

Soules College of Business  
The University of Texas at Tyler

HRD5347 Performance Consulting

**Syllabus**

Course:	HRD5347	Instructor:	Dr. Greg G. Wang
Title:	Performance Consulting	Office:	COB 315.13
Section:	560		
Semester:	Summer 2025	Availability:	Tuesday 12pm – 3pm Other time By appointment
Class			
Time:	Online	Phone #:	903-565-5910
Email:	gwang@uttyler.edu	Preferred Contact:	Email

**Welcome**

Welcome to the HRD online program at UT Tyler and to HRD 5347, Performance Consulting. I am your instructor, Dr. Greg Wang; and I look forward to meeting you in our virtual classroom. This course is designed to help students with various backgrounds to learn 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 moving 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.

**Course Description and Prerequisites**

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

## 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. Examine the role of performance consulting in organizations
2. Apply different performance consulting models through real life projects
3. Explain consulting skills that can be used in a real consulting project
4. Analyze performance gaps and propose solutions to fill the performance gaps
5. Collect quantitative and qualitative data in evidence-based consulting
6. Develop a consulting proposal

## Textbook

Required Textbooks:

1. Robinson, D. G., Robinson, J. C., Phillips, J. J., Phillips, P. P., & Handshaw, D. (2015). Performance consulting: A strategic process to improve, measure, and sustain organizational results. Berrett-Koehler.—This book can be downloaded for free once you log into the course canvas portal.
2. Other required readings and cases will be assigned along the learning process.

*Disclaimer:* To reduce students' cost in textbook expenses, I have a good deal with the publisher to offer students in my class free electronic textbook. The only restriction is that the textbook is for your learning in this class only. Therefore, I assume when you download the textbook and readings in Canvas portal, you agree that you will not share the textbook with those not enrolled in this course. All other worksheets, templates, sample reports I share in this course will also be treated in the same way due to the copyright issue.

## Course Requirements

### Course Requirements and Students Evaluation

Students are expected to take responsibility for their own learning, active online participation, ask 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 Study	15%
Online Discussions	35%
Interview Report	20%

Final Project	30%
Total	100%

### Grading Scale

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

### Learning Schedule and Assignment Due Dates

#### Learning Agenda and Due Dates

Week & Module	Topics	Assigned Readings and Activities	Assignments Due Date
Weeks 1 & 2 <b>Module 1</b> 5/12—5/26	Introduction to Performance Consulting	Textbook: Introduction	5/18 Week 1 Discussion 5/25 Week 2 Discussion:
Week 3 & 4 <b>Module 2</b> 5/26—6/8	The Science of Performance Consulting	Textbook: Chapters 1 & 2	Week 3&4 Discussion due 6/8 Case Study 1 due (for discussion forum)
Week 5 & 6 <b>Module 3</b> 6/9—6/22	Consulting Skills	Textbook: Chapters 3, 4	6/15 Week 5&6 Discussion Due.  6/22 Interview Report due
Week 7 & 8 <b>Module 4</b> 6/23—7/6	Performance analysis	Textbook: Chapters 6, 7, & 8  Case study 2	6/29 Week 7&8 discussion due  7/6 Case study 2 due (for assignment submission)
Week 9 & 10 <b>Module 5</b> 7/7—7/20	Evidence-based Consulting: Data Collection	Textbook: Chapters 8 & 10	7/20 -Week 9 & 10 discussion due Worksheet and discussion.
Week 11 & 12 <b>Module 6</b> 7/21-8/3	Developing Consulting Proposal	Textbook: Chapters 5 & 12.	7/11 Week 11 & 12 discussion  8/3 Consulting report due

*\*Course schedule and agenda are subject to changes.*

## Online Discussion

### *Grading Criteria in quantity of discussion forum:*

Each discussion assignment includes 1 original post and at least 3 responses to others' initial post. Thus, the total grade proportion for discussion is 35%, which is greater than the final project. If you post only 1 initial post in a discussion, you receive 2% grade, and together with 3 subsequent responses combined will grant you a full 5% for that discussion.

Note: The length of the initial contribution should be a minimum of 200 words and not exceed 500 words. Actively responding to another student's initial submission means providing the rationale as to why you agree or disagree with other students with supported arguments from literature or credible sources; responses such as "I agree," or "me too", will not be counted.

- 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 will be less convenient in access.

A word about Discussion/conversation:

- Participants must be 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. 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?" etc.

## Case Studies

Consulting is a hands-on business practice requiring extensive experience and practice. 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 have opportunities for 2 case analysis. For Case 1, you are expected to conduct individual case studies and share you case analysis in the discussion forum. For Case 2, you are required to submit your case analysis to the assignment link as an independent written assignment. Please refer to the assignment link for Case analysis guide.

## Interview Report

Due: June 22

**Requirements:**

1. Your report should be at least 7 double-spaced typewritten pages excluding cover page and references, 1" margins all sides, font size 12-point Time New Roman.
2. You must submit a report to receive a grade. Late submission will receive point deduction.

**Assignment**

This assignment is designed for you to gain an understanding of performance improvement consulting in the real-world by interviewing a field HRD consultant.

It is your responsibility to identify a consultant, either internal employee, manager, or external consultant to an organization in HRD or related field. The person could be in a function such as training, performance improvement, instructional design, organization effectiveness, or organizational development in any industry or sector. The person may bear a job title such as HR Generalist/Manager, Training Manager, Instructional Designer, Organization Effectiveness Specialist, Performance Consultant, and HR Analyst.

You may conduct the interview in person, by telephone, or via any online technologies, e.g., Zoom or Skype. Ask questions at least in the following areas:

1. What is your role in performance improvement in the organization?
2. In what department are you in, and what is the general function of that department?
3. What are some of your typical consulting projects that help improving performance in the organization?
4. Can you describe a most recent or most important consulting project for performance improvement, including the following aspects
  - a. Background of the project: which aspect or area in performance improvement?
  - b. What was the client's initial request?
  - c. How do you identify the SHOULD and IS?
  - d. How do you measure the performance gap, and how it was identified?
  - e. What was the solution, strategy, or approach you adopted to close the gap?
  - f. What was the outcome(s)?
5. Advice the person may offer to new HRD consultant just received a Master's degree from UT Tyler based on his/her field consulting experiences.

Please write your report based on your interview data. Your report should at least have the following components:

- The background of the consultant, the department and the organization.
- The role of the consultant in the organization.
- A detailed step-by-step description of a sample consulting project conducted by the interviewee or his/her team.
- Your learning reflections.

Please note that the interview report needs to be focused and structured with subheadings. Quotes from the interviewee may be necessary, but the report should not be the entire interview transcripts. Necessary analysis based on the HRD theories or models learned is expected.

Please think ahead and prepare the interview early in the semester. This may lead you to ideas on the final project.

## **Major Project: Consulting Proposal (30%)**

**Due:** August 3

### ***Assignment:***

Independently develop a performance improvement consulting proposal or consulting report in a real-world organization with a real or fictitious organizational client.

1. The final report should be at least 15 double-spaced, 1" margin on all sides with 12 font size. It should refer to at least 5 references from journals and books written in the past 10 years (references are included in the 15 pages).

### ***Requirements:***

To complete this project, you must identify an organization and conduct a performance and/or management-related consulting project. The organization could be any nature, business firm, non-profit, faith-based, or government agency in any particular sector, healthcare, services, IT, financial, or manufacturing.

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

1. The background and context of the organization, and the market of the industry, such as information about major competitors in the industry.
2. The stated business problem(s) by the client
3. Your identified performance gap
4. Your proposed or identified 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, including a sample survey or other data collection tools/instrument
  - b. For qualitative data, including interview/focus group questions and related supporting documents, e.g., interview guidelines or protocol, if necessary.
  - c. For extant data, including samples.
7. Your proposed timelines, milestones, and 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 proposed budget.

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

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.

As mentioned earlier, your final project may become an augmentation and extended interview report in the same organization, if you can add one or more interviews to offer a fuller picture of a major consulting project for performance improvement.

### **Written Assignments Requirements**

- All written assignments are to be completed in Microsoft Word, and submitted in a timely manner. Due dates are listed in the Agenda table. Please note that all written assignments must be submitted by midnight Central Standard Time on the due date.
- **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 enforce 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.

### **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 the digital library and other Internet resources. The difference that you will find in this course is a 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.



## 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 protect the privacy of students, the university requires that all email communications with students be conducted through the university patriot email system.

It is your responsibility to regularly check your patriot email account for course related communications.

## **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**

### **Artificial Intelligence (AI) Statement and Policy**

AI is an important tool in our lives today. However, it is not a substitute for your independent thinking and should not be used to write assignments. While AI tools can support your learning, they should not be utilized to generate or complete assignments. AI screening tools and plagiarism checkers will be utilized in this class to uphold academic honesty. Indeed, Turnitin not only report Similarity Index of each submitted assignment, but also can estimate AI Writing percentage. If you use Grammarly, be careful that Turnitin considers it as an AI tool already.

### **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](http://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.

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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.

#### **UT Tyler Resources for Students**

- UT Tyler Writing Center (903.565.5995), [writingcenter@uttyler.edu](mailto:writingcenter@uttyler.edu)
- UT Tyler Tutoring Center (903.565.5964), [tutoring@uttyler.edu](mailto: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)