

**COURSE SYLLABUS: HRMN 5510**  
**Human Resource Planning, Development and Appraisal**  
**Spring 2014 Tues/Thur 12:30 pm**

**Faculty:** Dr. Cecilia Champion  
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Office hours: Monday through Thursday from 2 to 3 pm; and by appointment

**Prerequisite:** HRMN 3420 (Principles of Human Resource Management) and junior level standing

**Required Course Materials:**

1. *Performance Management*, third edition (2013, ISBN: 978-0-13-255638-5) by Herman Aguinis. The publisher is Pearson Education/Prentice Hall. An etextbook version of the book may be rented at CourseSmart.com or Chegg.com.
2. *Employee Training and Development*, sixth edition (2013, ISBN: 978-0-07-802921-9) by Raymond A. Noe. The publisher is McGraw-Hill. An etextbook version of the book may be rented through CourseSmart.com or Chegg.com.
3. In addition to text chapters, selected articles will be assigned and you will be responsible for retrieving and reading the articles from the electronic journals database at the library.  
To read the article or print a copy of the article:  
Go to the AU Library web page and click on Ejournal  
In the box next to "Title begins with" type in the title of the periodical and click search.  
Select one of the databases which carries the periodical – I often use Business Source Premier or ABI/INFORM.  
On the page for the periodical, select the appropriate year or issue and you will obtain a list of articles for that issue. Scroll down to the article you need. In most cases, you should be able to obtain a pdf format of the article. PDF format is preferable because it retains the formatting and graphics of the original article.
4. Lecture notes and worksheets. These are available for download from Canvas.

**Course Objectives:**

- To introduce students to the basic activities and concepts involved in developing, implementing and evaluating performance appraisal systems and training programs within organizations.

**REQUIREMENTS AND GRADING**

First Exam.....	25%
Second Exam.....	25%
Final Exam.....	25%
Project Exercises.....	25%

**Exams:**

- Three exams will be given during the semester. Each exam counts 22% of the final course grade. Two exams will be given during regular class time. The fourth exam will be given during the final exam period scheduled for this class. The final exam is not comprehensive.
- The format for the exams will include multiple choice, short answer and essay questions. Exams will cover reading assignments, class lecture, and class activities.
- Cell phones are not allowed in exams. Using a cell phone during an exam will be viewed as an academic honesty violation.
- Be ON TIME for all exams. If you arrive late for an exam, you will NOT be allowed to take the exam if any student

has already turned in their exam.

### **Make-up Exams:**

The only excused reasons for missing an exam are those listed in the Student Policy eHandbook ([http://www.auburn.edu/student\\_info/student\\_policies/](http://www.auburn.edu/student_info/student_policies/)) as official University excuses. Only those students who have an official University excuse will be allowed to take a make-up exam. **For exams, excuses must be signed by the attending physician or nurse (not a receptionist) and must state that you were too ill to sit for the exam on the scheduled date.** I will not accept excuses which simply state that you were seen in the office. You must turn in your excuse to me within a week after the exam. Photocopies of an excuse will not be accepted. I must see the original excuse.

### **Project Exercises:**

Small projects will be assigned to illustrate and apply the concepts presented in lectures or explore a topic in more depth through research. Each member of the class will work in a 2-person team on the project exercises. You may choose your team member, but team assignments need to be made by the second class meeting. If you prefer, you may complete the projects individually, but no accommodation will be made in grading for students choosing to complete the assignment on their own. There will be 6-10 graded assignments. The details and due dates of the assignments and will be posted on Canvas. Each team will submit one report for grading. All exercises must be typed and turned-in at the beginning of class.

The point values for the assignments will vary and will be assigned based on the amount of time and work required to complete the assignment. The point values of the assignments will be posted on Canvas along with the assignment. Your project grade will be 25% \* (the proportion of total points you have earned for the project exercises).

Make-ups of project exercises will only be accepted with an official University excuse. Make-ups must be completed and turned in within one week upon your return to class.

**Contingency Plan for Emergencies:** If normal class activities are disrupted due to illness, emergency, or crisis situation (such as an H1N1 flu outbreak), the syllabus and other course plans and assignments may be modified to allow completion of the course. If this occurs, an addendum to your syllabus and/or course assignments will replace the original materials. In order to complete the course material, lectures may be videotaped and posted for students to view. In the event of an emergency which disrupts a single class session (for example, a weather event), the missed lecture may be posted as a video and the required assignments will be due at the next class meeting.

**Communication:** I will use your Auburn University e-mail address ([userid@auburn.edu](mailto:user@auburn.edu)) for course communication. It is your responsibility to contact the Information Technology Help Desk to have this address forward mail to the e-mail address that you regularly check.

**Academic Honesty:** All violations or alleged violations of the Student Academic Honesty Code (see SGA Code of Laws in the *Tiger Cub*) will be reported to the Office for the Vice President for Academic Affairs.

**Grading Policy:** A $\geq$ 90%, B $\geq$ 80%, C $\geq$ 70%, D $\geq$ 60%, F $<$ 60%.

**Special Accommodations for Students with Disabilities:** Students who need special accommodations should make an appointment as soon as possible with me to discuss your Accommodation Memo. It is essential that I be aware of necessary accommodations at the beginning of the course. If you do not have an Accommodation Memo but need special accommodations, contact the Program for Students with Disabilities, 1244 Haley Center, 334-844-2096 (Voice T/O).

**HRMN 5510 Calendar – Tues/Thur 12:30 pm  
Spring 2014**

Date	Topic and Reading Assignments
Jan. 9	Syllabus
Jan. 14	Purpose of Performance Management and Connection to Organizational Effectiveness Aguinis: Chapter 1
Jan. 16	Linking Individuals to Organizational Strategy Aguinis: Chapters 2 and 3
Jan. 21	Defining Performance Aguinis: Chapter 4 Hammer, M. (2007), “The 7 deadly sins of performance measurement,” <i>MIT Sloan Management Review</i> , vol. 48(no. 3), pp. 19-28
Jan. 23	Defining Performance Aguinis: Chapter 5 Latham, G. P. (2004), “The motivational benefits of goal-setting,” <i>Academy of Management Executive</i> , vol. 18(no. 4), pp. 126-129.
Jan. 28	Performance Appraisal Methods – Comparative Methods Bates, S. “Forced Ranking,” <i>HRMagazine</i> , 2003, vol. 48(June), p. 62.
Jan. 30	Performance Appraisal Methods – Absolute Methods Kaiser, R.B., and Kaplan, R.E. “Overlooking Overkill? Beyond the 1-to-5 Rating Scale,” <i>Human Resource Planning</i> , 2005, vol. 28(no. 3), pp. 7-11.
Feb. 4	Performance Appraisal Methods
Feb. 6	Gathering Performance Information Aguinis: Chapter 6
Feb. 11	Gathering Performance Information
Feb. 13	Implementing PM Systems Aguinis: Chapter 7
Feb. 18	Implementing PM Systems Sammer, J. “Calibrating Consistency,” <i>HRMagazine</i> , 2008, vol. 53(no. 1), 73-75.
<b>Feb. 20</b>	<b>Exam 1</b>
Feb. 25	PM Feedback and Employee Development Aguinis: Chapter 8 and 9
Feb. 27	Legal Issues in Performance Management Aguinis: Chapter 10, pp. 280-285
March 4	Team-Based Performance Appraisal Aguinis: Chapter 11
March 6	Linking Strategy with Training Noe: Chapter 1 and 2
<b>March 11</b>	<b>Spring Break</b>
<b>March 13</b>	<b>Spring Break</b>
March 18	Linking Strategy with Training
March 20	Training Design – Analysis of Needs Noe: Chapter 3 Zemke, R. “How To Do a Needs Assessment When You Think You Don’t Have Time,” <i>Training</i> , 1998, vol. 35(no. 3), pp. 38.
March 25	Training Design – Analysis of Needs
March 27	Training Design Noe: Chapter 4

Apr. 1	Training Design Groves, A., Rickelman, C., Cassarino, C., and Hall, M. "Are You Ready for Agile Learning Design?", <i>T+D</i> (March 2012): 46-49.
<b>Apr. 3</b>	<b>Exam 2</b>
Apr. 8	Training Development Noe: Chapter 7
Apr. 10	Training Development Noe: Chapter 8 Hira, A. "The making of an UPS driver", <i>Fortune</i> (November 12, 2007): 118-129.
Apr. 15	Training Development
Apr. 17	Training Evaluation Noe: Chapter 6
Apr. 22	Linking Training with Career Development Noe: Chapter 9 Llewellyn, R.N. "The Four Career Concepts," <i>HRMagazine</i> , 2002, vol. 47 (9), pp. 121-124.
Apr. 24	Linking Training with Career Development Benko, C., and Weisberg, A. "Implementing a Corporate Career Lattice: The Mass Career Customization Model," <i>Strategy &amp; Leadership</i> , 2007, vol. 35(no. 5), pp. 29-36. Feldman, D.C. "Career Coaching: What HR Professionals and Managers Need to Know," <i>Human Resource Planning</i> , 2001, vol. 24(no. 2), pp. 26-35.
<b>Final Exam – Wednesday, April 30 from 12 noon – 2:30 pm. The final exam covers material after Exam 2. It is not comprehensive.</b>	