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Office Hours: by appointment

I encourage you to make an appointment to meet with me if you have any questions or would like to discuss any parts of the class. Except in unusual circumstances I will be available before class and can stay after class for a short time if that is easier for you. Just please let me know if you would like to meet so I can make arrangements if necessary. Please feel free to connect with me about the class and any questions or ideas you have about this course. This is a course that lends itself well to a continuous learning environment so I welcome your thoughts, ideas, and critiques.

Content Description:

HRIR 6304 is designed to provide an overview of employee development from a practitioner’s perspective as well as a theory and research perspective. We will be looking at what current practice is for employee development within organizations, as well as what the research says about best practices and theoretical underpinnings. This course will be taught with a substantial component of corporate presentations, class discussion and case dissection. The purpose of this case work is to give you the chance to analyze, evaluate, and determine the best course of action for a given employee development need. As every organization, and every employee, will face different development challenges this course will allow you to try out your ideas and understand the needs and realities facing employee development situations in the workplace.

Course Objectives:

The objectives of this course are to (a) increase our understanding of the substantive issues underlying employee development in organizations, (b) critically analyze theoretical and practical applications of employee development, (c) relate employee development to other important organizational functions, (d) discuss and advance our own ideas about employee development, and (e) identify future directions in the field.

Required Materials:

Required readings will be listed on the Canvas site prior to each class. These readings will all be available either online through the UMN library database or will be posted as PDF copies on the Canvas site.

Distribution of the assigned articles for HRIR 6304 is limited to students enrolled in the course. University Library Services require that due to copyright restrictions you may not share the course Canvas Site password with anyone not enrolled in the course. Password protection creates a secure environment for access to copyrighted works that allows University Libraries to make materials available to students under the provisions of fair use. Limiting access to students registered in HRIR 6304 helps assure that materials are used only for educational purposes, and minimizes any impact on the market for the original work. This restriction is essential to allow the University to maintain a good faith assertion of fair use in electronic reserves service.
Coursework and Grades:

Given the interactive nature of a case-based course, your grade will be weighted on your participation in class. There will also be a final team presentation, an individual paper, and a team case analysis that will contribute to your grade. Each of these components and its contribution to your grade is discussed below.

**Team Final Presentation (35 points)**

During the last night of class (February 28) each team will present their evaluation of an employee development question for the City of Ramsey. This will be a “live case” question as the City is looking for your suggestions coming in to present their case. Presentations will be made by each team to representatives from the City as well as the instructor. Your presentation should include your evaluation of the case and your ideas for implementation. All teams will present on February 28th and all students must take part in their team’s presentation. You will receive more detailed information about this assignment, as well as your topic and organization on the first night of class.

**Position Paper (35 points)**

The purpose of this paper is for you to explore a topic of interest with depth and specificity and think about the practical workplace applications of this knowledge. Your topic should be something you have experienced in your work life or a topic of particular interest to you under the overall heading of Employee Development.

In this paper you take a position and make a claim on your topic. Your claim should make an assertion of value (X practice is good or bad) OR should make a claim about what an organization SHOULD do related to your topic. If your topic comes from your work experiences you could view this as an advocacy paper where you are recommending an extension, expansion, or change in an Employee Development policy or practice.

You should justify your claim using research and/or professional experience to investigate organizational practices related to your topic. Theories from class, scholarly research in HR, practitioner research and best practices, and examples from professional contexts or personal experiences can all be used to justify your position on the issue. Include citations as needed for any outside research.

Your paper should be approximately five pages long. You must sign up for a topic be the second night of class.

**Draft Recommendations (15 points)**

As you prepare your recommendations for the City of Ramsey your team should submit a draft of your recommendations to help ensure they are as complete as possible. Each team will be assigned a specific night and topic for their team case analysis. These teams will be expected to write a draft set of recommendations on the topic and case discussion of the evening that will be due one week later. The paper should include the following:

- Short (very short) overview of topic and case from class
- Crucial issues/key questions for the City of Ramsey
- Suggestions on where the City should go from here
- Include reasoning with reference to class readings and discussion (cite)
- Include suggestions on implementation and evaluation
- Potential issues, pitfalls or unintended consequences might emerge from the identified courses of action for the company to consider
The papers will be graded by me and then forwarded to the company representative so that they can benefit from your consulting thoughts and suggestions. The paper will also be posted on the Canvas website so that all of you can refer back to them as you go through your work life. (For as long as Canvas is active and you have access to it.)

Assignment nights will be decided on the first night of class.

**Participation and Readings (15 points)**

This class is heavy on discussion and analysis of employee development situations. Your participation grade will be based on the extent to which you attend and ACTIVELY participate in class. This extends beyond asking and responding to questions. You need to be prepared to listen, comment, solicit the viewpoints of others, etc. I also recognize that, given the nature of enrollment for this course, many of you may have very relevant personal experience that could benefit all of us if they are shared. So, again, I encourage you to share these experiences with your classmates and with me.

Your participation grades will be based on my assessment of your participation each week. You will be given marks based on the following scale each week so you know where you are in terms of participation:

“0” means participation is very weak. Student appeared distracted in class, failed to participate, was inattentive and unresponsive.

“1” means participation was not substantive. Student appeared attentive in class and followed the discussion but did not contribute.

“2” means participation was good. Student seemed attentive and actively following the discussion. Student contributed, or tried to contribute, in class and was an active member of the small group discussions.

Students are expected to have a majority of “2” scores for the term with few “1” being acceptable. An abundance of “0” or “1” may significantly affect your participation points for the class.

The last five points in this section are for each night of readings. You need to submit up to a paragraph on the night’s readings. This might be a question about the readings, something you found interesting, something you agreed or disagreed with in the readings, etc. You can focus on one reading, or touch on more than one. The paragraph must be submitted by 4pm the night before class so that I can read them and incorporate your thoughts and questions into the class.

**Summary Grades (100 points)**

The four components above (Final Presentation, Position Paper, Case Analysis, and Participation/Attendance) will be combined into a 100 point composite. Final grades will be assigned based on the following scale:

A/A- means Superior Performance – Total understanding (written and oral) of all materials with superior demonstrated ability to apply knowledge

B+/B/B- means Good Performance – Excellent understanding (written and oral) of all materials with demonstrated ability to apply knowledge to most situations

C+/C/C- means Average Performance – Adequate understanding (written and oral) of most materials with demonstrated ability to apply knowledge to most situations
Late Work
All assignments are due at the beginning of class on the day that they are due. If you know you will miss class when a paper is due, turn it in ahead of time or it will not be accepted.

Disclaimer
This syllabus is not a contract, but a plan for action. The instructors reserve the right to alter its stipulations, upon prior notification to students, if and when educational circumstances warrant changes.

Course Schedule
This course schedule is tentative. Some of the nights may be switched depending on the availability of outside speakers and the length of discussion of the cases we discuss in class. However, you will always have at least a week of advance notice about what topic we will cover in the next meeting and the required readings for that night.

Because the quality of the class session depends on your understanding of the content, I expect that you will have done all the required readings before class and that you will come prepared to participate in the discussion and the case analysis. As mentioned previously, part of your participation grade will be determined by your ability to demonstrate in class that you have done the assigned reading.

Session 1 – January 17th – Introduction and Engagement
Introduction to the class and introduction to case analysis for this course
The changing nature of employee and career development
Employee engagement

Session 2 – January 24th – Onboarding and Socialization
Employee socialization and onboarding

Session 3 – January 31st – Talent Management
Performance Management
Individual Development Plans
Mentoring

Session 4 – February 7th – Worklife and Wellness
Wellness programs and worklife issues

Session 5 – February 14th – Diversity and Inclusion
Programs, training, etc.

YOUR INDIVIDUAL PAPERS ARE DUE AT THE BEGINNING OF CLASS ON THIS NIGHT.

Session 6 – February 21st – Change Management
Team building, creating or changing a culture

Session 7 – February 28th – Putting it into Practice
Final team presentations
Class wrap-up

FINAL TEAM PRESENTATIONS WILL BE DONE THIS NIGHT FOR ALL TEAMS.