



Idaho State UNIVERSITY

Organizational Learning and Performance

OLP 4401/5501 – 01: Foundations of Human Resource Development (HRD)

Fall 2017 (August 21st – December 15th)

Contact Information

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Course Description

This course is an introduction and overview to the discipline of Human Resource Development (HRD). This course adopts the philosophy that HRD is a process (or system) that is closely tied to Human Resource Management (HRM), Organizational Development (OD), and Industrial and Organizational (I/O) Psychology. Topics to be covered include determining the Knowledge, Skills, Abilities, and Other attributes (KSAOs) necessary for effective performance, measuring performance, assessing the training and developmental needs of employees, as well as the psychological factors (e.g., motivation, attitudes, stress) and organizational features (e.g., teams, structure) which warrant attention by HRD professionals.

Course Goals & Objectives:

1. Develop and demonstrate an understanding of the discipline of HRD.
2. Demonstrate understanding of the concepts, current trends, and strategies relevant to HRD.
3. Gain the ability to explain how recruiting, selecting, supervising, evaluating and training/developing organizations and their human capital are central components to the discipline of HRD.
4. Develop the knowledge base to explain the basic concepts, terminology, and process of developing human resources in a wide variety of work sectors.

Course Orientation

The course will be conducted entirely online via Moodle and will follow a weekly format. The best way to become accustomed to Moodle is spend time on it. However, there are a few specific items I will bring to your attention as they may be unique to my classes (but consistent with other OLP classes).

Ask the Instructor – This is the place to ask me questions about course requirements, material, etc. Thus, should you have a question about a course requirement, visit this forum first as your classmates might have already asked the question and received an answer from me. For questions about grades, please email me directly. The following quote highlights the importance of seeking answers:

“There is no such thing as an unreasonable question, or a silly question, or a frivolous question, or a waste-of-time question. It's your life, and you've got to get these answers” -Marcia Wallace

Framework – At the beginning of most weeks, there will be a link called “Framework”. This is a place where I will provide some context to the work of the upcoming week and possibly a recap of previous content.

Required Textbook

Truxillo, D. M., Bauer, T. N., & Erdogan, B. (2016). *Psychology and work: Perspectives on industrial and organizational psychology*. New York, NY: Routledge. ISBN: 978-1-84872-508-9

Digital and hardcopies of this textbook are available through the Idaho State University [bookstore](#). Moreover, you can purchase a copy directly from the [publisher's website](#) or from numerous other outlets listed on <http://www.dealoz.com/>. Because of the online nature of this course and our relatively limited interaction through virtual means, having access to and reading the course textbook is *crucial* to your success in this course.

Course Pace

Due to the online nature of this course, you will have some flexibility regarding when you download course materials; however, you are required to maintain pace with the course and keep up on course announcements. Because of this, you should check the Moodle course page several times each week for discussions, required readings, announcements, etc. If you complete the scheduled requirements (e.g., discussions, papers) early in the week, I highly encourage you to still check and participate in the discussion forums during the remainder of the week.

Course Communication

Announcements, feedback, and/or notes from me will be posted on Moodle. Be sure to also check your Moodle and student email regularly. You may contact me via email and the communication tools on Moodle. I will try to answer all communication as quickly as possible; however, I cannot guarantee an immediate response. If you have not received a response within 48 hours, please resend the message.

Course Requirements

This class will feature 4 primary grading categories: 1) weekly discussion forums, 2) journal entries, 3) assignments, and 4) a Trends/Issues/Practices paper.

Discussion Forum Participation

Since this is a web-based course, the quality and integrity of the discussions are closely tied to the overall quality of the class. The discussions are your opportunity to post high-quality reflections demonstrating that you a) read the information, b) understand the information, and c) can accurately apply the information, as well as d) can think critically about the information and how it relates to your life. The posts should be substantial and demonstrate your ability to utilize the information at the *analysis* level of Bloom's Taxonomy. The link called *Instructor's Expectations*, found at the top of our Moodle course page, provides additional information on quality discussion posts.

Journal Entries

A key part to active learning is reflecting upon the information that one gleans over time. In light of this, 2 to 3-page journal entries are to be submitted periodically that reflect on the concepts covered since the previous entry (or, in the case of the first one, since the course started) that stand out to you and how you see them integrating in to your work life. These entries are your opportunity to order and summarize your thoughts on what you learned in a concise writing style, but mindful of the course learning objectives.

Assignments

There will be three different topical assignments during this course. Each assignment focuses on a specific topic within the purview of HRD.

Assignment #1 – Training Needs Assessment

For this assignment, you will determine and outline an area within the organization in which you are currently, or hope to be, employed (this should be the same organization you talked about in the *Introduction Discussion Forum*) that should undergo a training needs assessment. The purpose of this is to make you think critically about this tool/source of information. Here, you will provide an overview of a training that *you perceive* is needed in the organization. To complete this assignment, prepare a 2 to 3-page paper with the following:

- A brief overview of the organization. Most critically, what is the primary business offering (manufacturing, products, services, consulting, etc.)?
- An outline of the niche area within the organization for which you think a training needs assessment should be undertaken.
- A description of why you think the training needs assessment is necessary. This should include what type of training or development *you think* is needed (e.g., increased knowledge, honed skills, etc.).
- Explanation of how a full-fledged training needs assessment would be conducted. Would you use surveys, interviews, observation, and/or criterion assessments? Whatever the case, a justification should be given for each method.

Assignment #2 – HRD and Modern Organizations

For this assignment, research a well-known organization such as Apple, Microsoft, 3M, Google, Facebook, etc. and evaluate the HRD and Training aspects of the organization. Write a 2 to 3-page paper that first outlines your chosen organization and then answers the following:

- How has the organization incorporated HRD functions for success in the 21st Century?
- Is the organization considering the demographics of the employees?
- Does the organization consider the attitudes and emotion, stress and health, as well as the motivations of its employees?
- What can less progressive organizations learn/take away from the more successful organization? In answering this last question, select a single organization that can benefit from looking at the selected organization as a benchmark.

Assignment #3 – Hospitality & Thinking Fast

For this assignment, you will first read a 2006 article in USA Today titled “*Hotels train employees to think fast*”. You will then, in a 2 to 3-page paper, answer the following questions in a logical and detailed manner with consideration of HRD principles:

- What exactly are the hotels training their employees? Why are they seeing value in such training?
- Why aren’t some of these skills already learned? Should the organizations be responsible for teaching them? If not, who should be responsible and how should they be acquired?
- The article mentioned role-playing as one way in which employees were being trained. What are other types of training that could be used?

Trends/Issues/Practices Paper

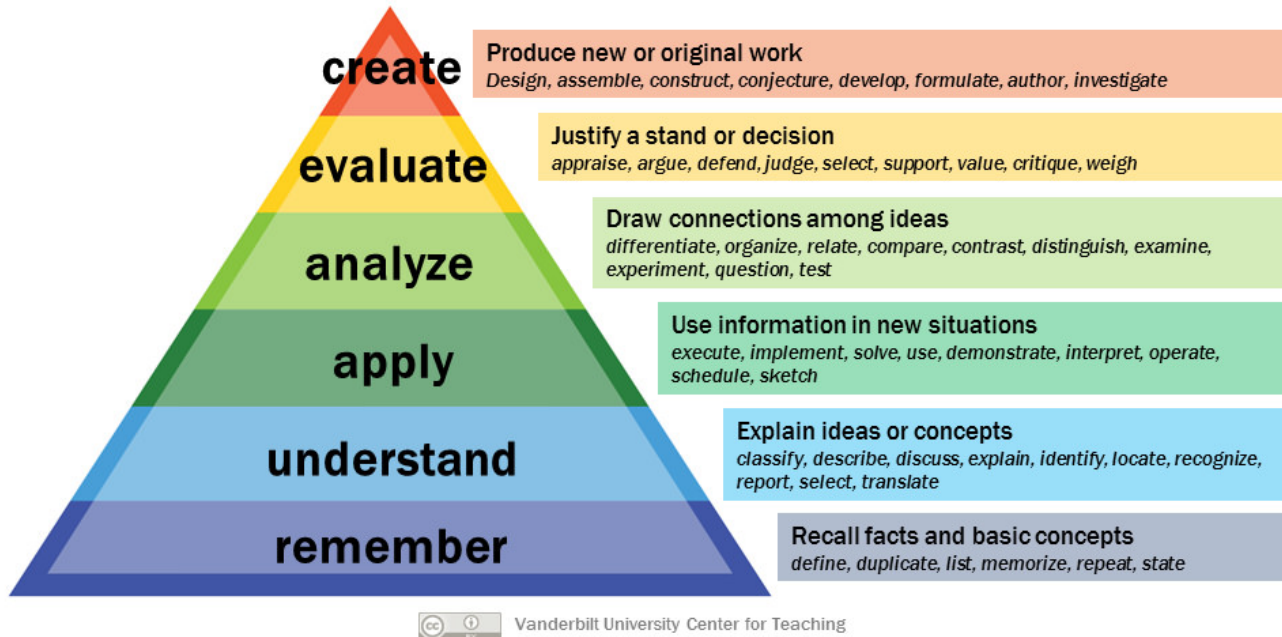
For this paper, you will select one of the HRD topics covered in this course and research one narrow aspect. This could include a specific practice, a new trend, or a current dilemma that interests you. Be sure to explain the narrowly defined HRD topic using the terms, concepts, and/or models we've discussed in this course. Also, it is imperative that you are thorough and comprehensive in your writing. Note that this is one area where undergraduate and graduate student expectations differ a bit: for undergraduates, the paper should be 5-7 pages plus a cover page, table of contents, and reference page; for graduate students, this should be extended to 8-10 pages plus a cover page, table of contents, and reference page.

This project is to be completed in three steps throughout the term – topic selection and abstract, detailed outline, and final paper. At your discretion, you may also submit a draft of your paper to receive feedback before submitting your final version (see Moodle assignment). The due dates are posted on the course schedule and more detailed information for each step is listed on Moodle. Because this assignment is set to occur throughout the term, it is important that questions and/or clarification be sought early.

Grading and Assessment of Outcomes

The above course requirements aim to assess how well you understand and can apply the information as you work towards mastery of the subject matter. Critical thinking and higher level thinking are key parts of the subject mastery process. Bloom's Taxonomy (on the next page) can be referenced and used as a tool to assist with better understanding the concept of higher levels of thinking.

Bloom's Taxonomy



Grading Scale

The traditional +/- letter grade structure will be utilized for this course (i.e., B+ = 87-89%, B = 83-86%, B- = 80-82%).

Course Elements

Course Elements		Points
Discussion Forums (10)	10 pts/each	100
Journal Entries (4)	25 pts/each	100
Assignments (3)	30 pts/each	90
Trends/Issues/Practices Paper		110
Total points		400 + 3 pts*

*Note: The Academic Integrity Tutorial (2 points) *plus* the Syllabus & Academic Honesty Agreement (1 point) are Extra Credit.

Class Decorum: Every class is an environment that values experience and expression. It is important to remember that your personal actions and opinions may impact other learners more than you may intend. Please be respectful of this learning community.

Late Work Policy: All papers and discussions are due by the date listed on Moodle and in the course calendar and tables at the end of this syllabus. Because the schedule is regimented, minimal exceptions will be made. For an exception to be permitted, I should be contacted as soon as possible, and preferably in advance.

Academic Integrity

Academic integrity is expected of all students. Please see the ISU Student Handbook for information regarding your rights and responsibilities as a student. Academic dishonesty WILL NOT be tolerated, and includes, but is not limited to, cheating and plagiarism. The ISU Student Handbook defines cheating as: "using or attempting to

use materials, information, or study aids that are not permitted by the instructor in examinations or other academic work”, and defines plagiarism as: “representing another person's words, ideas, data, or work as one's own. Plagiarism includes, but is not limited to, the exact duplication of another's work and the incorporation of a substantial or essential portion thereof without appropriate citation.”

While this course is heavily based on collaborative learning (online discussions), you are required to submit your own original work. Plagiarism will not be tolerated in any form. As students, you are expected to conduct yourselves in a scholarly manner. This includes submitting original work and appropriately referencing others that have been recognized for the original thought or action. Also note that *assignment recycling* and/or *self-plagiarism* is strictly prohibited.

I encourage you to complete the academic integrity tutorial (<http://www2.isu.edu/library/research/ait/title.html>) with 100% and submit the quiz successful completion certificate to me (colmdoug@isu.edu) for 2 extra credit points. This opportunity is only available during the first 3 weeks of this class.

ADA Accommodations

Idaho State University is committed to equal opportunity in education for all students, including those with documented disabilities. If you have a diagnosed disability or if you believe that you have a disability that might require reasonable accommodation in this course, please contact Disability Services:

Room 125, Rendezvous Complex

Phone: (208) 282-3599

Email: disabilityservices@isu.edu

Webpage: <http://www.isu.edu/ada4isu/>

University policy states that it is the responsibility of students to contact instructors during the first week of each semester to discuss appropriate accommodations to ensure equality in grading, experiences, and assignments.

Noteworthy Dates

September 1, 2017 – Last day to register or add/drop this course

October 27, 2017 – Last day to withdraw from this course

Syllabus and Academic Honesty Agreement

To show that you have read the syllabus and you understand the academic honesty policy, it is required that you complete the syllabus and academic honesty agreement found on Moodle. You must agree to the terms before you can complete any other course materials – You will NOT be allowed to access any course materials until this requirement has been completed. You will earn 1 point of extra credit simply by completing this task!

Course Schedule for OLP 4401/5501-01

Fall 2017

Information in the tentative schedule is subject to change.

All deliverables are due at 11:00pm MST.

Additional readings might be announced throughout the semester.

	Readings	Deliverable
Week 1	<i>PDFs listed in Moodle.</i>	Syllabus & Academic Honesty Agreement Academic Integrity Tutorial Discussion Forum 1
Week 2	Chapter 3	Discussion Forum 2
Week 3	Chapter 4	Discussion Forum 3
Week 4	Chapter 5	Topic & Abstract of Paper Journal Entry #1
Week 5	Chapter 8	Discussion Forum 4
Week 6	Chapter 8	Assignment #1
Week 7	Chapter 11	Discussion Forum 5
Week 8	Chapter 12	Discussion Forum 6 Journal Entry #2
Week 9	Chapter 9	Assignment #2
Week 10	Chapter 13	Discussion Forum 7
Week 11	Chapter 10	Journal Entry #3 Detailed Outline of Paper
Week 12	Chapter 6	Discussion Forum 8
Week 13	Chapter 7	Discussion Forum 9 Rough Draft of Paper (Optional)
Week 14	<i>Happy Fall Break – Nothing Due!</i>	
Week 15	Chapter 14	Assignment #3
Week 16	None – Wrapping up!	Discussion Forum 10 Journal Entry #4 Trends/Issues/Practices Final Paper
Week 17	<i>Happy Holidays – Nothing Due!</i>	