

The University of Texas at Tyler
Soules College of Business
Department of Human Resource Development

Course Syllabus

**HRD 3301: Introduction to HRD & Performance Management Systems
Fall, 2019**

Course Meetings: Tuesdays, 6:00 pm to 8:45 pm, Rm. 214, Soules College of Business

Course Catalog Description: An overview of human resource development to include training, organizational development, career development and performance management techniques.

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Office Hours: No formal office hours, but should be available prior to and after most class periods for questions. Preferred method of contact is by email. Emails will usually get a response within 24-48 hours. An announcement will be made in class and posted in Canvas if the instructor anticipates being unavailable for a day or two. One caveat: technical problems in email systems may slow down responses!

Required Course Textbook:
Carbery, R. & Cross, C. *Human Resource Development: A Concise Introduction*.
New York: Palgrave MacMillan.
ISBN-978-1-137-36009-0

Supplemental Readings: Additional reading material will be used as needed to stimulate discussion.

Recommended: Publication Manual of the American Psychological Association 6th Edition
ISBN: 978-1-4338-0561-5
<http://www.apa.org>

The APA website provides a free tutorial and additional information about the 6th edition. While completing the tutorial is not required, it is recommended and encouraged as this format will be used for all written assignments in this course.

Many students rely on various websites to help with APA formatting. Some of these sites are accurate and others are not. Use at your own risk.

Important Dates:

Class begins: August 27, 2019 (Tuesday)
Census date: September 9, 2019 (Monday)
Last day to withdraw: November 4, 2019 (Monday)
Date of final exam: December 10, 2019 (Tuesday)

Canvas Login

<https://www.uttyler.edu/canvas>

Course Description: This course addresses the current state of human resource development (HRD) practices, including major functional areas of HRD, similarities and differences between HRD and human resource management (HRM), strategic HRD, the interaction of talent management and leadership and HRD, performance management systems, and HRD in large and small organizations. Products of this course will include in-class assignments, written case studies, brief presentations, quizzes and tests.

Course Goals and Objectives:

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

- Describe the nature, purpose, and responsibilities of an HRD professional;
- Apply typical HRD processes and practices to current company situations through the use of case studies;
- Identify key differences between the needs of small and medium enterprises and large organizations for strategic HRD;
- Identify factors affecting learning in organizations;
- Distinguish between knowledge management and organizational learning;
- Examine values and principles which underpin the practice of organizational development;
- Identify differences between HRD and OD and how they relate and assist each other's functions;
- Identify principal steps in conducting a learning needs analysis;
- Outline the key stages in the process of designing HRD programs;
- Examine the use of different training delivery systems and methods;
- Describe methods of evaluating HRD activities;
- Discuss key components of talent management and leadership development strategies;

- Discuss challenges faced by HRD practitioners in implementing ethics, sustainability, and social responsibility policies in an organizational setting.

Core Competencies

The University of Texas at Tyler has determined that to be an educated person, a student needs certain intellectual skills in order to participate effectively in society and in the workplace. The faculty of the Department of Human Resource Development has identified seven skill sets, or core competencies, that fulfill the university's definition of an educated person and simultaneously contribute to the core values of the Soules College of Business. These core competencies include:

1. Computer software, database, and internet search skills: the student will complete written assignments using a word processor as well as periodic Canvas assignments via Internet connectivity; will login utilizing asynchronous platforms. Using presentation software, the student will create and display a brief descriptive presentation of assigned case studies.
2. Oral and written communication skills: the student will exhibit a mastery of both written and oral skills in completion and presentation of the assigned projects and communication with classmates.
3. Team-based skills including leadership and conflict resolution abilities: the student will be involved in discussions and assignments with classmates.
4. Critical thinking: the student will use conceptual thinking to analyze and make determinations about best approaches to training situations, strategic HRD issues, and ethics/corporate social responsibility situations, as presented in case studies.
5. Ethical Issues in decision making and behavior: the student will demonstrate ethical behavior while working in teams, preparing assignments, and citing all works used during the course.
6. Personal accountability for achievement: the student will complete the projects and activities at the time designated by the instructor and will enter into class/group/team discussions prepared, with information from assigned readings and research.
7. Competence in basic technology principles: the student will gain further expertise in the use of internet-based tools and asynchronous technologies.

Course Structure: This course is a lecture-based course which meets on a weekly basis during the semester. Participants will have reading, discussion, and writing assignments weekly. Discussion and written assignments are made with the assumption that required reading assignments are completed prior to class meetings.

Canvas will be used as a communication tool for email, submission of assignments, additional instructional materials, etc. Lecture notes and PowerPoint slides will generally be available in Canvas, once addressed in class.

The instructor reserves the right to administer "surprise quizzes" that will count toward all or a portion of the class participation grade if it is determined that students are not reading the text and supplemental readings and are not adequately prepared to engage with each other, the instructor, and the overall community.

Course meeting dates, assigned readings, written assignments, and test dates are listed in the Course Schedule attached.

Instructor Class Policies:

A student's participation grade can and will be negatively affected by inappropriate use of electronic devices during class periods. Use of computers and other internet technologies will be encouraged and allowed at appropriate times during class activities, but all use should be in support of class activities. Inappropriate use includes "surfing the web" and gaming activities during class times.

No voice or video recording of class sessions is allowed, without prior approval from the instructor.

Grades and Grading

For individual assignments and tests:

A - 90-100 pts.	D - 60-69 pts.
B - 80-89 pts.	F - Below 60 pts.
C - 70-79 pts.	

For final grade calculation:

A: 630-700 total pts.
B: 560-629 total pts.
C: 490-559 total pts.
D: 420-489 total pts.
F: below 420 total pts.

Course work grades consist of the following components:

100 pts - Active Class Participation
200 pts – In class skill exercises
200 pts - Tests
100 pts – 4 written case studies
100 pts - Final Exam

General Information on Course Assignments:

Assignments--written and discussion--are due by Midnight Central Standard Time on the due date scheduled. Please name all submitted documents as follows:

Last Name First Initial Assignment Title

Submit written assignments through the links provided in Canvas. If the student's Web connection is down for some reason, assignments may be faxed to 903-565-5650. Please note that turnaround time for faxed assignments may be slightly longer.

Students should notify the instructor as soon as possible of special circumstances that could interfere with the timely completion of assignments. **Late papers and projects will not be accepted without prior approval and late papers will be subject to a reduction in letter grade.** Even with prior approval, the instructor reserves the right to lower grades in accordance with the tardiness of submitted late assignments.

If a student needs assistance with proofreading or writing skills, he or she should contact UT-Tyler Writing Center, (903) 565-5995, email: writingcenter@uttyler.edu.

Course Assignments

1. Active Class Participation (100 pts)

Active class participation requires students to be involved in the course on a regular basis. This includes attending all scheduled class meetings, introductions, responses to all topic questions, feedback to other students, and a willingness to ask questions and to assist others with learning activities.

Students should plan on entering Canvas regularly to check for announcements or changes to class activities. It is recommended that a student check Canvas for new information at least 24 hours prior to class meetings.

Students may have special issues and responsibilities that impact weekly participation at times. However, consistent and sustained participation is expected. Lack of preparation and engagement will affect the final course grade.

Excused absences for religious holy days or active military services are permitted according to the policies outlined in the UT Tyler Policies below.

2. In Class Skill Exercises (200 pts)

During each class, students will apply new knowledge to skill building exercises. This will include evaluations of textbook information to solve problems.

3. Case Studies (100 pts)

Each student will prepare four written evaluations of case studies during the course.

All written assignments must be prepared using Word or other word processing program **accessible to Word**. All papers should be formatted using APA 6th edition standards.

A letter grade will be deducted for each day an assignment is late.

Papers will be evaluated based upon the following criteria:

1. Clarity of expression on the topic.
2. Selection and expression of relevant ideas, concepts, and information.
3. Quality of the support of evidence for statements included.

All written assignments do go through plagiarism detection programs. Plagiarism is a serious academic offense. Please avoid the consequences of academic dishonesty by citing all sources used. 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 student's official school records. Also, please note that the handbook obligates participants to report all observed cases of academic dishonesty to the instructor.

Due dates for individual assignments are specified in the Course Schedule. Papers should be submitted through Canvas.

4. Tests (200 pts)

Each student will be required to take two (2) tests during the course. These tests will be offered through Canvas. Each test will be a combination of multiple choice, true/false, and/or definition questions. Students may access the textbook, PowerPoint lecture slides, and notes when taking the test, but may not use the assistance of another person. Please see the UTT policy on Student Standards of Academic Conduct below.

Each student will receive a different test. Tests will be timed and the student will have two (2) hours to complete each test.

There will be only one opportunity to take each test. Once started, a student cannot pause the test. It is important to have an adequate and reliable Internet connection before attempting each test.

Due dates for tests are specified in the Course Schedule. Students are responsible for making sure the test is completed before 11:59 p.m. on the due date.

5. Final Exam (100 pts)

The final exam test will occur at the regularly scheduled final exam time, Tuesday, 6 p.m. on December 10, 2019. The test will be conducted through Canvas, and follow all rules established above for tests.

Course Assignments

Assignments are due on the date scheduled. Participants should notify the facilitator as soon as possible of special circumstances that could interfere with the timely completion of assignments. **Late papers and projects will not be accepted without prior approval and late papers will be subject to a reduction in letter grade.** Even with prior approval, the facilitator reserves the right to lower grades in accordance with the tardiness of submitted late assignments.

Soules College of Business Statement of Ethics

The ethical problems facing local, national and global business communities are an ever-increasing challenge. It is essential the Soules College of Business help students prepare for lives of personal integrity, responsible citizenship, and public service. In order to accomplish these goals, both students and faculty of the Soules College of Business at The University of Texas at Tyler will:

- ▶ Ensure honesty in all behavior, never cheating or knowingly giving false information.
- ▶ Create an atmosphere of mutual respect for all students and faculty regardless of race, creed, gender, age or religion.
- ▶ Develop an environment conducive to learning.
- ▶ Encourage and support student organizations and activities.
- ▶ Protect property and personal information from theft, damage and misuse.
- ▶ Conduct oneself in a professional manner both on and off campus.

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.

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 plagiarism software.

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)

Revised 05/19

**Weekly Course Schedule
HRD 3301 Fall 2019**

Week	Dates	Weekly Objectives	Readings	Assignments
1	Aug 27	1. Introduction of course and course participants. 2. Overview of Syllabus, Course Expectations, Schedule; Getting Started; Textbook	1. Syllabus 2. Schedule 3. Intro 4. Calc of Grade	
2	Sept 3	Introduction to HRD	Ch. 1	Learning Style Quiz
*****	Sept 9	Census Date	*****	*****
3	Sept 10	Individual-Level Learning	Ch. 4	Case Study: Courtyard Hotel in Tokyo Due Sept 17
4	Sept 17	Organizational Learning	Ch. 5	Skill exercises
5	Sept 24	Organizational Development	Ch. 6	Case Study: Netflix Due Oct. 1
=====	Sept 29	Test # 1	Online/Canvas	Chs 1, 4, 5, 6
6	Oct 1	Identifying Learning Needs	Ch. 7	Skill exercises
7	Oct 8	Designing HRD Programs	Ch. 8	Case Study: McBurger 'n' Fries Due Oct. 15
*****	Oct 14	Midterm Grades Due	*****	*****
8	Oct 15	Delivering HRD Programs	Ch. 9	Skill exercises
9	Oct 22	Evaluating HRD Programs	Ch. 10	Case Study: Oriflame Due Oct. 29
=====	Oct 27	Test # 2	Online/Canvas	Chs. 7, 8, 9, 10

10	Oct 29	Managing HRD	Ch. 3	Skill exercises
*****	Nov 4	Last day to withdraw	*****	*****
11	Nov 5	Strategic HRD	Ch. 2	
12	Nov 12	Managing Talented Employees	Ch. 11	Skill exercises
13	Nov 19	Leadership Development	Ch. 12	Skill exercises
14	Nov 26	Thanksgiving Week	None	
15	Dec 3	Ethics & HRD	Ch. 14	Skill exercises
16	Dec 10	Final Exam	Online/Canvas	Chs. 2, 3, 11, 12, 14

[NOTE: The facilitator reserves the right to make changes to the syllabus, course schedule and assignments as necessary, but will announce all changes in advance.]