I. Catalog Description and Credit Hours of Course:

Covers the human resources activities of performance management and training and development of talent. Emphasis is placed on practice, applications, and exercises. (3 credit hours)

II. Prerequisite(s): MG301 with a minimum grade of ‘C’ or MBA program admission or consent of instructor.

III. Purposes or Objectives of the Course:

A. Develop an understanding of how performance management and training and development allows organizations to maximize the effectiveness of its employees’ human capital.

B. Develop an understanding of how performance management and training and development integrate with other functional areas of the organization, and are critical to its overall success.

C. Understand important aspects of acquiring information and presenting it in oral and written formats.

IV. Student Learning Outcomes:

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

A. identify and explain the performance management processes that allow organizations to maximize human capital effectiveness.

B. identify how performance management processes can be integrated into other functional areas to optimize organizational performance.

C. identify the components of conducting training and development needs analysis in organizations.

V. Expectations of Students:

A. To participate in all class activities, experiential exercises, and discussions in an involved and active manner.

B. To complete all external assignments (e.g., writing assignments, reading assignments, term paper, etc.) required for the course.

C. To complete all required quizzes, projects, and examinations (including a final examination) during the semester.

VI. Course Content or Outline:

A. Introduction 3 hours
   1. Course topics and issues
   2. The Complementary Nature of Performance Management & Training and Development
B. Managing Talent
   1. Strategic & General Considerations 6 hours
      a. Performance Management & Rewards in Context
      b. Performance Management Process
      c. Performance Management & Strategic Planning
   2. System Implementation 9 hours
      a. Defining & Measuring Criteria for Performance
      b. Measuring Results & Behaviors
      c. Gathering Performance Information
      d. Implementing a Performance Management System
   3. Rewards Systems & Legal Issues 3 hours
   4. Team Performance 3 hours

C. Developing Talent
   1. Strategic & General Considerations 9 hours
      a. Purpose of Training in Organizations
      b. Aligning Training & Strategy
      c. Learning Theory
   2. Implementing a Training Program 12 hours
      a. Needs Analysis
      b. Training Design
         1) Theory
         2) Methods
         3) Practical Considerations
      c. Development & Implementation
      d. Evaluation

VII. Textbook(s) and/or Other Required Materials or Equipment:

The course will use a current textbook or current textbooks and/or collection of articles and other materials. Some possible examples are:

A. Textbooks


B. Supplemental Readings

   1. HRMagazine
   2. Human Resource Development Quarterly
   3. Advances in Human Resource Development
   4. T&D Magazine
   5. Workforce.com

C. Other readings as required by the instructor.

VIII. Basis for Student Evaluation:

A. Participation in and completion of assignments that must be completed outside the classroom, as well as class-based exercises, cases, simulations, and other projects

B. Term paper/report and/or other miscellaneous assignments required by the instructor
C. Quizzes, projects, examinations (including a final examination)

D. Graduate students enrolled in the class will be required to complete an additional paper on a topic of their choice related to performance management and/or training and development.

The weight of the evaluation criteria may vary according to each instructor and will be communicated at the beginning of the course.