COURSE SYLLABUS: HRMN 6510
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

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..20%
Second Exam..20%
Final Exam..20%
Project Exercises..15%
HRMN Systems Analysis……..…………….…25%

Exams:
*   Three exams will be given during the semester. Each exam counts 20% of the final course grade. Two exams will be given during regular class time. The third 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/) 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
15% * (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.

HRMN Systems Analysis:
An intensive analysis of an organization's performance appraisal, training/development, or career development system is required. Each student has the option of choosing the system for analysis: an organization's performance appraisal, training/development, or career development system. You may cover all of one system, or only part of one system. Examples of covering only part of a system would be the analysis of an organization's training system for technical employees or career development for entry-level jobs for college graduates. There are very few limitations as to size, type, or nature of organizations.

A brief description of your project is due on February 6th. The following information should be furnished in your project description:
A. Name of organization and location.
B. Name(s) and position(s) of person(s) who will furnish you information and/or data.
C. System or subsystem your project will cover.
D. Describe your plans for collection of information and/or data.

You should only use an organization that is willing to release relevant forms and materials to you (e.g., performance appraisal forms, training manuals). You should clarify an organization's attitude/policy on this point before deciding to use that organization for your project.

The final report of your systems analysis is due April 17th. Use the following guidelines in conducting and reporting your systems analysis:

1. The paper must be typewritten (12-point Times New Roman must be used). Use double line spacing, and set the margins at 1" for the top, bottom, and right margins and 1.2" for the left margin. Number the pages (centered at the top) with the exception of the title page. The paper must be at least 12 narrative pages long. The 12-page requirement does not include the title page, reference pages, or any other non-narrative pages.

2. Attempt to interview more than one person for your paper (for example, a HR manager and a line manager). This is not an absolute requirement for the paper but rather a desirable feature. If you do interview a second person, be sure to indicate what information you obtained from this individual and how his/her perspective of the HRMN system compared to that of your main interviewee.

3. You must cite at least eight references (from eight separate journal articles and/or books) in your paper. A website address cannot be used as a reference. Each reference must be cited at least once in the narrative of your paper. Up to three of your references may come from class readings. Make your references as specific as possible to the specific characteristics of the HRMN system(s) you are analyzing.

4. Cite relevant sources (class lectures, course readings, in-class projects, etc.) in the narrative section of your paper. Citations may have both the author's name and publication date in parentheses, or just the publication date: for example--(Smith, 1998) or Smith (1998). Here are some examples of how to cite different types of material:

    a. my lecture notes---(Champion, lecture notes)

    b. course readings---(Tyler, class reading)

    c. in-class projects---(in-class project, training needs assessment)

2. Adhere to the following format when writing your paper, and use the headings listed below (i.e., typed and underlined). Also, use subheadings whenever possible.

    A. <u>Purpose of Project</u>

    B. <u>Description of Organization and Its Human Resource Management Function</u>
        1. What are the major products and/or services of the organization?
        2. Where is the geographical location where you collected your information?
        3. Where is the corporate office of the organization?
        4. Approximately how many employees are present at the location where you collected your information?
        5. What is the approximate total number of employees in the organization?
        6. What is the job title of the person from whom you gathered information?
        7. What is the highest level at which HR is represented in the organization (for example, Vice-President of Human Resources)?

    C. <u>Data Collection Methodology</u>
        1. Include the name(s), position(s), telephone number(s), and e-mail address(es) of person(s) who furnished you information and/or data.

    D. <u>Description of Existing System</u>
        1. Describe in detail.
        2. Gather and include any relevant material such as:
            a. performance appraisal forms
            b. training/development materials
            c. career planning charts
            d. any other relevant material

    E. <u>Effective Aspects of System</u>
        1. Why are these aspects effective?

    F. <u>Ineffective Aspects of System</u>
        1. Why are these aspects ineffective?

    G. <u>Overall Evaluation of System</u>

    H. <u>Plans for Improvement</u>
        1. What are the plans?
        2. Why did you select these particular plans?
        3. How would you implement them?

    I. <u>Summary and Conclusions</u>
        1. Be brief here.

    J. <u>Reference List</u>

        1. Start on a new page and title it <u>Reference List</u>.

        2. List your references in alphabetical order in the reference list as follows:

            a. <u>other articles besides those in course</u>:
                1. name(s) of author(s)---last name first
                2. title of article
                3. name of journal or magazine
                4. year published
                5. volume number
                6. issue number
                7. pages on which article is covered (ex, 15-23).

            b. <u>books</u>

                1. name(s) of author(s)---last name first
                2. title of book
                3. name of publisher
                4. city and state in which book was published
                5. year published

    K. <u>Appendix</u>

        1. Include any relevant forms, data collection instruments, etc., here. Use a separate appendix (Appendix A, Appendix B, etc.) for each separate document.

It is not permissible to either wholly or partially use a paper completed in another course or by another individual.

I will retain your papers, so be sure that you have a copy for yourself before turning in your paper.

Contingencies 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) 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).

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,'' *MIT Sloan Management Review*, vol. 48(no. 3), pp. 19-28

Jan. 23	Defining Performance
	    Aguinis: Chapter 5
	    Latham, G. P. (2004), "The motivational benefits of goal-setting," *Academy of Management Executive*, vol. 18(no. 4), pp. 126-129.

Jan. 28	Performance Appraisal Methods – Comparative Methods Bates, S. "Forced Rankling," *HRMagazine*, 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," *Human Resource Planning*, 2005, vol. 28(no. 3), pp. 7-11.
Feb. 4	Performance Appraisal Methods

Feb. 6	Gathering Performance Information
	    Aguinis: Chapter 6
	    HRMN Systems Analysis Project Plan due

Feb. 11	Gathering Performance Information
Feb. 13	Implementing PM Systems Aguinis: Chapter 7
Feb. 18	Implementing PM Systems Sammer, J. "Calibrating Consistency," *HRMagazine*, 2008, vol. 53(no. 1), 73-75.
Feb. 20	**Exam 1**
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
March 11	**Spring Break**
March 13	**Spring Break**
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," *Training*, 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?", *T+D* (March 2012): 46-49.
Apr. 3	**Exam 2**
Apr. 8	Training Development
	Noe: Chapter 7
Apr. 10	Training Development
	Noe: Chapter 8
	Hira, A. "The making of an UPS driver", *Fortune* (November 12, 2007): 118-129.
Apr. 15	Training Development
Apr. 17	Training Evaluation
	Noe: Chapter 6
	HRMN Systems Analysis Paper Due
Apr. 22	Linking Training with Career Development
	Noe: Chapter 9
	Llewellyn, R.N. "The Four Career Concepts," *HRMagazine*, 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," *Strategy & Leadership*, 2007, vol. 35(no. 5), pp. 29-36. Feldman, D.C. "Career Coaching: What HR Professionals and Managers Need to Know," *Human Resource Planning*, 2001, vol. 24(no. 2), pp. 26-35.
Final Exam – Wednesday, April 30 from 12 noon – 2:30 pm. **The final exam covers material after Exam 2. It is not comprehensive.**	