HRD 5343 Foundations of Human Resource Development
SPRING 2025

Department of Human Resource Development
Soules College of Business

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Instructor (email):   Dr. Shinhee Jeong (sjeong@uttyler.edu), Associate Professor
Class Format: Online
Canvas Link: https://www.uttyler.edu/canvas/login/
Communication: Email and/or by appointment via phone or Zoom
Zoom link: https://uttyler.zoom.us/my/shinheejeong

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COURSE DESCRIPTION
This course is designed to provide students an overview of scholarship and practice in the field of human resource development from a variety of perspectives. Students will explore the concepts and theories underlying human resource development and how those concepts and theories inform research and practice.

Learning Objectives:
Upon completion of this course, the learner should be able to:
1. Articulate his/her own definition of human resource development
2. Describe the core domains of practice in HRD: training and development, organization development, and career development
3. Critically reflect upon the various theories, models, and research of HRD and leadership development.
4. Explain the issues and trends influencing the profession and practice of HRD and leadership development.
5. Develop a critical perspective on the relevance, appropriateness, and potential of HRD theory and practice in contemporary organizations and institutions.
6. Analyze in depth an aspect of one of the domains of practice: training and development, organization development, or career development
7. Write a scholarly paper in adherence to APA style.

Required Texts
• Swanson, R. A. (2022). Foundations of human resource development (3rd ed.). Berrett-Koehler Publishers. ISBN 978-1523092093 (The UT Tyler Library already has electronic access to the textbook for this course)
• The weekly journal/article reading list will be provided on Canvas as needed - All available at the UT Tyler Library

Recommended Text
  • American Psychological Association. (2019). Publication Manual of the American
    Psychological Association (7th ed.). Washington DC.

COUSE ASSIGNMENTS

The following learning opportunities are designed to facilitate students' learning process. All writing assignments should follow the APA 7TH style (double-spaced, 12 font-size, see the recommended textbook for details) and be submitted through Canvas. Any sources or references should be cited using APA format. Missing a due date will result in a deduction of 2 points per assignment. Any submission that is more than 2 days late will be considered a "no submission" and will therefore receive no grade. If you require an extension due to a medical reason, you must provide an official medical record in advance.

The assignments you will perform for this course is weighted as follows:

HRD Definition Paper	10 pts
5 Quizzes	45 pts (9 pts per each)
2 Discussion Boards	10 pts
AHRD Masterclass Podcast Paper	10 pts
HRD and Technology Paper	15 pts
Representation of HRD Project	10 pts

Course Assignments

1. HRD Definition Paper
First, read the following articles/book chapters.
- Textbook Ch. 1
- Weinberger, L. A. (1998). Commonly held theories of human resource development. *Human Resource Development International*, *1*(1), 75-93.
- Chalofsky, N. (1992). A unifying definition for the human resource development profession. *Human Resource Development Quarterly*, *3*(2), 175-182.
- Lee, M. (2001). A refusal to define HRD. *Human Resource Development International*, *4*(3), 327-341.
- Swanson, R. A. (1995). Human resource development: Performance is the key. *Human resource development quarterly*, *6*(2), 207-213.
- Watkins, K. E. (1991). Essay review: Many voices: Defining human resource development from different disciplines. *Adult Education Quarterly*, *41*(4), 241-255.

Do not limit your research to the aforementioned articles. Instead, expand your search to identify other 'scholars' who have discussed their definitions of HRD—there are many.

As you prepare your paper for this assignment, answer the following questions. The paper should be between 700 and 1,500 words in length. Citations should follow the APA style, and all sources must be appropriately credited.
   1. Whose definition of HRD do you prefer?
   2. Why do you favor that definition?
   3. What is your personal definition of HRD?
   4. What are the strengths and weaknesses of your definition?

2. **AHRD Masterclass Podcast Paper**

In this assignment, you will select and focus on three podcasts from the Academy of Human Resource Development Masterclass series (Link: https://www.ahrd.org/page/HRD-Masterclass-Podcast-Series). After listening to your chosen podcasts, you will write a half-page summary and a half-page reaction for each. The reaction should discuss what you learned from the podcast and how you can apply these insights. Additionally, you will write a half-page abstract at the beginning of your paper, which should identify any common themes or insights gained from the three podcasts.

Your paper should be structured as follows:
 Page One:
 1. our name and the titles of the three podcasts you selected.
 2. Abstract summarizing common themes or insights.
 3. References (Primarily the AHRD Podcast website, but you may include additional sources to enrich the discussion).
 Page Two:
 1. Summary of Podcast #1
 2. Your reaction to Podcast #1
 Page Three:
 1. Summary of Podcast #2
 2. Your reaction to Podcast #2
 Page Four:
 1. Summary of Podcast #3
 2. Your reaction to Podcast #3

Your paper should be a maximum of four pages in length, formatted in 12-point font and double-spaced.

3. **Quizzes** – The purpose of these quizzes is to assess your mastery of the foundational knowledge and skills in the field of Human Resource Development, as introduced in this course. You are required to complete five quizzes throughout the semester. These quizzes will be conducted online via Canvas and will be open-book format. You will have two hours to complete each quiz, and you are allowed only one attempt. Please ensure that you find a quiet place and choose a time where you can concentrate without interruptions, enabling you to complete the quiz in one sitting.

4. **Case Study: HRD and Technology (Group assignment)**
- **Part 1. Paper:** This assignment requires you to explore the use of advanced technology (e.g., artificial intelligence, virtual reality, etc.) in Human Resource Development (HRD). Identify at least three organizations or companies that utilize advanced technology in their HRD practices to develop and train employees, manage performance, and influence organizational culture. These organizations can be from any industry and may vary in size, sector, or geographic location. In conducting your research, you may use a variety of sources, including academic journals, industry reports, and interviews or press releases. After the case study, it is crucial to discuss the following questions:
   1. Speculate on future trends in HR technology based on your case studies. What are the potential next steps for organizations in terms of technology use in HRD?
   2. What challenges (technical, cultural, financial, and operational) might organizations

face while integrating technology into HRD processes?
3. What solutions or strategies might organizations consider to overcome these challenges?

The final paper should be structured as follows:
1. Introduction
2. Case #1
   a. Company Profile
   b. Technology Utilized and Its Purpose and Processes
   c. Outcomes
3. Case #2
   a. Company Profile
   b. Technology Utilized and Its Purpose and Processes
   c. Outcomes
4. Case #3
   a. Company Profile
   b. Technology Utilized and Its Purpose and Processes
   c. Outcomes
5. Analyses and Discussions

- **Part 2. Presentation (5 pts):** Students are expected to deliver a 15-min presentation based on their paper. The use of PowerPoint Slides is highly recommended. Record group presentation, create a shareable link, and submit it to Canvas. All group members should participate in the presentation.

5. Representation of HRD Project
This project is an opportunity for you to express your understanding of Human Resource Development (HRD) through a unique and artistic medium. Unlike traditional assignments such as papers, PowerPoint presentations, or portfolios, this task requires a metaphorical and creative representation of HRD. Acceptable formats include, but are not limited to, poetry, papier-mâché, watercolor, song, or dance. Please ensure your work can be shared effectively with both myself and your classmates. This assignment is designed to be an enjoyable exploration of HRD concepts. Your work will be evaluated based on the depth of reflection demonstrated, the level of HRD understanding evident in your artistic representation, and the significance of the metaphor used to convey the essence of HRD.

Class Participation Policy
Given the nature of the course structure and design (i.e., 5 meetings per semester, student-leading presentations and discussions), students are expected to attend all in-person classes for successfully completing this course. 10 pts will be deducted per missing a class. If you require an absence due to a medical reason, you must provide an official medical record in advance.

Tentative Schedule

Session	Date	Topic	Assignments
1	Jan 13-Jan 26	Getting to know you & Introduction to HRD	- Read the syllabus - Read Textbook Ch. 1-3 - Self-introduction and greetings (Due Jan 17) - HRD definition Paper (Due Jan 24)
2	Jan 27-Feb 9	Theory, Philosophy, and Perspectives in HRD	- Read Textbook Ch. 4-6 - Quiz #1 (Due Feb 7) - Case Study on HRD and Technology: Topic/case selection
3	Feb 10-Feb 23	Training & Development	- Read Textbook Ch. 7-10 - Quiz #2 (Due Feb 21)
4	Feb 24-Mar 9	Organization Development	- Read Textbook Ch. 11-13 - Quiz #3 (Due Mar 7)
5	Mar 10-Mar 16	Spring Break	- AHRD Podcast Paper (Due Mar 14)
	Mar 17-Mar 23	Organization Development & Leadership	- Read Textbook Ch. 14-16 - Quiz #4 (Due Mar 21)
6	Mar 24-April 6	Career Development	- Read Textbook Ch. 14-16 - Quiz #5 (Due April 4) - Case Study "HRD and Technology": Paper Submission
7	April 7-April 20	National/International/Global HRD, Ethics in HRD	- Assigned Readings on Canvas - Discussion Board Participation #1 - Case Study on "HRD and Technology": Presentation
8	April 21-May 3	Critical HRD, Virtual HRD/HRD into the Future	- Assigned Readings on Canvas - Discussion Board Participation #2 - Representation of HRD Project

The instructor reserves the right to change topics, readings, or assignment dates, to address emerging issues, concerns, and to accommodate individual learning needs. Students will receive written notice in advance should there be any course/curriculum changes.

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FINAL GRADES

Grade	A	B	C	D	F
Range	over 90%	80% - 90%	70% - 80%	60% - 70%	below 60%

COURSE POLICIES

Academic Dishonesty Statement
The faculty expects from students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrates a high standard of individual honor in his or her scholastic work.

Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment of the award of a degree, and/or the submission, as one's own work of material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

University regulations require the instructor to report all suspected cases of academic dishonesty to the Dean of Students for disciplinary action. In the event that disciplinary measures are imposed on the student, it becomes part of the students' official school records. Also, please note that the handbook obligates you to report all observed cases of academic dishonesty to the instructor.

Plagiarism will not be tolerated, and learners should be aware that all written course assignments will be checked by plagiarism detection software. Violations of academic integrity will be reported and processed according to the guidelines established by the University.

COLLEGE OF BUSINESS STATEMENT OF ETHICS

The ethical problems facing local, national and global business communities are an ever-increasing challenge. It is essential the Soules College of Business help students prepare for lives of personal integrity, responsible citizenship, and public service. In order to accomplish these goals, both students and faculty of the College of Business at UT Tyler will:

- Ensure honesty in all behavior, never cheating or knowingly giving false information.
- Create an atmosphere of mutual respect for all students and faculty regardless of race, creed, gender, age or religion.
- Develop an environment conducive to learning.
- Encourage and support student organizations and activities.
- Protect property and personal information from theft, damage, and misuse.
- Conduct yourself in a professional manner both on and off campus.

ARTIFICIAL INTELLIGENCE

UT Tyler is committed to exploring and using artificial intelligence (AI) tools as appropriate for the discipline and task undertaken. We encourage discussing AI tools' ethical, societal, philosophical, and disciplinary implications. All uses of AI should be acknowledged as this aligns with our commitment to honor and integrity, as noted in UT Tyler's Honor Code. Faculty and students must not use protected information, data, or copyrighted materials when using any AI tool. Additionally, users should be aware that AI tools rely on predictive models to generate content that may appear correct but is sometimes shown to be incomplete, inaccurate, taken without attribution from other sources, and/or biased. Consequently, an AI tool should not be considered a substitute for traditional approaches to research. You are ultimately responsible for the quality and content of the information you submit. Misusing AI tools that violate the guidelines specified for this course (see below) is considered a breach of academic integrity. The student will be subject to disciplinary actions as outlined in UT Tyler's Academic Integrity Policy. For this course, AI is permitted only for specific assignments or situations, and appropriate acknowledgment is required. In this course, we may use AI tools (such as ChatGPT and Copilot) to examine how these tools may inform our exploration of the class topics. You will be notified as to when and how these tools will be used, along with guidance for attribution. Using AI tools outside of these parameters violates UT Tyler's Honor Code, constitutes plagiarism, and will be treated as such.