

**MIDSTATE COLLEGE**  
**411 W. NORTHMOOR RD. PEORIA, IL 61614**  
**(309) 692-4092 (800) 251-4299**

**Summer 2019**

**Course: HR490 Human Resource Performance Improvement**

**Credit: 4 Quarter Hours**

**Method of Delivery: Arranged (AE)**

**Course Description:** This course examines the theories and applications of human performance improvement in organizations. The student will study methods for analyzing performance gaps and their root causes as well as performance improvement interventions.

**Prerequisite(s):** BUS204 and MGT350

**Title:** Fundamentals of Performance Improvement, 3rd Edition

**Author(s):** Van Tiem, et al.

**Publisher:** Pfeiffer

**Materials Needed for this Course:**

Additional Supplies: None

Hardware/Software and Equipment: Access to a computer

**Topics:**

1. Performance improvement & performance improvement/Human Performance Technology (HPT)
2. Performance Analysis
3. Intervention selection, design, and development
4. Intervention implementation and maintenance
5. Evaluation
6. Current issues and topics for HR practitioners

**Learning Objectives:** Upon completion of this course, the student will be able to:

1. Examine major concepts and practices as well as the evolution of performance improvement.
2. Define and discuss the opportunities and challenges, including current situations and definitions of future expectations that set the stage for successful performance outcomes.
3. Utilize gap analysis to compare the difference between desired and actual results and consequences.
4. Define intervention as it relates to performance improvement and discuss the scope of its usage and workplace implementation.
5. Examine how to minimize resistance and promote positive adaptation as implementation of performance improvement unfolds.
6. Understand the importance of proper evaluation and how to gauge sustainability and long-term value.

**MIDSTATE COLLEGE**  
**411 W. NORTHMOOR RD. PEORIA, IL 61614**  
**(309) 692-4092 (800) 251-4299**

**Midstate Grading Scale:**

90 - 100	A
80 - 89	B
70 - 79	C
60 - 69	D
0 - 59	F

**Academic Integrity:**

Academic integrity is a basic principle of the College's function. Midstate College students are expected to maintain a high level of academic honesty. Contrary actions may result in penalties such as failure of the assignment(s), a lesser grade on assignment(s), failure of the course and/or suspension from the College. The course instructor will review all submitted documents and supporting evidence in connection to the infraction. The course instructor will also review the student's personal file for other notifications of academic dishonesty before determining the level of action to be applied. The course instructor will complete the Academic Dishonesty Report form to document and describe the incident and actions taken, then kept on file. The student may appeal the decision to administration, whose decision will be final.

The following (**plagiarism, cheating, deception, sabotage, computer misuse and copyright infringement**) are included in the actions Midstate College considers behavior contrary to the academic integrity policy; however, the policy is not limited to these examples. Further discussion of consequences regarding academic dishonesty are addressed in the Student Handbook.

**Plagiarism:**

Plagiarism is using another person's words, either by paraphrase or direct quotation, without giving credit to the author(s). Plagiarism can also consist of cutting and pasting material from electronic sources by submitting all or a portion of work for assignment credit. This includes papers, computer programs, music, sculptures, paintings, photographs, etc. authored by another person without explicitly citing the original source(s). These actions violate the trust and honesty expected in academic work. Plagiarism is strictly against the academic policy of Midstate College. Its seriousness requires a measured, forceful response which includes consequences for inappropriate and/or no citation.

In courses containing writing assignments, the College promotes the use of Turnitin which compares the student's writing against previously submitted papers, journals, periodicals, books, and web pages. Students and instructors can use this service to reduce the incidence of plagiarism. This electronic resource has been found to conform to legal requirements for fair use and student confidentiality. It is able to provide a report to the student indicating the parts of the assignment that match.

**MIDSTATE COLLEGE**  
**411 W. NORTHMOOR RD. PEORIA, IL 61614**  
**(309) 692-4092 (800) 251-4299**

**Student Success and Tutoring:**

Contact Student Success: Room 110; (309) 692-4092, ext. 1100;  
[studentsuccess@midstate.edu](mailto:studentsuccess@midstate.edu);

The Office of Student Success offers help in the following areas:

- **Tutoring:** Tutoring is encouraged for students who are doing their best to complete assignments yet still are experiencing difficulty in this course. Tutoring may be provided by the instructor outside of scheduled class times or through the office of Student Success.
- **Writing assignment assistance:** This may include learning how to conduct research; using proofreading tools such as Turnitin; outlining a topic; and applying MLA/APA standards.
- **Math, accounting, and computer skills (including file management).**
- **Test-taking techniques.**
- **Note-taking skills development.**
- **Study skills development.**
- **Time management.**

**Instructor Information:**

**Instructor:** Nick Fowler, MBA

**Midstate e-mail:** njfowler@midstate.edu

**Cell Phone:** 309-253-8777 (text preferred)

**Office Phone:** 309-692-4092 ext. 2280

**Office Hours:** Office located in Room 228. I am on campus Monday through Thursday (and often Friday), and can meet with students at any time (in person or digitally). Please call or email and make an appointment to avoid any schedule conflicts.

**Policies and Procedures:**

**1. Late work:** Late work is not accepted and will result in a zero percent on any/all late assignments. Only in extreme extenuating circumstances will late work be accepted (and even in such circumstances, the student has the responsibility to notify the instructor in a timely manner and seek approval for extensions). Even if extensions are granted, late penalties in grading will still apply at the discretion of the instructor.

**2. All Writing Assignments:** This includes, but is not limited to, papers, essays, projects, essay questions on exams, homework assignments, and summaries. These assignments will supplement the textbook, additional readings, and lectures

**MIDSTATE COLLEGE**  
**411 W. NORTHMOOR RD. PEORIA, IL 61614**  
**(309) 692-4092 (800) 251-4299**

to further your understanding and application of course material. Students may be asked to submit forums or written work online via Turnitin (our online plagiarism and grammar scanning software). Late papers will not be accepted (see above policy on late work). All writing must be typed, 12 pt font, with 1" margins. I expect college-level writing, appropriate for the level of the class, and all writing will be graded on spelling, grammar (run-on sentences, punctuation, etc), and mechanics in addition to content. Writing should pull on details from the course material and should be in your own words (see Academic Dishonesty below).

**3. Academic dishonesty:** Material/information taken from ANY source, including the course textbook, should be cited appropriately. Cheating / plagiarism in any form will not be tolerated in this course and may result in the dismissal/suspension from the course/program/college. Do your own work. Not knowing the rules of plagiarism is not a valid defense. Check with me or our numerous campus resources on academic integrity (i.e. Student Success, Library, etc) if you are not clear on what constitutes plagiarism.

**4. Syllabi changes:** The instructor reserves the right to change this syllabus at any time. Students will receive timely notice of all such changes via announcements made online in Moodle Rooms and/or via email.

**Participation Requirements:**

**In class:** Students are expected to be in class during each on-campus session. Attendance is taken for each class session, and reported to the college. Likewise, students may receive credit for attending, and/or participating in, class. In the event of an absence, even if it was approved by the instructor ahead of time, the student will be marked absent and may lose any/all points associated with participation.

**eLearning:** In accordance with Midstate College policies, class material will be made available in our learning management system (Moodle Rooms) on Monday at 12:00 p.m. of each week and will remain available until the following Monday until 8:00 AM. This allows students one week to access the lecture and related material for that week's session, complete any assignments and/or assessments, and participate in the mandatory discussion and summary boards (see my discussion/summary requirements rubric in Moodle Rooms to ensure full credit in forums). Students must "submit substantial gradable work" in order to be marked as present for each week (see the Midstate eLearning policy on attendance in the student eLearning handbook). While each week extends from Monday at 12:00 PM to the following Monday at 8:00 AM, the instructor has the right to set due dates at their discretion within each week. For instance, **your initial discussion posts are due Thursday nights by Midnight** (further information is located on my discussion/summary rubric). Certain assignments, exams, and papers/projects may be due in the middle of the week at specified days and times.

**MIDSTATE COLLEGE**  
**411 W. NORTHMOOR RD. PEORIA, IL 61614**  
**(309) 692-4092 (800) 251-4299**

**Flex Learning:** Flex courses are taught both on-campus and through eLearning. Flex courses offer personalized learning where students can choose each week whether they want to attend on-campus, via eLearning, or both.

- Students who attend in-class for the week are not required to do the discussion and summary online for that week, however they may be asked to submit other work in Moodle Rooms. If the course meets multiple times per week, students must be present in-person for all classes in order to be exempt from the online requirements. Students who choose to only attend on-campus will be given time and computer access to complete any work required in Moodle Rooms.
- Students who attend online for the week are required to do ALL work (assignments, discussions, summaries, etc) online.

**Examination Information:**

There will be a pretest and posttest in the course. While these are not formally graded, it is essential that you take them seriously. They provide you, the instructor, and the college feedback in regards to how the class is meeting students' needs. There will be quizzes, a Midterm and a Final exam. The quizzes will contain true/false, multiple choice, and/or short-answer. The Midterm and Final exams will rely heavily on essay and/or short-answer questions, which invoke complex thinking and assess students' ability to analyze, evaluate, and synthesize the material we are learning in class.

**Methods of Evaluating Student Performance:**

*The following methods assess students' skills at relative cognitive levels as they relate to course content.*

- Weekly discussions and summaries: Knowledge, comprehension, and application of course content
- Written assignments: knowledge, comprehension, application, and analysis of course content
- Case studies: Analysis and evaluation of course content
- Quizzes & Exams: knowledge, comprehension, application, and analysis of course content. Additionally, essay questions may assess the students' ability to evaluate and synthesize course content.
- Project(s): Analysis, evaluation, and synthesis of course content.

Projects, exams, and key assignments are the core assessment features for this course and failing to complete the projects will result in a failing grade. No make-up work will be accepted without written documentation that proves extenuating circumstances (see Late Work policy #1 above) .

**Instructor's Grading Scale:**

<b>Participation</b> (discussion/summary for online classes)	10%
<b>Assignments</b> (homework, case studies, etc)	30%

**MIDSTATE COLLEGE**  
**411 W. NORTHMOOR RD. PEORIA, IL 61614**  
**(309) 692-4092 (800) 251-4299**

<b>Exams &amp; Quizzes</b>	30%
<b>Project(s)</b>	20%

*\*Instructor will use the online Moodle Rooms gradebook for all students in the course.*

**Barbara Fields Memorial Library:**

*This course may utilize the Midstate College Library resources. Below is information for contacting and using the library as an outstanding resource to meet the requirements of this course and/or to enhance student learning.*

**Contact Information:**

Librarian: Jane Bradbury  
Location: Room 403  
Phone: (309) 692-4092 ext. 4030  
Fax: (309) 692-3893  
Email: [library@midstate.edu](mailto:library@midstate.edu)

**Library Hours:**

Monday – Thursday 8:00 a.m. – 8:00 p.m.  
Friday 8:00 a.m. – 4:30 p.m.  
Saturday 9:00 a.m. – 12:00 p.m.

**Library Resources:**

The Barbara Fields Memorial Library, located in Room 403 of the R. Dale Bunch Student Center, contains books, periodicals, and other materials to support the educational and cultural needs of students, faculty, and staff. Computers are available for student use during library hours.

The library also subscribes to several online research resources that give immediate access to digitized versions of professionally-published content such as books, journal articles, popular magazines and the like.

**Research Guides:**

Library guides are organized by subject that will give you access to all of the library resources like books, ebooks, reference materials, articles from subscription databases, business news and articles, company research, industry and economic data, tools for business & writing and citation help. **Plus** you'll find links to websites, videos, tutorials, and more!

Access the Business Research Guides at this location:

<http://midstate.libguides.com/business> or, follow the steps below:

1. Visit [www.midstate.edu](http://www.midstate.edu)
2. Click on Library Resources at bottom of page
3. Click on "Click the Cloud!" (in light blue color in middle of page)

**MIDSTATE COLLEGE**  
**411 W. NORTHMOOR RD. PEORIA, IL 61614**  
**(309) 692-4092 (800) 251-4299**

**Week 1**

**Topic(s):**

1. Performance improvement & performance improvement/Human Performance Technology (HPT)

**Objectives:**

1. Examine major concepts and practices as well as the evolution of performance improvement.

**Assignments:**

- Review Chapters 1 & 2
- Complete Case Study 1.1 on page 81 – Overview paper
- Complete review questions for Chapters 1 & 2
- Complete Case Study: Pg. 81 “Boutique Marketing Company”- follow the case study template provided by instructor
- Complete weekly discussion and summary forums

**Week 2**

**Topic(s):**

2. Performance Analysis
  - Overview of Performance Analysis
  - Organizational Analysis
  - Environmental Analysis

**Objectives:**

1. Examine major concepts and practices as well as the evolution of performance improvement.
2. Define and discuss the opportunities and challenges, including current situations and definitions of future expectations that set the stage for successful performance outcomes.

**Assignments:**

- Review Chapters 4,5,6
- Complete review questions for Chapters 4,5,6
- Section 1 Quiz: covers chapters 1 & 2
- Complete weekly discussion and summary forums

**Week 3**

**Topic(s):**

2. Performance Analysis
  - Gap Analysis
  - Cause Analysis

**MIDSTATE COLLEGE**  
**411 W. NORTHMOOR RD. PEORIA, IL 61614**  
**(309) 692-4092 (800) 251-4299**

**Objectives:**

2. Define and discuss the opportunities and challenges, including current situations and definitions of future expectations that set the stage for successful performance outcomes.
3. Utilize gap analysis to compare the difference between desired and actual results and consequences.

**Assignments**

- Review Chapter 7 & 8
- Watch YouTube video on Gap Analysis
- Complete review questions for Chapters 7 & 8
- Complete weekly discussion and summary forums
- HRD Succession Planning Excel Tool/Data Analysis - Analyze the "Succession Planning Gap Analysis" Excel spreadsheet and answer the questions in the assignment.

**Week 4**

**Topic:**

3. Intervention selection, design, and development
  - Intervention Selection
  - Learning Interventions
  - Performance Support Interventions

**Objectives:**

4. Define intervention as it relates to performance improvement and discuss the scope of its usage and workplace implementation.

**Assignments**

- Review Chapters 9, 11  
*\*(Skipping Chapter 10 as it mostly overlaps with our HR386 Employee Training and Development course, but it's worth reading if possible!)*
- Read "Understanding a Fishbone Diagram" (a TQM tool)
- Complete weekly discussion and summary forums
- Complete review questions for Chapters 9, 11
- Section 2 Quiz: covers chapters 4-8

**Week 5**

**Topic:**

3. Intervention selection, design, and development
  - Job Analysis/ Work Design Interventions
  - Personal Development Interventions

**Objectives:**

**MIDSTATE COLLEGE**  
**411 W. NORTHMOOR RD. PEORIA, IL 61614**  
**(309) 692-4092 (800) 251-4299**

4. Define intervention as it relates to performance improvement and discuss the scope of its usage and workplace implementation.

**Assignments**

- Review Chapters, 12, 13
- Complete review questions for Chapter 12 & 13
- Review SHRM article on 'job analysis'
- Complete weekly discussion and summary forums

**Week 6**

Midterm Exam: covers chapters 1 & 2, 4-8. 9-13

**Week 7**

**Topic:**

3. Intervention selection, design, and development
  - HRD Interventions
  - Financial Systems Interventions

**Objectives:**

4. Define intervention as it relates to performance improvement and discuss the scope of its usage and workplace implementation.

**Assignments**

- Read Chapters 14 & 17  
*\*Note: We are skipping chapters 15 and 16 as this content is covered in other classes (i.e. BUS340 Organizational Behavior & BUS300 Advanced Business Communication)*
- Complete review questions for Chapters 14 & 17
- Watch YouTube Videos on 360 Degree Appraisals and Key Performance Indicators (KPI's).
- Analyze the sample 360 Degree Feedback Report and answer the questions in the assignment.
- Complete weekly discussion and summary forums

**Week 8**

**Topic:**

3. Intervention selection, design, and development
  - Intervention Design
  - Making the Business Case
  - Intervention Development

**Objectives:**

4. Define intervention as it relates to performance improvement and discuss the scope of its usage and workplace implementation.

**MIDSTATE COLLEGE**  
**411 W. NORTHMOOR RD. PEORIA, IL 61614**  
**(309) 692-4092 (800) 251-4299**

5. Examine how to minimize resistance and promote positive adaptation as implementation of performance improvement unfolds.

**Assignments:**

- Review Chapters 18, 19, & 20
- Complete weekly discussion and summary forums
- Complete review questions for Chapters 18, 19, & 20
- Complete case study 3.1 “No Room For Error” on page 451 – Follow instructor’s case study review

**Week 9**

**Topic:**

4. Intervention implementation and maintenance
- Intervention Implementation and Maintenance
  - Techniques for Implementation and Maintenance

**Objectives:**

5. Examine how to minimize resistance and promote positive adaptation as implementation of performance improvement unfolds.

**Assignments:**

- Review Chapters 21 & 22
- Complete weekly discussion and summary forums
- Complete review questions for Chapters 21 & 22
- Complete case study 4.1 “Church Pension Fund: The Great Model”, on page 509 – follow the case study template provided by instructor
- Complete Section 3 Quiz: covers Chapters 14, 17-20

**Week 10**

**Topic:**

5. Evaluation
- Overview of Evaluation
  - Planning and Conducting Evaluation

**Objectives:**

6. Understand the importance of proper evaluation and how to gauge sustainability and long-term value.

**Assignments:**

- Review Chapters 23 & 24
- Complete weekly discussion and summary forums
- Complete review questions for Chapters 23 & 24
- Complete Chapter 23 & 24 review questions

**MIDSTATE COLLEGE**  
**411 W. NORTHMOOR RD. PEORIA, IL 61614**  
**(309) 692-4092 (800) 251-4299**

- Complete Complete case study 5.2 “Community Healthcare Association of the Dakotas: A Five-Level Evaluation Model”, on page 577

**Week 11**

**Topic:**

6. Current issues and topics for HR practitioners
  - Review HR Professional Associations / Certifications (SHRM & PHR)

**Objectives:**

**Assignments:**

- HR Professional Associations – Website exploration activity
- Complete weekly discussion and summary forums
- Complete Section 4 & 5 Quiz: covers chapters 21-24

**Week Twelve**

**Complete Final Exam**

\* Syllabus/Assignments are subject to change.