

HRD 5343: Foundations of Human Resource Development (HRD)
Spring 2020

The University of Texas at Tyler
Soules College of Business

Instructor: David Conley, Ph.D.
Telephone: (281) 210 -7760
Email: dconley3@patriots.uttyler.edu

Class location: online via Canvas
Office hours: By appointment,
please allow 24 – 48 hours for a
response; I prefer to be
contacted via email; phone,
ZOOM, or Skype appointments
available

Required textbook: Swanson, R.A. and Holton, E.F. (2009) *Foundations of Human Resource Development. 2nd Edition*, Berrett-Koehler, San Francisco. ISBN: 978-1-57675-496-2

Supplemental textbook: Publication Manual of the American Psychological Association, 7th Edition, APA. ISBN: 978-1-4338-3215-4

Other Requirements: Reliable internet connection, Canvas access, and Microsoft Word

Course Catalog Description: Study of the set of systematic and planned activities designed by an organization to provide its employees with the necessary skills to meet current and future job demands: learning and human resource development, needs assessments, task analysis, designing and implementing training programs, evaluating training programs, career development, and organizational development.

Course Purpose: Participants will be introduced to and reflect upon the below.

- The professional field of Human Resource Development; common definitions, historical perspectives, relevant models and processes
- The role of theory and philosophy in relation to HRD
- Perspectives of performance, learning, and paradigms of HRD
- The development of expertise through training and development, the nature of expertise, and practices of training and development
- Elements of Organization Development, the nature of Change, and practices of OD
- An agenda for HRD; strategy, accountability, and the implications for policy and planning
- The future of HRD; topics of globalization, technology, and challenges for the field

Student Expectations:

The textbook and supplemental materials will offer a foundation to apply concepts in an asynchronous structured learning environment. Students will engage their fellow classmates online by posting thoughtful and insightful dialogue utilizing the content from the course in addition to their practical knowledge. It is expected that each student will check and contribute to the Canvas environment several times a week.

Students should identify the materials in each lesson as they become available; prepare, read, and review the appropriate content prior to contributing online or submitting the written assignments; facilitate productive group dialogue, be respectful of other learners, and take initiative for your own learning. Be mindful of too few contributions, dominating a particular discussion, avoid using informal language, slang, or un-common abbreviations. Use appropriate in-text citations and reference your work at the end of the submission or document; this is mandatory for scholarly work and therefore applies when making an argument that is not exclusively yours. It is certainly great to hear unique concepts and applications, but has someone else in the field said it or done it... Or, how can you support your idea(s) with existing knowledge? Cite it.

Modification to the syllabus is at the sole discretion of the instructor and may be changed as necessary.

Method of Evaluation:

Students will be evaluated by their substantive posts, assignments, and research. Quality, quantity, and timeliness will be assessed; performance criteria identified below.

Discussion Board Posts (1 original post, 2 peer responses)	30%
HRD Definition Paper	20%
Article Critique	20%
HRD Project Paper	30%
Total	100%

Grading Scale:

A - 90 - 100%

B - 80 - 89%

C - 70 - 79%

D - 60 - 69%

F - < 59%

No late work is accepted. See the course calendar for due dates. Note that all assignments are submitted to "Turn it in". This software compares student work to previous semesters.

Assignments, performance criteria, and make-up policy

Posting in the Discussion Board:

Students are responsible for contributing to the asynchronous discussions within the discussion board. It is expected that you check the discussion boards often and provide your responses prior to 11:59 pm (CST) on the due dates established. This is not a self-paced course and material is provided in a modular format. The discussion prompts will be provided to guide your learning and facilitate ongoing dialogue. The value of your shared experience should be drawn from our textbook, scholarly articles, and your professional knowledge. Students must provide one (1) original post and two (2) peers' posts. The quality of the posts are as important as the quantity of the posts. Students should ensure that their responses are cited and referenced as necessary. Please ensure that the posts are made directly within the discussion area and not in an attached document, as this creates difficulty for students accessing the material.

Personal Definition of HRD Paper:

Students will reflect upon the HRD definitions provided in our textbook and scholarly articles and develop their own definition. This will be a 4 – 6 page double-spaced paper excluding references. Theoretical support and references are required.

- Develop your own definition of HRD.
- Compare and contrast your definition with a provided definition.
- Why did you select the given elements of your definition?
- How is your definition relevant to business?

Scholarly Article Critique:

Each student will review and critique a scholarly article. Specific objectives and assignment criteria will be provided in Canvas to assist students.

Final Foundation Paper:

Students will apply relevant theory, concepts, and applications from course material in this paper. Students may choose to work in groups of up to 3 persons; if students work in groups, it is the responsibility of all persons in the group to ensure appropriate communication, effort, and the final product are reflective of all members contributions. The paper will be approximately 10 – 15 pages excluding references and conform to APA 7th edition formatting. More information regarding the objectives, criteria, and requirements will be provided in Canvas prior to the assignment due date.

Performance Criteria for Discussion Posts:

The content provided in the discussion posts will be reviewed for its quality, quantity, and timeliness. Quality will be assessed on whether the material was original and not an attachment; peer responses included salutations; promptness and initiative, overall quality of writing, relevance of posts, and contribution to the learning community. Quantity includes (1) original post and (2) peers' responses. Posts not meeting the deadline will not be considered. Students should provide a thorough and substantive post, which meets all of the following criteria:

- Draw on course material for support
 - Demonstrate an understanding of the material
- Opinions, commentaries, thoughts, and ideas must be supported by citation of material
 - Include reference citations in the body of the post
 - Provide reference list at the conclusion of the post
- Peer response posts should be extensions of responses and material learned
 - Restatements, quotations, or reiteration of the original response is not adequate (i.e. simply stating: "I agree" or "good job")
 - Well-written peer responses include providing an opinion, thoughts, and additional materials, which should include reference citations.
 - Each peer response must include the student's name of the original post in the peer response salutation. For example: Maria, I agree with your comments and would also add the following... or - Maria, I appreciate your comments but disagree with you on your stance of the ...
- Both original and peer response posts must be written in the discussion board submission block and not included as document attachments.

Students should review posts often and provide their responses prior to the 11:59 pm (CST) due date.

Performance Standards for Written Assignments:

All written assignments submitted for a grade must conform to the below guidelines.

- Adhere to APA formatting:
 - 1" margins on all sides
 - Times New Roman, 12-point font
 - Double-Spaced
 - Include a properly formatted Cover Page with Running head, Page numbers, and Reference pages, according to the APA Manual (7th edition)
- Submitted as a Microsoft Word document.
- Submitted on time in the respective Assignment link in Canvas by the due date.
- Academic honesty and the University Honor Code adhered to for all submissions.
 - Plagiarism is a serious academic offense. Avoid the consequences of academic dishonesty by citing all sources used in your work. Academic dishonesty, such as unauthorized collusion, plagiarism, and cheating will not be tolerated!

Time Commitment:

In general, students should spend roughly between 6 – 10 hours per week on this course. While this may vary from student to student, this is appropriate for the assigned reading, discussions, and assignments. The assignments have been distributed with your time in mind, therefore students should allocate the appropriate amount of time and attention to ensure that their final work product meets established criteria. It is paramount that you learn to work independently and manage your time wisely.

Make-up Policy and Late Assignments:

All assignments are due by 11:59 pm (CST) on the scheduled due date. Submissions with a time stamp after the scheduled date/time will not be accepted. To receive credit for submissions, you must adhere to our class schedule.

Course Calendar:

Module	Dates	Topics	Readings	Assignments Due*
Intro	Jan. 13 - Jan. 19	Introduction	Syllabus & Course Schedule	Posts by Jan. 19
Section 1	Jan. 13 - Jan. 26	Intro to HRD	Chapters 1, 2, & 3	Posts by Jan. 26; Definition Paper due Feb. 9
Section 2	Jan. 27 - Feb. 9	HRD Theory	Chapters 4, 5, & 6	Posts by Feb. 9
Section 3	Feb. 10 - Feb. 23	Perspectives of HRD	Chapters 7, 8, & 9	Posts by Feb. 23
Section 4	Feb. 24 - Mar. 8	Training and Development	Chapters 10, 11, & 12	Posts by Mar. 8; Critique Due Mar. 8
	Mar. 9 - Mar. 13	Spring Break: I will have limited availability this week		
Section 5	Mar. 16 - Mar. 29	Organization Development	Chapters 13, 14, & 15	Posts by Mar. 29
Section 6	Mar. 30 - Apr. 12	Advancing HRD	Chapters 16, 17 & 18	Posts by Apr. 29
Section 7	Apr. 13 - May 2	Future of HRD	Chapters 19, 20, & 21	Posts by May 1; Final Paper due Apr. 19

*Please note the due date for all posts and assignments; these must be posted or sent by 11:59pm CST on the due date. Course is subject to change as determined by the instructor.

Course Evaluation:

A course evaluation will be made available at the end of the semester. Students are encouraged to address any issues or concerns with the instructor throughout the semester. Your input and contributions to improving the course are seriously considered. It is my intent to continuously improve the course and overall learning environment.

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.” The handbook also obligates each student to report all observed cases of academic dishonesty to the instructor. For more information go to: <http://www.uttyler.edu/judicialaffairs/>

University Policies and Additional Information:**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 /rights responsibilities .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 instructor 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)