Developing Human Capital
38:533:634:01
Thursday 4:30-7:10, Spring 2012

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This interactive, theoretically anchored, and applied course is aimed at understanding the process and practice of developing human capital. It focuses on the strategic development of talent framed within the context of talent leadership. It is anchored in business strategy and views the arena of talent management as a critical means to achieve competitive advantage.

As human resource competencies have become a significant competitive advantage both in North America and globally, the pace and intensity of organizational training has increased dramatically. Organization Development/Effectiveness groups must demonstrate not only that their programs provide enhanced employee competencies, but that those competencies are of strategic value to the organization. Some organizations now include continuous learning, often called the "learning organization", as part of their strategy. As a company's strategies change, and the types of management competencies and profiles need to change as well, Human Resource Development is responsible for this alignment. We will address these and related issues based on the belief that effective development practices are determined by the organizational context in which they occur.

The first half of the course will focus on development and learning. The second half will focus on performance appraisal. However, both areas will be integrated to reinforce a complete human capital development framework. Lectures, a team project and learning principles will propel course learning as we explore global best practice models of development and appraisal.

Grades will be based on a midterm and final exam and a team case project. Class participation can have a positive impact on your grade. In the spirit of a real world best-in-class application and to reinforce learning, class project teams will examine an appraisal program and supporting development practices in the context of an organizational/company setting.

A course outline and assigned readings will be available the first day of class. Texts include: Employee Training and Development by Raymond Noe; The Complete Guide to Performance Appraisal by Dick Grote. Extensive handout material will augment text readings. Participants will be provided with useful tools for applying concepts discussed and debated in class sessions with the view of gaining competency in human resource development.

Attendance

Class participation will have an impact on what you learn. Presence in class permits you to listen to and engage in discussions about the topics covered. Questions are expected and will reinforce learning.

Examinations

There will be a midterm and a final examination. The examinations will be either exclusively or primarily objective in nature

Team Project and Presentation

Critical thinking, teamwork, communication, and execution skills are four abilities that are valued by business today. Presentations to be make in class are required and will aid you in the development of most of these abilities. You will organize into teams (4 and 3 member groups) to address the projects. Each presentation will be a maximum of 45 minutes to include questions.

The grade your team receives will be based upon the clarity of the presentation, creativity in orientation, the transitions between team members, presentation style, opening, development, and closure of the topic. Of major importance is making a complete presentation in the time allotted. This will require that your presentations be concise and well organized.

The Project

The first project will address developing a training and development program supporting a specific firm. Ideally, this program is linked or supports the firm's performance appraisal system. The organization must be approved by the instructor prior to starting the project. A 20-25 page paper is required in addition to the supporting PowerPoint presentation.

More details will be provided in the course of the program. *The instructor will be available to guide and oversee your team's project work!*

Computation of Final Grades

- **30% Mid-term**
- **30% Final**
- **40% Team Presentation**

Academic Honesty

It is expected that each student's or team's work will be the exclusive result of his/her own efforts

The Learning Environment

In order to maintain the proper learning atmosphere, there shall be no biased statements or related behaviors which are associated with race, gender, national origin, or sexual orientation.

If you have a condition that requires special attention, contact me as soon as possible so special arrangements can be made. Retroactive changes such as re-administration of an examination or change of grade based upon previously unknown conditions will not be made.

Spring 2012

Class Schedule, Topics and Activities

1/19 Course Introduction and Training and Development (T & D) - Chpt.1 and start Chpt. 2, time permitting.

1/26 Training- Training- Chpts.2 &3 - Strategic Training and Needs Assessment; Example of Multi-rater Needs Assessment Chpts. 4 &5 — Learning Theories and Transfer of Training; Video: Gettysburg

2/2 Training- Chpts 6&7- Training Evaluation and Methods; Performance Appraisal Topics (PA Chpt 1-State of the Art)

2/9 Training- Chpt 8 & 9- eLearning and Use of Technology/Employee Development; Performance Appraisal Topics (PA Chpt. 2- The PA System). Example: Executive Development Plan

2/16 Training Chpts. 10 & 11- Career Management; Performance Appraisal Topics (PA Chpt.3- PA Approaches). Example of a Career Development Workshop. Review for Mid –Term; Executive Presentation

2/23 Mid-Term (on Employee Training and Development); Mid Semester Course Feedback)

3/1 PA Chpts. 4 &5- Standards and Competencies; Corporate Leadership Council Article (CLC) — Establish Performance Management as an Organizational Priority

3/8 PA Chpts 6 & 7; Writing and Conducting an Appraisal
Corporate Leadership Article (CLC)- Upskilling
Managers at Performance Management at GM; Objective Feedback Certification at GM; Executive Presentation

3/22 PA-Chpts 8 & 9- Optimization and Marketing your Appraisal. Video: Jack Welch on PA; CLC Article: Seagate

3/29 PA- Chpts. 10 & 11- Designing and Implementing an Appraisal

4/5 PA- Chpts 12, 13, 14

4/12 Summary and Review of PA- catch-up

4/19 Project Presentations

4/26 Project Presentation and Final Review

5/3 Final Exam

Schedule and activities subject to change pending needs of learners. Text material, however, is central to course learning.

Grading Scale

90-100 = A

88-89 = B+

80-87 = B

78-79 = C+

70-77 = C

60-69 = F