

AED 5010-555

Critical Issues in Human Resource Development

Contact Information:	Mr. Matthew W. Burr, Assistant Professor
Office Hours:	By appointment
Phone:	607-227-4386
Email:	Mburr@elmira.edu
Web Page:	http://burrconsultingllc.com/
Credit Hours:	Three (3)
Course Dates:	4/25/18 – 5/30/18
On campus meetings:	Term IIIA: Wednesday Evening - 4/25, 5/2, 5/16, 5/23, 5/30
On campus location:	GTL - Classroom 1

COURSE DESCRIPTION:

This course provides the student with an introduction to the philosophy, functions, and role(s) of the Human Resource Development department. Its focus is on developing effective members of the Human Resource Development department. It surveys the role of Human Resource Development in relation to the functions of the organization as a whole. The course uses an experiential approach to understanding the interrelationship of the Human Resource Development functions and roles to the larger organization.

COURSE OBJECTIVES:

The purpose of this course is to introduce the student to the theories, principles, and models of Human Resource Development, with a specific focus on the Human Resource Development function within the field of Adult Education. Course objectives help learners to increase competency in planning, implementing, and managing Human Resource Development functions.

Learning Outcomes:

Upon completion of this course the learner will be able to:

- Identify and describe the role of Human Resource Development within the field of Adult Education.
- Identify characteristics of Human Resource Development as a contributing field of practice.
- Identify and describe the role(s) of organization members within Human Resource Development.
- Identify and describe the contributors to the development of the theories and philosophy of Human Resource Development.
- Identify the role of learning and performance in Human Resource Development.
- Identify the role of training and development in Human Resource Development.
- Describe the role of organizational development strategies within Human Resource Development and methods for developing and implementing these strategies.
- Identify methods for developing and implementing organizational strategies.
- Analyze and synthesize the research/literature on the Human Resource Development function.

REQUIRED TEXT:

Ulrich, Dave, Younger, Jon, Brockbank., Wayne., Ulrich, Mike. (2012). HR From the Outside In: Six Competencies for the Future of Human Resources. (1st Ed.), McGraw-Hill Education.

ISBN-10: 0071802665

ISBN-13: 978-0071802666

- <http://hrfromtheoutsidein.com/>
- <https://www.amazon.com/HR-Outside-Competencies-Future-Resources/dp/0071802665>

GRADING:

Online Participation	20%
Online Case Study/Reaction	10%
In Class Participation	20%
Final Paper	25%
Final Project	25%
Total	100%

GRADING SCALE:

A	= (94.5)95-100
A-	= (89.5)90-94.4
B+	= (85.5)86-89.4
B	= (82.5)83- 85.4
B-	= (79.5)80-82.4
C+	= (75.5)76-79.4
C	= (72.5)73-75.4
C-	= (69.5)70-72.4
D+	= (64.5)65-69.4
D-	= (59.5)60-64.4
F	=below 60

Rounding of grades will be .5 and above or below. Example, a student with a 94.4 will receive an A-, a 94.5 will be rounded to a 95.

Academic Policies – Please refer to your copy of the Elmira College Bulletin and Student Handbook

Grading System

The following grades are included in computation of the grade point average (GPA).

A, A-	(90%-100%) indicates a mastery of the knowledge and skills of the course. The student receiving this grade has demonstrated the ability to recognize, analyze, and solve new problems independently.
B+, B, B-	(80%-89%) indicates achievement of a high order, involving high proficiency in the attainment and application of knowledge and skills.
C+, C, C-	(70%-79%) represents an adequate performance, indicating familiarity with the content of the course and active participation in the work of the class.
D+, D, D-	(60%-69%) indicates work which is in one or more respects below the acceptable standard for graduation, but which is sufficient in quantity and quality to be given credit toward the degree if offset by a sufficient amount of superior work in other courses.
F	(Below 60%) indicates failure. No credit is awarded. It is calculated into the GPA.
WF	Withdrawal Failing: indicates withdrawal while failing the course, or withdrawal from the course after the second week of a long term or after the fourth day of a six-week term. No credit is awarded and an F is calculated into the GPA.

https://www.elmira.edu/academics/academic_resources/Registrar/Policies_and_Information/Grading_information.html

Everyone starts with an A, it is your job to maintain that grade moving forward.

ADDITIONAL INFORMATION:

METHODS OF INSTRUCTION:

Multiple methods of instruction will be used which include lecture; large and small group discussion, readings, guest speakers, what if scenarios, presenting, writing and experiential activities. Class participation is expected from all members of the course. The lecture will be designed to provide additional information from what you read in the assigned textbook and cases.

All classroom communication will be done through the Canvas Learning Management System and Elmira College email. Please use your Elmira College email when sending emails.

Readings and Case Studies in HRM – Note that this material will be handed out in class or made available through the Canvas Learning Management System.

<http://canvas.elmira.edu/>

Academic Policies – Please refer to your copy of the Elmira College Bulletin and Student Handbook

Academic and Classroom Policies

1. Honesty, Integrity, and Respect for Others are fundamental student expectations in this course.
2. Student is expected to complete the assigned readings each week and respond to questions in the Canvas system.
3. All material will be submitted through the learning management system, Canvas.
4. Individual writing assignments must be typed and will be due as specified. Late assignments will not be accepted. Reaction papers should be 1-2 pages in length double spaced. Remember citations and academic integrity.
5. Students will be required to come to class prepared with an HR relevant article of their choosing to discuss. We will spend 20-30 minutes each class discussing the articles. Students should review the article, why they chose this and why it is important. Come to class prepared to discuss the article in detail. 15% of your grade is based on in class participation and discussion. Excused Absences and Make-Up assignments will be handled on a case by case and consistent basis, but will not become the norm or standard. Your attendance and participation is welcome and expected to enhance the academic learning environment for all of us.
6. **Attending class is vital to successful performance in this course. Attendance will not normally be part of a student's grade, but I will lower grades at least one letter for students who miss more than (1) class. In the case of excessive absences, more than (2) classes missed, I will require that the student withdraw from the class. In such cases the student will receive a grade of WF.**
Enrolling in this class is an indication that you are committed to making it an important priority in your life.
7. The Elmira College Office of Disability Services is committed to providing appropriate services to students who identify themselves with a disability. When the proper disability documentation is shared with the office, students are then provided access to appropriate accommodations. Students who feel they may be entitled to academic accommodations due to a diagnosed disability should contact the Learning and Disability Specialist. accommodations@elmira.edu, or 607-735-1754, or visit his office in the Gannett-Tripp Library room 109. All students with proper documentation should work with the college to notify their professors of approved accommodations needed to access their education here at Elmira College.

Quality work is expected of graduate students, effective managers and leaders are also effective communicators. Please review the following grading criteria:

1. Class participation will be active, coherent and on topic, and supportive of learning. Students should be aware of online classroom etiquette, please ask the instructor or classmates if necessary. Students are expected to actively participate in online discussions, online submissions and in class discussions.
2. Graduate students are expected to write at a graduate school level. This includes; online submissions, reaction papers and the final paper. My expectations are for you as the student to continue to improve your writing skills throughout your time in the program and in the class.
3. The final project will be presented as if we are in a professional environment.

COURSE REQUIREMENTS:

The course requirements are structured to support the objectives of the learning experience in an online format. The requirements are designed to engage the learner and to promote an understanding of the field of Human Resource Development within the field of Adult Education. Each requirement has a purpose and was selected intentionally to support the objectives of the course.

1. WEEKLY PARTICIPATION/ASSIGNMENTS (30% of course grade)

Each student is expected to provide regular participation in **weekly** Canvas class discussions after reading the required chapters and case studies.

Online participation: 20%

Online courses begin at 12:01am Monday and end at 11:59pm Sunday. Discussion questions will be posted at the beginning of the week, students should post their first answer by Wednesday at 11:59pm. Students should post a minimum of three quality posts on time to receive full credit - not just answering the instructor's question but responding and interacting with your classmates by the close of the course on Sunday.

Weekly Case Studies/Reaction Papers (4 Total): 10%

Students will be required to read cases throughout the term and answer questions about the specific case. The reaction papers should be 1-2 pages in length. All questions should be answered in detail. If you were the HR person, how would you address certain situations?

Late posts and assignments will not be accepted.

This requirement prepares students for and allows experience in active learning.

2. IN CLASS ATTENDANCE/PARTICIPATION (20% of course grade)

Class will be held on campus five times during which students will be required to participate and/or discuss topics with the class.

April 25th: Course Introduction/Instructor led class discussion.

May 2nd: Instructor led class activity.

May 16th: Instructor led class activity. (Students will share the HR interviews)

May 23th: Instructor led class discussion. (Students will share HR event)

May 30th: Final Project Presentation

This requirement allows students to practice collaboration and share experiences.

3. FINAL PAPER (25% of course grade)

Each student will read 5 peer reviewed articles (self-selected) about a critical issue in HRD upon which you will write your final paper. Based on the research, students will prepare an original paper on their HRD issue. The paper must be **5-7 pages** of text, typed in APA format. Paper should be well organized and written and include a reference and cover page. The critical issue is an area of HR that you find interesting or have dealt with throughout your career. Be creative in your research and strategic in recommendations. If you were the HR person how would you manage the issues?

Quality over Quantity

Due Date: May 30th

Late papers will be accepted, with a decrease in the overall grade, regardless of content.

This requirement allows students to review and analyze the research/literature on Human Resource Development. This requirement allows students to develop expertise in an area of HRD.

4. FINAL PROJECT (25% of course grade)

Each group will be tasked with finding and recommending solutions to a real-world HR issue. You will be paired up in groups of 2-3. As you are all working professionals, your goal will be to recognize an HR problem in the workplace and make recommendations on how to resolve or find strategic solutions to the issues we might see daily. Below are potential topics that can be used for this project, be creative in your approach. The project is for you to design and recommend for an organization.

This requirement allows students to develop expertise in an area of HRD, improve communication/presentation skills and solve a real-world problem.

The Report and Presentations:

1. A brief introduction and profile of the company or organization you developed the system for. This can be a fictional company or your own organization?
2. What the system is and why is it important? What did you learn?
3. Why HR needs to be proactive and strategic in each area?
4. Why this project is important to HRD? Is it important?

New Hire On-Boarding Process:

What forms and information do they need?

What information does the government need?

What should they know about the organization?

If you were hired into an organization what you would you want to know?

Job Analysis and Interview Process:

What information do we need to develop jobs and analyze positions?

How do we develop structured job interviews?

How do we remain consistent?

How do we train supervisors and managers?

What about interviewing legalities?

If this was your job what information would you want? If you were interviewing someone what would you need to know?

Dispute Resolution Process:

How do we develop a dispute resolution process for the organization?

Is it union, nonunion or both?

What options do we have for dispute resolution?

What are the risks and rewards?

Training and Development Process:

How do we develop a companywide training and development process?

What tools do we need? Do we need a learning management system?

How do we evaluate the system?

Recruiting and Talent Acquisition:

How are we going to recruiting and retain talent?

Do we use applicant tracking systems?

How do we advertise openings?
What do we measure?
What tools do we need?
How do we evaluate the system?

HR Metrics & Key Performance Indicators:

What metrics are valuable for an organization related to HR?
What metrics do you recommend?
How will you report the metrics? Weekly, Monthly, Quarterly
How will you obtain the data?
What do we measure?
What tools do we need?
How do we evaluate the system?

Organizational Communication:

What tools can we use to communicate with the workforce?
What process will use to communicate?
How do we measure communication success?
How many communication avenues should we use?
What tools do we need?
How do we evaluate the system?

HR & Business Strategy, Technology:

What is HR & Business Strategy?
How do you develop HR & Business Strategy?
Why is it important to an organization?
What is the risk of not having strategic HR?
What tools do we need?

Diversity and Inclusion:

What is diversity and inclusion?
What initiatives does your organization use for diversity and inclusion?
Why is it important?
What are the benefits?
What are the risks of not having diversity and inclusion?
What do we measure?
What tools do we need?
How do we evaluate the system?

<i>TOPICS</i>	<i>READINGS</i>	<i>DELIVERABLES</i>
Week 1: 4/23 – 4/29		
Introduction: What is HR? Group Project Discussion/ Managing Ethics & Fair Treatment	Chapter 1 and Chapter 2 Article: Why we hate HR? How Netflix Reinvented HR?	1. Online thread participation 2. Case Study: Reaction Paper (Choose either article to write about) 3. On campus class: Introductions 4/25.
Week 2: 4/30 – 5/5		
Equal Opportunity and Diversity; Training & Developing; Performance Management	Chapter 3 and Chapter 6 Article: SHRM Articles, Morgan Stanley Fear of Feedback	1. Online thread participation 2. Case Study: Reaction Paper (Pick one of the articles) 3. On campus class: Introductions 5/4.
Week 3: 5/6 – 5/12		
Planning & Recruiting/ Testing & Selecting	Chapter 4 Articles: Definitive Guide to recruiting, New Talent Demands, Six Hiring for Smarts, Six Myths about Pay	1. Online thread participation 2. Case Study: Reaction Paper (Choose one of the articles) 3. No class
Week 4: 5/13 – 5/19		
Labor Relations & Collective Bargaining; Safety & Health	Chapter 7 Article: Tech Trends, the HR Value Prop, Coaching in Criticism	1. Online thread participation 2. Case Study: Reaction Paper (Choose one of the articles) 3. On campus class: Introductions 5/18.
Week 5: 5/20 – 5/26		
HR Strategy & Group Presentations	Chapter 8 Chapter 10	1. Final Paper Submitted by 5/22/2017 at 12am. 2. Final Project Presentations (submit material through canvas). 3. Final Wrap Up 5/25.