

Human Resource Development

MGMT 4305-110

Fall 2017 (Face-to-Face – 16 Weeks)

INSTRUCTOR

Dr. Larry Garner, Founding Dean

College of Business Administration

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Office Hours: Monday – Thursday by appointment. Call Ms. Stebbins to set an appointment

911 Cellular:

Emergency Warning System for Texas A&M University – Central Texas

911Cellular is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in 911 Cellular through their myCT email account.

Connect at [911Cellular](https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management) [https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management] to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

COURSE DESCRIPTION

MGMT 4305. Human Resource Development. 3 Semester Credit Hours.

Learn practical and theoretical approaches to training and development of employees in an organization. Study role and scope of training and development functions, philosophies, strategies, needs analysis, development of program content, and evaluation Prerequisite(s): MGMT 3302 and BUSI 3301.

Mode of Instruction

This course is a face-to-face course and uses TAMUCT's Canvas Learning Management System (CV).

The instructions under Technical Requirements of this syllabus will assist you with gaining access and technical support. Once you are in CV, there is tab on the left labeled "Online Learning" that will have additional CV resources if you are unfamiliar with CV. Though no specific knowledge is required as a prerequisite to this course, it will be essential that you have a familiarity with the use of Power Point, Microsoft Word, the Internet, and attaching documents at a minimum.

COURSE LEARNING OBJECTIVES

Upon successful completion of the MGMT 4305 Human Resource Development course, you will be able to:

- (1) Understand human resource development concepts related to designing and implementing effective organizational training and development practices.
- (2) Identify and describe employment laws that impact human resource development.
- (3) Describe the process to identify needs, design, implement, and evaluate a training program.
- (4) Identify and describe the talent management process.
- (5) Distinguish between employee training and employee development.
- (6) Identify and describe legal issues in performance management.
- (7) Identify and explain rater issues in assessing employee performance.
- (8) Describe the relationship between performance management and human resource development.
- (9) Demonstrate appropriate communication and participation skills and understanding of concepts through various related activities.
- (10) Design, develop, and deliver a learning experience that addresses specific learning needs.
- (11) Evaluate a training program and/or learning experience.

INSTRUCTIONAL MATERIALS & SUPPORT RESOURCES

Required Course Materials:

Employee Training & Development, 7th Edition

Raymond Noe, The Ohio State University

Copyright: 2017 ISBN: 0078112850 / 9780078112850

TECHNICAL REQUIREMENTS

This course will use the A&M-Central Texas Instructure Canvas learning management system.

Logon to A&M-Central Texas Canvas [<https://tamuct.instructure.com>].

Username: Your MyCT username (xx123 or everything before the "@" in your MyCT e-mail address)

Password: Your MyCT password

Technology Support.

For log-in problems, students should contact Help Desk Central.

24 hours a day, 7 days a week:

Email: helpdesk@tamu.edu

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [http://hdc.tamu.edu]

Please let the support technician know you are an A&M-Central Texas student.

For issues with **Canvas**, select “chat with Canvas support,” submit a support request to Canvas Tier 1, or call the Canvas support line: 1-844-757-0953, links to all are found inside of Canvas using the “Help” link.

For issues related to course content and requirements, contact your instructor.

COURSE PERFORMANCE GUIDELINES / GRADING POLICIES

Individual Performance: It is vital that you are active in the course and complete all work in a professional fashion. One of the biggest issues with student success in courses is simply failure to submit work on time. You are expected to read the chapters as assigned in the calendar as well as read or view any supplemental resources that may be found in the Module content folders for that period.

Quality Work: All work submitted for grading shall be of upper level quality: Depth of analysis, grammatical structure, etc.

Identifying Submissions: Submissions must clearly identify the student’s name and the title of the assignment.

Submission Style Requirements: While not all instructors require full APA formatting, I do! Submissions will be in accordance with The Publication Manual of the American Psychological Association, 6th ed. (Cover page, running head, 1” margins, 12pt font, double spaced, in-text citations, and reference page). All written work must be submitted utilizing Microsoft Word in either a .doc or .docx format.

Posting of Grades: All student grades will be posted on the Canvas Grade book and students should monitor their grading status through this tool. I will attempt to post grades for all assignments and discussions within one week after the due date, unless I let you know otherwise. Grades on quizzes and exams will be available immediately.

Due Dates and Late Submissions: The assignment instructions and deadlines are clearly laid out in the syllabus. If you encounter an issue, please let me know as soon as possible. It is much easier to discuss issues before due dates rather than after. Late penalties are severe and as follows: 1. Assignments - These will remain open for 3 additional days and you will receive a 10% penalty per day. 2. Quizzes – You have 48 hours after a quiz is due to fill out a form located on the quiz page in canvas. I may allow you to take the quiz with a 10% penalty and will only allow 24 hours from time of approval for you to take the quiz. 3. Exams – If you miss an exam without notifying me in advance, I may allow you an opportunity to take it (not guaranteed) if you contact me within 48 hours of the due date. If I allow you to take it, you will generally score no higher than a 70 regardless of how high your score is.

Changes to Syllabus: This syllabus serves as an instructional and study planning document. Although every effort will be made to maintain the schedule and activities presented herein, it may become necessary during the course of the semester to make changes to the syllabus. In such events, changes will be announced and students will receive written notice as soon as possible.

Student Profile and Course Agreement: Students should review this Syllabus in depth and be sure they are willing to comply with all assignments and deadlines in this course. The course agreement requires students to agree to these expectations and promise that they have the computer set-up and self-

discipline needed for a course using online components. This assignment is worth 5 pts and must be completed prior to me grading any of your work.

Introduction: Each student will be required to post an introduction on the discussion board under “Introductions”. This assignment is worth 5 pts and must be completed prior to me grading any of your work.

Exams: There will be 2 required exams – a midterm (Modules 1 & 2) and a final (Modules 3 & 4). Each exam will contain 50 multiple choice / true false questions covering the students’ knowledge of the key frameworks and concepts from the text and power point presentations/notes. Exams are anticipated to take approximately 60-90 minutes each and must be completed in one sitting. Opportunities to complete exams late will be provided with written documentation of an unavoidable or unforeseeable event. Exams represent the independent work of students; teamwork will not be permitted on exams. Exams will be given in class. See Class Schedule for dates. Each exam will be worth 150 pts; a total worth of 30% of your grade.

Quizzes: There will be 11 chapter quizzes. They are provided to help students determine their general understanding of the material and prepare for exams. Each quiz will cover its respective chapter and will contain 10 multiple choice questions. There will also be a syllabus quiz and an APA quiz. Quizzes are anticipated to take approximately 10-15 minutes to complete. Quizzes will be timed and once started, must be completed at that time. Quizzes represent the independent work of students; teamwork will not be permitted on quizzes. Availability will vary based on the unit so be sure to review dates posted in the course schedule in this syllabus. Chapter review quizzes will be worth 10 pts each and the syllabus and APA quizzes will be worth 5 pts each; a total worth of 12% of your grade.

Assignments: Assignments in this course are designed to help you practice applying training and development course concepts as well as identifying reliable and credible sources of information. Assignments are anticipated to take approximately 60-120 minutes. There will be one Library Database assignment (25 pts) in order to ensure that students are aware of how to use this vital source. There will be five assignments (40 pts each) that require you to write a memo and/or complete an assigned activity. There will be two 2-3 pages essays (25 pts each) covering course related topics which will require you to include APA citations and references.

The final assignment (25 pts) will be a team evaluation for the team you complete your project with. Detailed information will be provided in the Assignment Area on Canvas. The combined total of your assignments (to include the introduction and course profile) will be worth a total of 31% of your grade. Due dates will be posted online as well as in the course schedule part of this syllabus. A rubric will be provided for each assignment.

Social Learning Experience / Team Teaching: To replace a typical discussion requirement, we will engage in a social learning experience via team teaching. You will pair up and be responsible for teaching one chapter (drawn at random) to your peers. We will all engage in this experience. The purpose of this experience is to not only engage with your peers and professor and learn course material in a more interactive way, but it will also aid in your organization and presentation skills which will benefit you when it comes time to present your team project. I, the professor, will teach the first and the last two chapters in your book, thus totaling the 11 chapters of your text. Each team member

will earn 50 points for their chapter and 10 points for participating in the 7 additional chapters led by your peers. This experience will be worth 12% of your grade. A rubric will be provided for your guidance.

Team Project: This is something I want you to look forward to and I will be here to help you as much as possible. It is not a secret that students sometimes do not like group projects, but learning to work collaboratively and count on your peers is an essential part of this learning experience. Employers ask us, as instructors, to teach our students how to work in groups and learn to deal with the conflicts that often occur in this setting. In a work environment, the job needs to be done regardless of the circumstances, including personality conflicts and poor performance of group members. This will be no different! I want you to try to work as a team, not a group. Teams work together to accomplish a common goal / outcome! Groups do their own thing and piece it together later.

- * You will work in teams of 3 or 4 to design and develop a training package of interest to individuals involved in the HRD process. It will be pre-approved by the instructor. No one person can be responsible for one specific section of the project – it will be a team effort.

- * A short essay and participation points will make up 30 points of this project.

- * The training package will include:

 - *Cover page

 - *Table of Contents

 - *Needs Assessment

 - *Competency Model

 - *Lesson Plan

 - *Evaluation Plan

 - *Supporting Materials (Power Point Presentation and any additional handouts)

 - *Reference Page

 - * A min. of 4 references are required to support a grade of “C”; A min. of 6 references are required to support a grade of “B”; A min. of 8 references are required to support a grade of “A”

 - * No more than 25% of your references can be from the web. (Wikipedia is NOT a source!)

 - * Your sources should consist of peer reviewed journals from the library database. The course textbook may/should be cited as one of the references used.

 - * Reference page must be in proper APA format.

- * Oral presentation

- * Each team will present their training package in a 20-25 minute class presentation.

* Oral presentations will be conducted in a professional manner, to include appropriate business dress. Men: slacks, shirt, socks, and shoes. Ladies: blouse and slacks or dress, or suit and either low or high-heeled shoes. Look like professionals!

* Submission details will be provided within Canvas. .

* This project will be worth 150 points and 15% of your grade.

GRADE COMPUTATION

Course Element	Points	% of Final Grade
Exams (2) @ 150 pts each	300	30%
Chapter Quizzes (13) 11 @ 10 pts each; 2 @ 5 pts each	120	12%
Social Learning Experience / Team Teaching (1) 1 @ 60 pts each (2) 6 @ 10	120	12%
Assignments (9) (1) 4 @ 40 pts each; (2) 3 @ 30 pts each; (3) 2 @ 25 pts each; (4) 2 @ 5 pts each	310	31%
Team Project (1) Participation 30 pts; (2) Package 120 pts	150	15%
TOTAL	1000	100%

POINTS	EQUALS LETTER GRADE
900 – 1000	A
800-899	B
700-799	C
600-699	D
Below 600	F

COURSE SCHEDULE

Dates Chapter & Topic Assignment

Week 1: Aug 29 & 31 Class Intro *Go Over Syllabus and Intros on Aug 29 *Team Teaching Selection on Aug 31 *Team Choices and Team Topics on Aug 31 *Syllabus Quiz: Available Aug 29; due Sep 3 *Complete & Submit Student Profile and Course Agreement via Canvas Assignment Link due Aug 31 *Student Introductions via Discussion Forum due Sep 3.

Week 2: Sept 5 & 7 Ch. 1 Introduction to Employee Training and Development *APA Workshop on Sep 7 *Read Ch. 1; Study Required and Supplemental Materials – Review on Sept 7 *Quiz 1: Available Sep 6; due Sept 10 *APA Quiz on Sept 10

Week 3: Sept 12 & 14 Ch. 2 Strategic Training *Read Ch. 2; Study Required and Supplemental Materials – Review on Sept 14 *Quiz 2: Available Sep 13; due Sept 17 *A1: Library Database Activity due Sept 17 *Team Teaching Prep on Sept 14.

Week 4: Sept 19 & 21 Ch. 3 Needs Assessment *Read Ch. 3; Study Required and Supplemental Materials – Review on Sept 21 *Quiz 3: Available Sept 20; due Sept 24 *Group Day for Comp. Model on Sept 21 *A2: Competency Model Assignment due Sept 24.

Week 5: Sept 26 & 28 Ch. 4 Learning and Transfer of Training *Read Ch. 4; Study Required and Supplemental Materials – Review on Sept 28 *Quiz 4: Available Sept 27; due Oct 1 *Learning Style Activity on Sept 28 *A3: Andragogy Essay on Oct 1.

Week 6: Oct 3 & 5 Ch. 5 Program Design *Read Ch. 5; Study Required and Supplemental Materials – Review on Oct 5 *Quiz 5: Available Oct 4; due Oct 8 *Generation Activity on Oct 5 *A4: Training and Development Essay due Oct 8.

Week 7: Oct 10 & 12 Ch. 6 Training Evaluation *Read Ch. 6; Study Required and Supplemental Materials – Review on Oct 12 *Quiz 6: Available Oct 11; due Oct 15 *Group Day for Evaluation on Oct 12 *A5: Evaluation Memo due Oct 15

Week 8: Oct 17 & 19 Midterm Ch. 1 – Chapter 6 *Midterm Review on Oct 17 *Midterm Exam: Ch. 1-6 (Modules 1 & 2); on Oct 19.

Week 9: Oct 24 & 26 Ch. 7 Traditional Training Methods *Read Ch. 7; Study Required and Supplemental Materials – Review on Oct 26 *Quiz 7: Available Oct 25; due Oct 29 *Group Day for Catch up on Oct 26 *A6: Traditional Training Method Choice Memo due Oct 29

Week 10: Oct 31 & Nov 2 Ch. 8 Technology-Based Training Methods *Read Ch. 8; Study Required and Supplemental Materials – Review on Nov 2 *Quiz 8: Available Nov 1; due Nov 5 *Traditional vs. Tech Activity on Nov 2.

Week 11: Nov 7 & 9 Ch. 9 Employee Development and Career Management *Read Ch. 9; Study Required and Supplemental Materials – Review on Nov 9 *Quiz 9: Available Nov 8; due Nov 12 *Development Activity on Nov 9 *A7: MBTI Activity & Memo due Nov 12

Week 12: Nov 14 & 16 Ch. 10 Social Responsibility: Legal Issues, Managing Diversity, and Career Challenges *Read Ch. 10; Study Required and Supplemental Materials – Review on Nov 16 *Quiz

10: Available Nov 15; due Nov 19 *The Legal Side Activity on Nov 16 *Discussion Forum Bonus: Company's Social Responsibility. Original Post due Nov 17; 2 Replies due Nov 19

Week 13: Nov 21 & 23 Ch. 11 The Future of Training and Development *Read Ch. 11; Study Required and Supplemental Materials *Quiz 11: Available Nov 22; due Nov 26 *A8: Future of Training Essay on Nov 26 ***No Class on Nov 23 (Thanksgiving Holiday)**

Week 14: Nov 28 & 30 Final Exam & Preparation for Project & Presentations *We will conclude in class preparation of Training Packages on Nov 28 *Final Exam: Ch. 7-11 - Nov 28

Week 15: Dec 5 & 7 Project & Presentations *A9: Team Evaluation Form due Dec 3 *We will start presenting Training Packages on Dec 5 *Training Package and presentation due Dec 4

Week 16: Dec 12 & 14 Project & Presentations *We will continue and conclude presenting Training Packages this week. *IDEA Course Eval

Important University Dates:

August 28, Add/Drop/Late Registration begins

August 30, Add/Drop/Late Registration ends, 16-week and 1st 8-week classes

September 1, Priority Deadline to Submit Graduation Application

September 4, Labor Day, CAMPUS CLOSED

September 5, Last day to drop 1st 8-week classes with no record

September 13, Last day to drop 16-week classes with no record

September 22, Last day to drop a 1st 8-week class with a Q or withdraw with a W

October 6, Deadline to submit graduation

October 20, Last day to withdraw from the University (1st 8-week classes WF)

October 23, Add/Drop/Late Registration begins, 2nd 8-week classes

October 26, Add/Drop/Late Registration ends, 2nd 8-week classes

October 30, Last day to drop 2nd 8-week classes with no record

November 10, Veteran's Day

November 10, Last day to drop with a Q or withdraw with a W (16-week classes)

November 17, Last day to drop a 2nd 8-week class with a Q or withdraw with a W

November 23-24, Thanksgiving, CAMPUS CLOSED

December 15, Last day to withdraw from the University (16-week and 2nd 8-week classes)

December 15, Last day to file for Degree Conferral (Registrar's Office)

December 15, Commencement

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

Drop Policy.

If you discover that you need to drop this class, you must complete a [Drop Request Form](https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf) [https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf].

Professors cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the University Calendar for which the form must be completed, signed and

returned. Once you return the signed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar's Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.

Academic Integrity.

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be reported to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

Academic Accommodations.

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier free education. The Department of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the University's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Department of Access and Inclusion at (254) 501-5831. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://www.tamuct.edu/departments/access-inclusion) webpage [https://www.tamuct.edu/departments/access-inclusion].

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. For more information, please visit <https://www.tamuct.departments/index.php>. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines online](#), please visit the website [<http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf>].

Tutoring.

Tutoring is available to all A&M-Central Texas students, both on-campus and online. On-campus subjects tutored include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or any other question, contact Academic Support Programs at 254-519-5796, or by emailing Larry Davis at ldavis@tamuct.edu.

Chat live with a tutor 24/7 for almost any subject on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log-in and receive FREE online tutoring and writing support. This tool provides tutoring in over forty subject areas. Access Tutor.com through Canvas.

The University Writing Center.

Located in 416 Warrior Hall, the University Writing Center (UWC) at Texas A&M University-Central Texas is a free workspace open to all TAMUCT students from 10am-5pm Monday-Thursday with satellite hours in the University Library on Mondays from 6:00-9:00pm. Students may arrange a one-on-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by making an appointment via [WOnline](https://tamuct.mywconline.com/) [<https://tamuct.mywconline.com/>]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu to schedule an online tutoring session. Tutors are prepared to help writers of all levels and abilities at any stage of the writing process.

While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the University Writing Center is here to help!

If you have any questions about the University Writing Center, please do not hesitate to contact Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu.

University Library.

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 250,000 eBooks and 82,000 journals, in addition to the 72,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On-campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

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