

**Soules College of Business**  
**Department of Human Resource Development**  
**Course Syllabus**

HRD 3301 Introduction to Human Resource Development & Performance Management Systems

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Term: Summer 2026  
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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.

**Textbooks:**

Werner, J. M. (2022). *Human Resource Development: Talent Development* (8<sup>th</sup> ed). 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:**

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. As well as taking a holistic view of performance problems 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 Calendar:

Module	Dates	Module Topics	Readings	Quizzes	Assignments	Due Date
1	MAY 11 - 17	Student Introductions	Course Syllabus	Syllabus Quiz	Student Introductions	5/17/2026
2	MAY 11 – May 31	Foundations of HRD	Textbook Ch 1-3 The Goal: Ch 1-7	Quiz #1	HRD Reflection Paper	5/31/2026
3	JUN 1 - JUN 21	Framework for HRD	Textbook Ch 4-7 The Goal Ch 8-12	Quiz #2	"The Goal" Assignment #1	6/21/2026
4	JUN 14 - JUL 19	HRD Applications 1	Textbook Ch 8-11 The Goal Ch 13-27	Quiz #3	HRD Interview Paper	7/19/2026
5	JUL 20 - AUG 6	HRD Applications 2	Textbook Ch 12-15 The Goal Ch 28-40	Quiz #4	"The Goal" Assignment #2	8/6/2026

*Note.* Census date is **May 26, 2026.**

Last day to withdraw is **July 10, 2026.**

## Course Requirements:

Quiz #1	10%
HRD Reflection Paper	5%
Quiz #2	10%
Quiz #3	10%
Quiz #4	10%
HRD Interview	25%
The Goal - Assignments	10% (5% each)

There will be a 10% per week penalty for all late work. All assignments will need to be submitted in Canvas.

## Artificial Intelligence (AI):

AI is an important tool in our lives today, however, it is not a substitute for your independent thought and should not be used to write papers. While AI tools can support your learning journey, 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.

## 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 pages (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 these resources only. Be sure to use scholarly resources only.*

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).

**The Goal Assignments** – This grade is based upon answering questions over the assigned chapters in the book, *The Goal: A Process of Ongoing Improvement*.

### **Quizzes**

There will be four quizzes in this class. The exams will need to be taken in Canvas and will be available until 11:59 PM by the due date.

### **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.

### **University Policies, Information and Student Resources:**

These can be found in the “Getting Started” section of this Canvas course.

### **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:**

Brinkerhoff, R.O., & Gill, S. J. (1994). *The learning alliance*. Jossey-Bass.

Diessner, R., & Tiegs, J. (2001). *Sources: Notable selections in human development* (2<sup>nd</sup> ed.). Dushkin/McGraw-Hill.

Ferrell, O., & Hirt, G. (2003). *Business: A changing world*. Irwin McGraw Hill.  
ISBN: 0072936304

Gardiner, H.W., Mutter, J.D., & Kosmitzki, C. (2002). *Lives across cultures: Cross-cultural human development* (2<sup>nd</sup> ed.). Allyn and Bacon.

Gilley, J.W., Egglund, S.A., & Gilley, A.M. (2002). *Principles of human resource development* (2<sup>nd</sup> ed.). Perseus Printing.

Laird, D. (2003). *Approaches to training and development* (3<sup>rd</sup> ed.). Perseus Printing.

- Merriam, S. and Brockett, R. (1997). *The profession and practice of adult education: An introduction*. Jossey-Bass. ISBN 0-7879-0290-X
- Muller, W. (1996) *How, then, shall we live?* Bantam.
- Noe, R. A. (1999). *Employee training & development*. Irwin/McGraw- Hill.
- Stewart, G.L., Manz, C.C. & Sims, H.P. (1999). *Teamwork and group dynamics*. Wiley & Sons.
- Swanson, R.A. (2022). *Foundations of human resource development* (3<sup>rd</sup> ed.). Berrett-Koehler. ISBN: 1523092092
- Swanson, R., & Holton, E. (2001). *Foundations of human resource development*. Berrett-Koehler. ISBN: 1576750752
- Weinberger, L. A. (1998). Commonly held theories of human resource development. *Human Resource Development International*, 1(1), 75-93.  
<https://doi.org/10.1080/13678869800000009>
- Werner, J., & Desimone, R. (2008). *Human resource development*. South-Western College Pub.
- Wilson, A., & Hayes, E. (2000). *Handbook of adult and continuing education*. Jossey-Bass. ISBN 0-7879-4998-1
- Wilson, J. (2005). *Human resource development: Learning and training for individuals and organizations*. Kogan Page.
- Yorks, L. (2004). *Strategic human resource development*. South-Western College Pub.