each Module Outline. However, please try to avoid last minute postings because you may not receive any feedback from your peers.
- Please note that all discussion postings must be completed by midnight Central Standard Time on the due date.
- The quality of your discussion contributions is more important than the quantity. A participant's comments should add value to the discussion. I will let you know individually if your contributions to class discussion are not meeting my expectations.

- Note: When posting to the discussion area, please enter your comments directly into the discussion board. **Do not attach documents** to the discussion board unless instructed, as this method is difficult for some students to access.

Written Assignments

- All written assignments are to be completed in Microsoft Word (in *.doc format, not *.docx format), and submitted in a timely manner. Deadlines are listed in the Course Outline. Please note that all written assignments must be submitted by midnight Central Standard Time on the due date.
- All written assignments should be submitted to the designated link under Assignment on Blackboard. If your Web connection is down for some reason, assignments may be faxed to 903-565-5650 attention to Dr. Sun. Please note that if your assignment is faxed, turnaround time for grading may be longer.
- **Plagiarism is a serious academic offense**. Please avoid the consequences of academic dishonesty by citing all sources that you use in your work (Online applications are available to identify plagiarism). Other academic dishonesty include unauthorized collusion and cheating, as outlined in the Handbook of Operating Procedures, University of Texas at Tyler will not tolerate these behaviors. University regulations require the instructor to report all suspected cases of academic dishonesty to the Dean of Student Affairs for disciplinary action. In the event disciplinary measures are imposed on the student, it becomes part of the student's official school records. Also, please note that the handbook obligates you to report all observed cases of academic dishonesty to the instructor.
- Late assignments will receive point reductions, usually 20% of the respective assignment. Please take this as a way to enforcing your professional commitment in the case that if your consulting report is late, your client will suffer losses, and your consulting fee may not get paid.

Completion Time

You should expect to spend as much time on an online course as you do in a face-to-face course. The amount of time required for this course may vary from student to student, depending on your familiarity with the subject area. Keep in mind that your project must be completed in this one semester.

You will have access to all course materials from the start of the course to the end. You may look and study ahead, or go back and review, at any time during the course. All assignments have set due dates. Due dates are as of midnight Central Standard Time on that date.

The Virtual Classroom

A key benefit of the "cyber classroom" is that participants can come to class at their convenience. Asynchronous communication allows each of us to post questions and comments and to respond at times of our choosing. My lecture material for each module will be brief; for this course, I am primarily a facilitator.

Throughout the semester, I will ask you to post material relevant to your project. Other class members will give their input. Comments and questions from your peers can be an invaluable resource to help you through your project.

Participation

As a graduate student, you are expected to read, review, reflect upon, and discuss a large amount of information regarding the content of a course. In addition to the required textbook readings, you are expected to make extensive use of digital library and other Internet resources. The difference that you will find in this course is the large amount of time that you will be working on your own. Compared with other courses, there is not a large amount of lecture or text reading. In this course, you will be putting your knowledge to work in your project.

A word about Discussion Board conversation:

Participants must be very clear about what they mean in their contributions to the discussion. In electronic communication, we do not have the advantage of body language as an aid in communication. We also do not have the advantage of instantly asking for and receiving clarification. Because some participants may not be able to access attachments, please post your comments directly to the Discussion Board, rather than attaching them as a Word or other document. Finally, in addition to using appropriate grammar, spelling, syntax, etc., always contribute to class discussion in a respectful, polite, and constructive manner.

Please also note that all chat room languages are prohibited in the discussion board, these include writings in the form of "lol", "how r u?" ect. If you do need to use the expressions, spell them out as "laugh aloud" or "how are you?"

Accessing Library Resources

Students enrolled in this course have several options to access library resources. You may visit your home campus library or you may access the UT Tyler Online Library. You may also use the Robert R. Muntz Library at the University of Texas at Tyler. Follow the link below, and then complete the instructions at those sites for accessing information from a distant site: (http://library.uttyler.edu)

Some links within the course lectures may refer to material located in the UT TeleCampus Digital Library: http://supportcenteronline.com/ics/support/default.asp?deptID=688. When you click on the link in the course, you will go to the UT TeleCampus Digital Library Proxy Login.

You must login with your TeleCampus username and password. This is the same username and password you use to access your courses and the TeleCampus Information System (TIS). Once you enter your username and password, you will be directed to the material in the link. Please choose Full-PDF or Full-HTML version to view the contents. Adobe Acrobat is required to view PDF files.

Sending an Email to Professor:

In order to ensure I get your email, it is important:

Send your email from the Patriot email account, and

Put "**HRD 5347.560**" in your email's subject line.

Note:

The above information is needed to ensure your email not treated like spam and gets timely attention.

Additionally, in order to protect the privacy of students, the university requires that all email communication with students be conducted through the university patriot email system.

It is your responsibility to regularly check your patriot email account.

Technical Support Information:

If you experience technical problems with this course or Canvas, contact the 24/7 Canvas Support by phone or chat by clicking the Help button "?" in Canvas which is located at the bottom of the Canvas Global Menu on the left side of the window.

When you contact Canvas Support, be sure to include a complete description of your problem or question including:

* The title and number of the course

* The page in question

* If you get an error message, a description and message number

* What you were doing at the time you got the error message

You can also search the Canvas Student Guide for useful information on using Canvas at https://community.canvaslms.com/docs/DOC-10701

If you are experiencing login/password problems or need support for other technical issues, contact Campus Computing Services located in the Business Building (BUS 101), by phone 903-565-5555, or by email at itsupport@uttyler.edu

ACADEMIC DISHONESTY STATEMENT:

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrates a high standard of individual honor in his or her scholastic work. Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment of the award of a degree, and/or the submission, as one's own work of material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

University regulations require the instructor to report all suspected cases of academic dishonesty to the Dean of Students for disciplinary action. In the event disciplinary measures are imposed on the student, it becomes part of the students' official school records. Also, please note that the handbook obligates you to report all observed cases of academic dishonesty to the instructor.

UNIVERSITY POLICIES AND ADDITIONAL INFORMATION THAT MUST APPEAR IN EACH COURSE SYLLABUS

UT Tyler Honor Code

Every member of the UT Tyler community joins together to embrace: Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.

Students Rights and Responsibilities

To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link: http://www.uttyler.edu/wellness/rightsresponsibilities.php

Campus Carry

We respect the right and privacy of students 21 and over who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at http://www.uttyler.edu/about/campus-carry/index.php

UT Tyler a Tobacco-Free University

All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors.

Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products.

There are several cessation programs available to students looking to quit smoking, including counseling, quitlines, and group support. For more information on cessation programs please visit www.uttyler.edu/tobacco-free.

Grade Replacement/Forgiveness and Census Date Policies

Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at http://www.uttyler.edu/registrar. Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar.

Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

The Census Date is the deadline for many forms and enrollment actions of which students need to be aware. These include:

* Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.

* Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)

* Schedule adjustments (section changes, adding a new class, dropping without a "W" grade)

* Being reinstated or re-enrolled in classes after being dropped for non-payment

* Completing the process for tuition exemptions or waivers through Financial Aid

State-Mandated Course Drop Policy

Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses

dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date).

Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

Disability/Accessibility Services

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University of Texas at Tyler offers accommodations to students with learning, physical and/or psychological disabilities. If you have a disability, including a non-visible diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or you have a history of modifications or accommodations in a previous educational environment, you are encouraged to visit https://hood.accessiblelearning.com/UTTyler and fill out the New Student application. The Student Accessibility and Resources (SAR) office will contact you when your application has been submitted and an appointment with Cynthia Lowery, Assistant Director of Student Services/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR webpage at http://www.uttyler.edu/disabilityservices, the SAR office located in the University Center, # 3150 or call 903.566.7079.

Student Absence due to Religious Observance

Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

Student Absence for University-Sponsored Events and Activities

If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

Student Absence for University-Sponsored Events and Activities
If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

Social Security and FERPA Statement
It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

Emergency Exits and Evacuation
Everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.

Student Standards of Academic Conduct
Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

  i. "Cheating" includes, but is not limited to:
    - copying from another student's test paper;
    - using, during a test, materials not authorized by the person giving the test;
    - failure to comply with instructions given by the person administering the test;
    - possession during a test of materials which are not authorized by the person giving the test, such as class notes or specifically designed "crib notes". The presence of textbooks constitutes a violation if they have been specifically prohibited by the person administering the test;
    - using, buying, stealing, transporting, or soliciting in whole or part the contents of an unadministered test, test key, homework solution, or computer program;
    - collaborating with or seeking aid from another student during a test or other assignment without authority;
    - discussing the contents of an examination with another student who will take the examination;
    - divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructors has designated that the examination is not to be removed from the examination room or not to be returned or to be kept by the student;
    - substituting for another person, or permitting another person to substitute for oneself to take a course, a test, or any course-related assignment;
    - paying or offering money or other valuable thing to, or coercing another person to obtain an unadministered test, test key, homework solution, or computer program or information about an unadministered test, test key, home solution or computer program;
    - falsifying research data, laboratory reports, and/or other academic work offered for credit;
    - taking, keeping, misplacing, or damaging the property of The University of Texas at Tyler, or of another, if the student knows or reasonably should know that an unfair academic advantage would be gained by such conduct; and
    - misrepresenting facts, including providing false grades or resumes, for the purpose of obtaining an academic or financial benefit or injuring another student academically or financially.
  ii. "Plagiarism" includes, but is not limited to, the appropriation, buying, receiving as a gift, or obtaining by any means another's work and the submission of it as one's own academic work offered for credit.
  iii. "Collusion" includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or

collaboration with another person to commit a violation of any section of the rules on scholastic dishonesty.

iv. All written work that is submitted will be subject to review by SafeAssignTM, available on Blackboard.

UT Tyler Resources for Students

- UT Tyler Writing Center (903.565.5995), writingcenter@uttyler.edu
- UT Tyler Tutoring Center (903.565.5964), tutoring@uttyler.edu
- The Mathematics Learning Center, RBN 4021, this is the open access computer lab for math students, with tutors on duty to assist students who are enrolled in early-career courses.
- UT Tyler Counseling Center (903.566.7254)