Department of Human Resource Development
Course Syllabus

HRD 3301 Introduction to Human Resource Development & Performance Management Systems

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Course Description:
This course provides an overview of human resource development to include training, organizational development, career development and performance management techniques.

Textbook:
Werner, J. M. (2022). Human Resource Development: Talent Development. Boston, MA: Cengage Learning.
https://www.cengage.com/c/human-resource-development-talent-development-8e-werner/9780357512524PF/

Goldratt, E. M., Cox J. (2004). The Goal: A Process of Ongoing Improvement. Publisher: North River Press; ISBN-10: 0884271951 ISBN-13: 978-0884271956

Office Hours
M & W 9:00 - 11:00
Other times by Appointment

Course Objectives:
At the end of this course, participants will be able to:
1. Clearly articulate what human resource development is as demonstrated by receiving a score of 70% or better on the "What is HRD ?" reflection paper.
2. Describe the nature, purpose and responsibilities of a Human Resource Development professional.
3. Demonstrate awareness of HRD related jobs and how their functions affect financial and non-financial work results as demonstrated with a score of 70% or better on the "HRD interview" assignment.
4. Recognize the interrelationships among the driving forces that connect seemingly isolated incidents within the organization. Also taking a holistic view of performance problems in order to find the root causes as demonstrated by scoring at or above 70% on the systems thinking quiz.
5. Articulate the process of improving performance within an organization.
6. Describe and discuss the factors which impact performance.
7. Examine case studies and discuss strengths and weaknesses of performance improvement strategies.

Course Outline:

Date		Topic	Assignment
Jan	12	Introduction	
H	14	Click "Hybrid" link in Canvas for complete instructions	Ch 1
H	16	Click "Hybrid" link in Canvas for complete instructions	
	19	**MLK Day – No Class**	
	21	Influences on Employee Behavior	Ch 2
H	23	Click "Hybrid" link in Canvas for complete instructions	
	26	Learning And HRD	Ch 3
	28	The Goal: A Process of Ongoing Improvement	Ch1-7
H	30	**Available Jan. 30st 8:00AM – Feb. 3rd 10:00 PM**	**Quiz #1**
Feb.	2	Assessing Workplace Learning Needs	Ch 4
	4	Designing Workplace Learning Interventions	Ch 5
H	6	Click "Hybrid" link in Canvas for complete instructions	
	9	Implementing Workplace Learning Interventions	Ch 6
	11	Myers/Briggs – Personality Typing	
H	13	**Reflections Paper Due.**	
	16	Evaluating Workplace Learning Interventions	Ch 7
H	18	The Goal: A Process of Ongoing Improvement	Ch 8-12
H	20	**Available Feb. 20th 8:00AM – Feb. 24th 10:00 PM**	**Quiz #2**
	23	Onboarding: Employee Socialization and Orientation	Ch 8
	25	Skills and Technical Training	Ch 9
H	27	Click "Hybrid" link in Canvas for complete instructions	
Mar	2	Coaching and Performance Management	Ch 10
	4	Coaching and Performance Management	Ch 10
H	6	Click "Hybrid" link in Canvas for complete instructions	
	9		
	11	**Spring Break**	
H	13		
	16	The Goal: A Process of Ongoing Improvement	Ch 13-20
	18	Employee Counseling, Well-being, and Wellness	Ch 11
	20	Click "Hybrid" link in Canvas for complete instructions	
	23	Employee Counseling, Well-being, and Wellness	Ch 11
	25	The Goal: A Process of Ongoing Improvement	Ch 21-27
H	27	**Available Mar. 27th 8:00AM – 31st. 8th 10:00 PM**	**Quiz #3**
	30	Career Management	Ch 12
Apr.	1	Career Management	Ch 12
H	3	Click "Hybrid" link in Canvas for complete instructions	
	6	Management Development	Ch 13
	8	Organization Development and Change	Ch 14
H	10	Click "Hybrid" link in Canvas for complete instructions	
	13	HRD, Diversity and Inclusion: Beyond Diversity	Ch 15
	15	The Goal: A Process of Ongoing Improvement	Ch 28-40
H	17	**Interview papers due**	
	20	HRD Interview Presentations	
	22	HRD Interview Presentations	
H	24	**Available April. 24th 8:00AM – Apr. 28th 10:00 PM**	**Quiz #4**

Jan 26   Census Day
March 30   Last day to withdraw

Course Requirements:

Quiz #1	10%
HRD Reflection paper	25%
Quiz #2	10%
Quiz #3	10%
Quiz #4	10%
HRD Interview	25%
Class participation	10%

There will be a 10% per-class-period penalty for all late work. Assignments will be accepted no later than one week after the due date. All assignments will be submitted in Canvas.

Assignments
See the assignments section of Canvas for assignment details. All Quizzes and assignments will be submitted or taken on Canvas.

HRD Reflection paper
 Write a 2-5 page (750-1500 words) paper answering the following questions.
1. What is your preferred definition of HRD? *Use the resources provided as a guide, but don't feel limited to my resources only. Be sure to only scholarly resources.*
2. Why do you favor that definition?
3. What are the advantages and disadvantages of a learning-based definition (Watkins) vs. a performance-based perspective (Swanson) vs. a more theoretical definition (Wang et.al.)?

HRD Interview/ Presentation
You will be required to interview an HRD professional and write a brief paper (3-5 pages – 1000-1500 words) and do an in-class presentation.

Class Participation - grade based primarily upon activities surrounding the book, *The Goal: A Process of Ongoing Improvement*
1. Class preparation (reading assigned chapters and materials before class)
2. In-class discussions and work in groups

Quizzes
There will be four quizzes in this class. The exams will be taken in Canvas and will be available from 8:00 AM until 10:00 PM on scheduled days.

University Honor Code
I embrace honor and integrity. Therefore, I choose not to lie, cheat, or steal, nor to accept the actions of those who do.

Academic Dishonesty Statement

"Academic dishonesty, such as unauthorized collusion, plagiarism and cheating, as outlined in the Handbook of Operating Procedures, University of Texas at Tyler, will not be tolerated. 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

Additional References

Laird, D. (2003). Approaches to training and development; Third Edition. Cambridge. Perseus Printing.

Diessner, R. and Tiegs, J. (2001) Sources: Notable Selections in Human Development. Second Edition. Guilford, CT: Dushkin/McGraw-Hill.

Gardiner, H.W., Mutter, J.D., & Kosmitzki, C. (2nd edition, 2002). Lives Across Cultures: Cross-Cultural Human Development. Boston: Allyn and Bacon.

Gilley, J.W., Eggland, S.A.& Gilley, A.M.. (2002). Principles of Human Resource Development; Second Edition. Cambridge. Perseus Printing.

Muller, W. (1996) How, Then, Shall We Live? New York: Bantam.

Swanson, R. & Holton, E. (2nd edition, 2009). Foundations of Human Resource Development. San Francisco, CA: Berrett-Koehler. ISBN: 9781576754962

Swanson, R. & Holton, E. (2001). Foundations of Human Resource Development. San Francisco, CA: Berrett-Koehler. ISBN: 1576750752

Brinkerhoff, R.O. & Gill, S.J. (1994). *The Learning Alliance*. San Francisco: Jossey-Bass.

Wilson, A. and Hayes, E. (Eds.) (2000). *Handbook of Adult and Continuing Education,* San Francisco, CA: Jossey-Bass. ISBN 0-7879-4998-1

Merriam, S. and Brockett, R. (1997). *The profession and practice of adult education: An introduction.* San Francisco, CA: Jossey-Bass. ISBN 0-7879-0290-X

Noe, R. A. (1999). *Employee Training & Development*. Boston: Irwin/McGraw- Hill.

Stewart, G.L., Manz, C.C. & Sims, H.P. (1999). *Team Work and Group Dynamics*. New York: Wiley & Sons.

Ferrell, O. & Hirt, G. (2003). Business: A Changing World w/PowerWeb & Enhanced Quiz. Boston, MA: Irwin McGraw Hill, Inc. ISBN: 0072936304

Weinberger, Lisa A. "Commonly Held Theories of Human Resource Development." *Human Resource Development International.* 1998.

Werner, J., & Desimone, R. (2008). *Human Resource Development*. Mason, OH: South-Western College Pub.

Wilson, J. (2005). *Human Resource Development: Learning and Training for Individuals and Organizations*. London: Kogan Page.

Yorks, L. (2004). *Strategic Human Resource Development*. Mason, OH: South-Western College Pub.

Student Resources and University Policies:

- Student Resources and University Policies are posted in Canvas on the Syllabus Page