



COLORADO STATE UNIVERSITY
— GLOBAL —

HRM300: PRINCIPLES OF HUMAN RESOURCE MANAGEMENT

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Faculty Information: Faculty contact information and office hours can be found on the faculty profile page.

COURSE DESCRIPTION AND OUTCOMES

Course Description:

Introduction to the role of human resources in diverse organizations. Explores past, present, and future tendencies of human resources functions. Reviews the functions of human resources in organizations such as total rewards, talent management, and talent acquisition. Connects practical ideas with common theories of human resources.

Course Overview:

Welcome to Principles of Human Resource Management. In this course, you'll explore the development and management of organizations' human resources. You'll learn about human resources practices including forecasting worker supply and demand, the design and implementation of selection exams, and new-hire orientation and on-boarding programs. Furthermore, you'll learn about the design and implementation of training and development initiatives, performance management systems, compensation structures, benefits programs, incentive plans, and equal employment opportunity legislation.

Course Learning Outcomes:

1. Explain the role of HR in organizations across different organizations/industries.
2. Explain the components of employees' total reward systems.
3. Identify the steps of the talent management process.
4. Describe the talent acquisition process.
5. Explore the history, current state, and future of HR's functions.
6. Identify metrics used to make human resource decisions.
7. Synthesize the purpose of key HR functions and their relationship to organizational strategy and advancement.

PARTICIPATION & ATTENDANCE

Prompt and consistent attendance in your online courses is essential for your success at CSU Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

COURSE MATERIALS

Required:

Verhuist, S. L., & DeCenzo, D. A. (2018). *Fundamentals of human resource management* (13th ed.). Hoboken, NJ: Wiley. ISBN: 9781119495338

Membership (Recommended)

SHRM membership - Within this course, we are recommending that students join SHRM. However, this is not mandated. Approximate cost is \$40.00 for SHRM student membership.

NOTE: All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

COURSE SCHEDULE

Due Dates

The Academic Week at CSU Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and peer responses posted by Sunday at 11:59 p.m. MT. Late posts may not be awarded points.
- **Opening Exercises:** Take the Opening Exercise before reading each week's content to see which areas you will need to focus on. You may take these exercises as many times as you need. The Opening Exercises will not affect your final grade.
- **Mastery Exercises:** Students may access and retake Mastery Exercises through the last day of class until they achieve the scores they desire.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Chapters 1, 2, & 3 in *Fundamentals of Human Resource Management*
- Rasca, L. (2017, August). Human resources challenges for the 21st century. *Proceedings of the International Conference on Business Excellence*, 11(1), 475-481.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (60 points)

Option #1: Workplace Flexibility Memo to CEO

Step 1) Read pp. 75-77 in Chapter 3 of *Fundamentals of Human Resource Management*.

Step 2) Assume you're an HR Manager of a high-tech firm. A shareholder has approached the CEO about complaints from some employees. In at least 3 full pages, provide a memo, to the CEO, which will address stakeholder concerns, regarding the following topics, in the order presented below, using the prescribed section headers (in **bold**).

- **Section 1 - Risks of Workplace Flexibility.** In this section, explore the risks associated with implementing work flex options.
- **Section 2 - Benefits of Workplace Flexibility.** In this section, explore the benefits associated with implementing work flex options.
- **Section 3 - Designing and Measuring a Flex Culture.** In this section, (1) provide recommendations how to create a culture that promotes flex culture, and (2) describe ways the CEO could determine whether the work flex options are improving or negatively impacting job satisfaction and organizational performance.
- **Section 4 - Jobs Suitable for Work Flexibility.** In this section, identify examples of (1) jobs best suited for flexibility, (2) the most appropriate flexibility option, and (3) your rationale for the options selected.
- **Section 5 - References.** In this section, provide the full citations for 2 credible sources according to the CSU Global Guide to Writing & APA. You also incorporated these 2 references internally appropriately.

Additional requirements:

- This assignment is not a traditional APA-styled paper. Therefore, an introduction and conclusion are not required for this assignment.
- Use one-inch margins, size 12 font, double-spaced line spacing, and page numbers.
- A minimum of two scholarly/peer-reviewed references must be included. Do not use blogs, Wikis, or anonymous sources. Visit the CSU Global Online Research and Writing Lab to learn more about appropriate references.
- Use Microsoft Word format to submit your document.

Option #2: My Lessons from a Strategic Human Resources Management Conference

Assume you are an HR manager and would like to share your lessons learned with your staff from a recent conference about the value of strategic human resources management. In at least 3 full pages, draft an email discussing the following topics in order using the prescribed section headers, which are noted below (in **bold**). Please note that an introduction and conclusion are not required for this assignment.

- **Section 1 - Our Organization.** In this section, describe how a strategic HR function can impact an organization from a financial, social, political, operational, or other perspective.
- **Section 2 - Our Employees.** In this section, describe how a strategic HR function can impact union and non-union employees in an organization through recruiting, compensation, training and development, employee/labor relations, and performance management.
- **Section 3 - Our HR Practitioner.** In this section, identify and describe the knowledge, skills, and/or competencies needed to be an effective strategic HR practitioner and provide rationale to support your points.
- **Section 4 - Global HR Implications.** In this section, describe the major factors a strategic HR practitioner must consider when managing a global business.
- **Section 5 - References.** In this section, provide the full citations for 2 credible sources according to the CSU Global Guide to Writing & APA. You also incorporated these 2 references internally appropriately.

Additional requirements:

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- Use one-inch margins, size 12 font, double-spaced line spacing, and page numbers.
- A minimum of two scholarly/peer-reviewed references must be included. Do not use blogs, Wikis, or anonymous sources. Visit the CSU Global Online Research and Writing Lab to learn more about appropriate references.
- Use Microsoft Word format to submit your document.

Mastery Exercise (10 points)

Module 2

Readings

- Chapters 1 (pp. 12-13 only) & 4 in *Fundamentals of Human Resource Management*

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (60 points)

Option #1: Diversity Consultation with Operations Manager

Assume you are an HR Specialist at a start-up company. An operations manager has approached you to discuss how diversity can improve with the department. In at least 3 full pages, prepare a memo addressing the following topics in order using the prescribed section headers in **bold**.

- **Section 1 - Tangible Benefits of Diversity-** In this section, identify the tangible benefits the department may receive by being a leader in hiring employees with disabilities.
- **Section 2 - Intangible Benefits of Diversity.** In this section, identify the intangible benefits that the department may receive by being a leader in hiring employees with disabilities.
- **Section 3 - Barriers for Individuals with Disabilities.** In this section, identify the political, economic, social, physical and/or environmental barriers people with disabilities face in obtaining employment that are not concerns of other groups protected by the EEOC, such as minorities, women, or senior citizens.
- **Section 4 - Creating a Culture of Reasonable Accommodation.** In this section, identify ways the operations manager can foster a workplace culture that provides reasonable accommodations for current employees with disabilities in the workplace or during the hiring process.

- **Section 5 - References.** In this section, provide the full citations for 2 credible sources according to the CSU Global Guide to Writing & APA. You also incorporated these 2 references internally appropriately.

Additional requirements:

- This assignment is not a traditional APA-styled paper. Therefore, an introduction and conclusion are not required for this assignment.
- Use one-inch margins, size 12 font, double-spaced line spacing, and page numbers.
- A minimum of two scholarly/peer-reviewed references must be included. Do not use blogs, Wikis, or anonymous sources. Visit the CSU Global Online Research and Writing Lab to learn more about appropriate references.
- Use Microsoft Word format to submit your document.

Option #2: A Report of Regulations and Programs Influencing Diversity for the CEO

Assume you are the EEO Compliance Officer for a company, a large federal contractor of defense systems. Your CEO is considering opening a branch in the city in which you currently reside. The CEO is insistent on drawing from the local diverse talent pool to staff the branch while also maintaining compliance to employment laws. You know from your previous interactions with the CEO that she prefers simple language rather than legalese when discussing complex topics.

In at least 3 full pages, prepare a report for the CEO addressing the following topics in order using the prescribed section headers in **bold**.

- **Section 1 - Federal Regulations.** In this section, identify and describe federal regulations that influence diversity in the workplace.
- **Section 2 - State Regulations.** In this section, identify and describe regulations that influence workplace diversity in the state in which you reside
- **Section 3 - Local Regulations.** In this section, identify and describe regulations that influence workplace diversity in the city in which you reside or the most populated city in your state.
- **Section 4 - HR Programs Building a Diverse Workplace.** In this section, (1) describe human resources programs, tactics, or strategies that build a diverse workplace and are compliant with the regulations you identified above, and (2) identify the metrics or measurements that you will use to determine to whether the programs, services, or strategies are effective.
- **Section 5 - References.** In this section, provide the full citations for 2 credible sources according to the CSU Global Guide to Writing & APA. You also incorporated these 2 references internally appropriately

Additional requirements:

- This assignment is not a traditional APA-styled paper. Therefore, an introduction and conclusion are not required for this assignment.
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- A minimum of two scholarly/peer-reviewed references must be included. Do not use blogs, Wikis, or anonymous sources. Visit the CSU Global Online Research and Writing Lab to learn more about appropriate references.
- Use Microsoft Word format to submit your document.

Mastery Exercise (10 points)

Portfolio Milestone (25 points)

Option #1: Project Purpose and Plan

Step 1) Go to Week 8 and examine the Project Portfolio Option #1 instructions and expectations for the final report at the end of the term.

Step 2) In at minimum one full page, discuss the following topics in order, using the prescribed section headers in **bold**.

- **Section 1 - Value of the Portfolio Project.** In this section, describe how the Portfolio Project may be valuable to your current job or career goals.
- **Section 2 - Project Plan.** In this section, provide a timeline of how you plan to craft the milestones and final deliverable. Include key actions such as research, editing, feedback from peers (optional), and final submission due dates.

Additional requirements

- This assignment is not a traditional APA-styled paper. Therefore, introduction and conclusion are not required for this assignment.
- Use one-inch margins, size 12 font, double line spacing, and page numbers.
- Use Microsoft Word format to submit your document.

Note that the Portfolio Milestones for Weeks 2, 4, and 5 must be completed by the end of the week that they have been assigned for credit. The late policy does not apply to project milestones. Failure to deliver these required portfolio-related assignments by the end of the week they are assigned will result in a 0. Please plan accordingly and stay on schedule with these and all course requirements.

Option #2: Project Purpose, Plan, Interviewee Selection, and Interview Questions

Step 1) Go to Week 8 and review the Project Portfolio Option #2 instructions and expectations for the final deliverable at the end of the term.

Step 2) Select an HR professional in managerial or generalist role you are going to interview. Then select a backup HR professional to interview.

Step 3) In at minimum one full page, discuss the following topics in order using the prescribed section headers in **bold**.

- **Section 1 - Value of the Portfolio Project.** In this section, describe how the Portfolio Project may be valuable to your current job or career.
- **Section 2 - Project Plan.** In this section, provide a timeline of how you plan to the craft the milestones and final deliverable. Include key actions such as research, editing, feedback from peers (optional), and final submission due dates.
- **Section 3 - HR Professional to Be Interviewed.** In this section, identify the person's name you plan to interview, business title, tenure in the field, certifications/degrees (if any), his/her organization's name, and all HR-related functions (such as recruiting, labor relations, etc.) this person manages. You are also encouraged to identify a back-up person to interview should your primary selection become unavailable. Deadlines are not adjusted in the event your primary selection is unavailable.
- **Section 4 - Interview Questions.** In this section, provide at least 15 interview questions. The questions need to be able to obtain answers from the HR professional which will ultimately

uncover the current alignment of the HR department to the organizational goals and HR's strategic value. You may craft questions that enable your ability to cover the concepts located in the *Structural Requirements for HR Strategic Recommendations Report* in Week 8 Project Portfolio Option #2 instructions.

Additional requirements:

- This assignment is not a traditional APA-styled paper. Therefore, an introduction and conclusion are not required for this assignment.
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- A minimum of two scholarly/peer-reviewed references must be included. Do not use blogs, Wikis, or anonymous sources. Visit the CSU Global Online Research and Writing Lab to learn more about appropriate references.
- Use Microsoft Word format to submit your document.

Note that the Portfolio Milestones for Weeks 2, 4, and 5 must be completed by the end of the week that they have been assigned to receive credit. The late policy does not apply to project milestones. Failure to deliver these required portfolio-related assignments by the end of the week they are assigned will result in a 0. Please plan accordingly and stay on schedule with these and all course requirements.

Module 3

Readings

- Chapters 5 (pp. 142-143 only), 6, 7, & 8 (pp. 204-211 only) in *Fundamentals of Human Resource Management*

Opening Exercise (0 points)

Discussion (25 points)

Live Classroom (0 points)

Critical Thinking (60 points)

Option #1: Recruitment and Selection Plan for Benefits Manager

Assume you are the Vice President of Human Resources within the manufacturing industry. Your goal is to hire a Manager of Benefits with experience in unions/organized labor. Your company values diversity; therefore, you also want to ensure your plan targets individuals who are underrepresented in the workplace. Refer to Exhibit 3-7 in Chapter 3 of in *Fundamentals of Human Resource Management* for the job description you will use in the hiring process.

In at least 3 full pages, write a plan covering the following topics in order using the prescribed section headers in bold.

- **Section 1 - Recruiting Sources-** In this section, (1) identify examples of the most appropriate real recruiting resources you could use for this position and (2) provide your rationale for using those selections.
- **Section 2 - Initial Screening-** in this section, (1) describe the major topics of discussion you will have with candidate about the position and (2) examples of the screening questions.
- **Section 3 - Preemployment Testing-** In this section, (1) identify and describe at least 2 testing options (i.e., Personality, aptitude, skills, honesty, cognitive, etc.) to be included in the interview process, and (2) your rationale and research to support these options.
- **Section 4 - Interview Format and Questions-** In this section, (1) select and defend your preferred interview format, (2) provide at least 2 examples of questions based on that format

you will use during the in-person interview, and (3) provide your rationale for using those questions.

- **Section 5 - References.** In this section, provide the full citations for 2 credible sources according to the CSU Global Guide to Writing & APA. You also incorporated these 2 references internally appropriately.

Additional requirements:

- This assignment is not a traditional APA-styled paper. Therefore, an introduction and conclusion are not required for this assignment.
- Use one-inch margins, size 12 font, double-spaced line spacing, and page numbers.
- A minimum of two scholarly/peer-reviewed references must be included. Do not use blogs, Wikis, or anonymous sources. Visit the CSU Global Online Research and Writing Lab to learn more about appropriate references.
- Use Microsoft Word format to submit your document.

Option #2: Staffing Case Study

Step 1) Read the *Staffing Case Study* located in Module 3.

Step 2) In at least 3 full pages, write an email to your CEO addressing the following topics in order using the prescribed section headers in **bold**.

- **Section 1 - Appropriateness of Recruitment Sources.** In this section, (1) explain whether the sources of recruiting, which are used in the current process, are acceptable, and (2) explain the pros and cons of the recruitment sources.
- **Section 2 - Links between Job Description and Selection Assessments.** In this section, identify how the selection assessments are supported by the job descriptions.
- **Section 3 - Identification of Adverse impact.** In this section, (1) identify the regulation(s) in which adverse impact is defined, (2) define adverse impact in your own words, and (3) explain whether adverse impact is present in the current process.
- **Section 4 - Recommendations for Improvement.** In this section, (1) provide recommendations for improving the design and implementation and (2) provide rationale for your decisions, and, whenever possible, link your decisions back to learned materials in the readings and module content.
- **Section 5 - References.** In this section, you must include 2 quality references in the body of the paper and provide the full citation here in APA format.

Additional requirements:

- This assignment is not a traditional APA-styled paper. Therefore, an introduction and conclusion are not required for this assignment.
- Use one-inch margins, size 12 font, double-spaced line spacing, and page numbers.
- A minimum of two scholarly/peer-reviewed references must be included. Do not use blogs, Wikis, or anonymous sources. Visit the CSU Global Online Research and Writing Lab to learn more about appropriate references.
- Use Microsoft Word format to submit your document.

Mastery Exercise (10 points)

Module 4

Readings

- Chapter 10 in *Fundamentals of Human Resource Management*

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (60 points)

Option #1: Auditor's Report on Performance Evaluation Standards

Assume that an internal compliance auditor issued a report to your organization. In this report, the auditor noted irregularities in how performance appraisals ratings were administered. As a result, compensation increases were calculated inconsistently. As the HR Manager you must provide a response to the compliance auditor.

In at least 3 full pages, draft an email addressing the following topics in order using the prescribed section headers in bold.

- **Section 1 - Evaluating Performance with Absolute Standards-** In this section, describe (1) the purpose and value of absolute standards to measure performance, and (2) the advantages and disadvantages of this method.
- **Section 2 - Evaluating Performance with Relative Standards.** In this section, describe (1) the purpose and value of relative standards to measure performance, and (2) the advantages and disadvantages of this method.
- **Section 3 - My Recommended Evaluation Standards.** In this section, (1) select and defend your recommended performance evaluation standards for your organization given your findings in the previous sections, and (2) explain how these findings foster strategic value to your organization.
- **Section 4 - Effective Performance Appraisals-** In this section, suggest ways the organization can increase the effectiveness of performance appraisals regardless of your recommended standards.
- **Section 5 - References.** In this section, provide the full citations for 2 credible sources according to the CSU Global Guide to Writing & APA. You also incorporated these 2 references internally appropriately.

Additional requirements:

- This assignment is not a traditional APA-styled paper. Therefore, an introduction and conclusion are not required for this assignment.
- Use one-inch margins, size 12 font, double-spaced line spacing, and page numbers.
- A minimum of two scholarly/peer-reviewed references must be included. Do not use blogs, Wikis, or anonymous sources. Visit the CSU Global Online Research and Writing Lab to learn more about appropriate references.
- Use Microsoft Word format to submit your document.

Option #2: A Newsletter Article on Performance Appraisals

Performance management includes activities that ensure that goals are consistently being met in an effective and efficient manner. Performance management can focus on the performance of an organization, a department, an employee, or even the processes to build a product or service, as well as many other areas. It should be noted that performance appraisals methods are not a one-size-fits-all

solution, and there can be some challenges with the performance appraisal process. For this assignment, you will focus on the performance appraisal for an individual.

Assume you are HR professional and you need to draft an article for your local HR chapter's monthly newsletter.

In at least 3 full pages, discuss the following topics in order using the prescribed section headers in **bold**.

- **Section 1 - Trait-Based Performance Appraisal Measures.** In this section, describe (1) the purpose and value of trait-based performance to measure performance and (2) the advantages and disadvantages of this method.
- **Section 2 - Behavioral-Based Performance Appraisal Measures.** In this section, describe (1) the purpose and value of behavioral-based criteria to measure performance and (2) the advantages and disadvantages of this method.
- **Section 3 - Factors that Distort Appraisals.** In this section, define at least 2 factors that distort appraisal ratings and give an example for each factor identified.
- **Section 4 - My Recommended Appraisal Measures.** In this section, (1) identify and defend your preferred appraisals given your findings in the previous sections, and (2) explain how your preferred appraisal method fosters strategic value to the business.
- **Section 5 - References.** In this section, provide the full citations for 2 credible sources according to the CSU Global Guide to Writing & APA. You also incorporated these 2 references internally appropriately.

Additional requirements:

- This assignment is not a traditional APA-styled paper. Therefore, an introduction and conclusion are not required for this assignment.
- Use one-inch margins, size 12 font, double-spaced line spacing, and page numbers.
- A minimum of two scholarly/peer-reviewed references must be included. Do not use blogs, Wikis, or anonymous sources. Visit the CSU Global Online Research and Writing Lab to learn more about appropriate references.
- Use Microsoft Word format to submit your document.

Mastery Exercise (10 points)

Portfolio Milestone (25 points)

Option #1: List of 5 Potential References

A solid foundation of research will support the theoretical base and practical applications of your strategic recommendations. The Chief Operations Officer has requested examples of the research you may use to create your report, so that she can read background material while on business travel. The Chief Operations Officer is highly analytical and demands high quality, credible evidence. Therefore, compile and submit a list of at least five citations from peer-reviewed/scholarly references you may use for your final report in Week 8. The references must be in APA format.

Additional requirements:

- This assignment is not a traditional APA-styled paper; therefore, an introduction and conclusion are not required for this assignment.
- Use one-inch margins, size 12 font, double-spaced line spacing, and include page numbers.
- A minimum of five scholarly/peer-reviewed references must be included. Do not use blogs, Wikis, or anonymous sources. Visit the CSU Global Online Research and Writing Lab to learn more about appropriate references.

- Use Microsoft Word format to submit your document.

Note that the Portfolio Milestones for Weeks 2, 4, and 5 must be completed by the end of the week that they have been assigned to receive credit. The late policy does not apply to project milestones. Failure to deliver these required portfolio-related assignments by the end of the week they are assigned will result in a 0. Please plan accordingly and stay on schedule with these and all course requirements.

Option #2: Interview Script and List of 5 Potential References

Step 1) Using the 15 interview questions you developed in prior modules, conduct your interview with your selected HR professional. Make sure you gained all the information you will need to complete your final strategic recommendations report. That may require you to ask more than 15 interview questions.

Step 2) Compile a numbered list of at least 5 citations from peer-reviewed/scholarly references you may use for final deliverable in Week 8.

Step 3) Submit a paper with the following topics in order using the prescribed section headers in **bold**.

- **Section 1 - Interview Questions and Responses.** In this section provide the results of your interview. The format of your deliverable should be in question-and-answer (Q&A) format. In other words, provide the full question and the person's response after it.
- **Section 2 - List of Five Potential References.** In this section, provide a numbered list of at least five citations from peer-reviewed/scholarly references you may use for final deliverable in Week 8.

Additional requirements:

- This assignment is not a traditional APA-styled paper. Therefore, an introduction and conclusion are not required for this assignment.
- Use one-inch margins, size 12 font, double-spaced line spacing, and page numbers.
- A minimum of two scholarly/peer-reviewed references must be included. Do not use blogs, Wikis, or anonymous sources. Visit the CSU Global Online Research and Writing Lab to learn more about appropriate references.
- Use Microsoft Word format to submit your document.

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Module 5

Readings

- Chapters 8 (pp. 212-225 only) & 9 in *Fundamentals of Human Resource Management*

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (60 points)

Option #1: My Customized Training and Development Proposal

Assume you have been asked by your supervisor to create a professional development plan. Consider your career plan and your recent professional development history.

In at least 3 full pages, create a plan addressing the following topics in order using the prescribed section headers in **bold**.

- **Section 1 - Importance of Training.** In this section, (1) define *training* as an HR function in your own words, and (2) identify the benefits of training to the employee and the organization (with evidence of financial impact).
- **Section 2 - Professional Training Proposal.** In this section, (1) based on your professional goals or needs and research, propose and describe a training activity, and (2) describe how the training will add value to your *current* role.
- **Section 3 - Importance of Development.** In this section, (1) define *development* as an HR function in your own words, and (2) identify the benefits of development to the employee and the organization (with evidence of financial impact).
- **Section 4 - Professional Development Proposal.** In this section, (1) based on your professional goals or needs and research, propose and describe a development activity, and (2) describe how the development will add value for the *future*.
- **Section 5 - References.** In this section, provide the full citations for 2 credible sources according to the CSU Global Guide to Writing & APA. You also incorporated these 2 references internally appropriately.

Additional requirements:

- This assignment is not a traditional APA-styled paper. Therefore, an introduction and conclusion are not required for this assignment.
- Use one-inch margins, size 12 font, double-spaced line spacing, and page numbers.
- A minimum of two scholarly/peer-reviewed references must be included. Do not use blogs, Wikis, or anonymous sources. Visit the CSU Global Online Research and Writing Lab to learn more about appropriate references.
- Use Microsoft Word format to submit your document.

Option #2: Consulting Email on Training and Development

Assume you are external consultant working with a company during a merger. You've noticed the lack of formal training and development in both organizations. In at least 3 full pages, create an email to both Vice Presidents of Human Resources addressing the following topics, in order, using the prescribed section headers in **bold**.

- **Section 1 - Training and Development Leader Skills.** In this section, identify and define the skills needed for an effective training and development manager or leader.
- **Section 2 - Aligning Training and Development with Organizational Goals.** In this section, describe how a human resources or training and development professional can align training and development to the needs of the organization.
- **Section 3 - Characteristics of Successful Training and Development Programs.** In this section, describe the qualities of successful training and development programs.

- **Section 4 - Measuring the Impact of Training and Development Programs.** In this section, identify and provide examples of different methods to measure the success or impact of training and development programs in organizations.
- **Section 5 - References.** In this section, provide the full citations for 2 credible sources according to the CSU -Global Guide to Writing & APA. You also incorporated these 2 references internally appropriately.

Additional requirements:

- This assignment is not a traditional APA-styled paper. Therefore, an introduction and conclusion are not required for this assignment.
- Use one-inch margins, size 12 font, double-spaced line spacing, and page numbers.
- A minimum of two scholarly/peer-reviewed references must be included. Do not use blogs, Wikis, or anonymous sources. Visit the CSU Global Online Research and Writing Lab to learn more about appropriate references.
- Use Microsoft Word format to submit your document.

Mastery Exercise (10 points)

Portfolio Milestone (25 points)

Option #1: Purpose Statement for Hypothetical HR Department

Most of us are aware of the term *purpose statement* but are unsure of its real meaning within the business context. A purpose statement is a statement describing the organization's or department's purpose or the reason for its existence. It should accurately answer the questions below.

1. Who are we?
2. What do we do?
3. For whom do we do this?
4. How do we know when we are getting it done?

The purpose statement is the written summary of those answers. The most effective purpose statements are short, concise, and direct. A good purpose statement is between 2-3 sentences. See the steps below.

Step 1) Review the document called *Option 1: Hypothetical Organizational Data for HR Strategic Recommendations Report* to learn more about your company and the HR department.

Step 2) Given the organization's needs and the CEO/COO's directive to central certain HR functions, answer the four questions above about your proposed Human Resource Department in an itemized format. In other words, include each question and your answer under it.

Step 3) Based on your answers to the four questions, draft a 2-3 sentence purpose statement for your HR Department.

Step 4) Submit your HR Department Purpose Statement for review by the deadline.

Additional requirements:

- This assignment is not a traditional APA-styled paper. Therefore, introduction and conclusion are not required for this assignment.
- Use one-inch margins, size 12 font, double-spaced line spacing, and page numbers.
- Use Microsoft Word format to submit your document.

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Option #2: Purpose Statement for the Interviewee's HR Department

Most of us are aware of the term *purpose statement* but are unsure of its real meaning within the business context. A purpose statement is a statement describing the organization's or department's purpose or the reason for its existence. It should accurately answer the questions below.

1. Who are we?
2. What do we do?
3. For whom do we do this?
4. How do we know when we are getting it done?

The purpose statement is the written summary of those answers. The most effective purpose statements are short, concise, and direct. A good purpose statement is between 2-3 sentences. See the steps below.

Step 1) Answer the four questions above about your interviewee's Human Resource Department in an itemized format. In other words, include each question and your answer under it.

Step 2) Based on your answers to the four questions, draft a 2-3 sentence purpose statement for the HR Department.

Step 3) Submit your HR Department Purpose Statement for review by the deadline.

Additional requirements:

- This assignment is not a traditional APA-styled paper. Therefore, an introduction and conclusion are not required for this assignment.
- Use one-inch margins, size 12 font, double-spaced line spacing, and page numbers.
- Use Microsoft Word format to submit your document.

Note that the Portfolio Milestones for Weeks 2, 4, and 5 must be completed by the end of the week that they have been assigned to receive credit. The late policy does not apply to project milestones. Failure to deliver these required portfolio-related assignments by the end of the week they are assigned will result in a 0. Please plan accordingly and stay on schedule with these and all course requirements.

Module 6

Readings

- Chapters 11 & 12 *Fundamentals of Human Resource Management*

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (70 points)

Option #1: Case Study in Compensation at Google

Step 1) Read Case Study 11-B “Too Much Information at Google” in Chapter 11 of *Fundamentals of Human Resource Management*.

Step 2) In at least 3 full pages, discuss the following topics in order using the prescribed section headers in **bold**.

- **Section 1 - Laws Regulating Google** - In this section, identify and describe any local, state, or federal laws regulating Google’s compensation strategy within the case study.
- **Section 2 - External Factors Affecting Compensation** - In this section explain external factors that could affect Google employee compensation.
- **Section 3 - Premium vs. Variable Pay** - In this section, explain how premium pay or variable pay might influence individual compensation. Assume the compensation plan already includes base pay.
- **Section 4 - Pay Secrecy vs. Pay Transparency**. In this section, identify what approach is best for Google based upon the case and your outside research.
- **Section 5 - References**. In this section, provide the full citations for 2 credible sources according to the CSU Global Guide to Writing & APA. You also incorporated these 2 references internally appropriately.

Additional requirements:

- This assignment is not a traditional APA-styled paper. Therefore, an introduction and conclusion are not required for this assignment.
- Use one -inch margins, size 12 font, double-spaced line spacing, and include page numbers.
- A minimum of two scholarly/peer -reviewed references must be included. Do not use blogs, Wikis, or anonymous sources. Visit the CSU Global Online Research and Writing Lab to learn more about appropriate references.
- Use Microsoft Word format to submit your document.

Option #2: Report on Workplace Benefits

Assume you are brand new HR specialist at large manufacturing company. You discovered based on benchmarking how the company’s benefits are not as good its top four competitors. Prepare a persuasive report to the Manager of Compensation and Benefits identifying additional benefits to offer and the legal and financial impact of your recommendations.

In at least 3 full pages, discuss the following topics in order using the prescribed section headers in **bold**.

- **Section 1 - Current Trends in Employee Benefits Programs**. In this section, identify the most popular trends in benefits today and how they add value. Support your answer with statistics, research and/or examples.
- **Section 2 - Recommendations for Improvement**. In this section, identify and justify which benefits you recommend offering your employees.
- **Section 3 - Legal Implications of Benefits**. In this section, identify and describe local, state, or federal laws regulating the application of those benefits you recommended in the workplace.

- **Section 4 - Cost Containment Strategies for Benefits.** In this section, describe at least two ways the organization can keep the cost of your recommended benefits under control effectively without running afoul of laws or regulations.
-
- **Section 5 - References.** In this section, provide the full citations for two credible sources according to the CSU Global Guide to Writing & APA. You also incorporated these two references internally appropriately.

Additional requirements:

- This assignment is not a traditional APA-styled paper. Therefore, an introduction and conclusion are not required for this assignment.
- Use one -inch margins, size 12 font, double-spaced line spacing, and page numbers.
- A minimum of two scholarly/peer-reviewed references must be included. Do not use blogs, Wikis, or anonymous sources. Visit the CSU Global Online Research and Writing Lab to learn more about appropriate references.
- Use Microsoft Word format to submit your document.

Mastery Exercise (10 points)

Module 7

Readings

- Chapters 5 & 14 in *Fundamentals of Human Resource Management*

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 8

Readings

- Chapter 13 in *Fundamentals of Human Resource Management*

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Project (275 points)

Option #1: Report to the Chief Operations Officer

Step 1) Assume your CEO, COO, and the VP of HR want certain HR functions to be centralized to meet the needs of the employees and achieve HR and organizational goals. This will promote consistency across the organization. As a result of the change, each area will have one single HR representative who will be the face of HR in the field, called an HR Business Partner. The HR Business Partners have access to the following centralized HR functions at headquarters:

- Recruitment & Selection (Module 3)
- Performance Management (Module 4)
- Training & Development (Module 5)
- Compensation & Benefits (Module 6)

Step 2) Review the information found in the *Hypothetical Organizational Data for HR Strategic Recommendations Report*, found below the requirements for this assignment. This information provides background information for your organization and describes the problems with the current HR Department.

Step 3) In at least 10 full pages (excluding reference page and appendices) write a report to your Chief Operations Officer discussing the following topics in order, using the prescribed section headers in **bold**.

- **Section 1 - Introduction.** In this section,
 - (1) Describe the purpose and value of this report.
 - (2) Provide persuasive evidence as to why the COO needs to take action based on your recommendations.
- **Section 2 - Strategic Recommendations for Recruitment and Selection.** In this section,
 - (1) Explain how this centralized HR function supports the HR department's purpose statement submitted in Week 5.
 - (2) Provide recommendations and rationale on improving the consistency of the services, programs, and/or tools for employees and managers related to this HR function.
 - (3) Identify and define important *quantitative* HR metrics that can be used to measure the effectiveness of this human resource function. You must include the formula or equation to calculate quantitative measurements.
- **Section 3 - Strategic Recommendations for Performance Management.** In this section,
 - (1) Explain how this centralized HR function supports the HR department's purpose statement submitted in Week 5.
 - (2) Provide recommendations and rationale on improving the consistency of the services, programs, and/or tools for employees and managers related to this HR function.
 - (3) Identify and define important *quantitative* HR metrics that can be used to measure the effectiveness of this human resource function. You must include the formula or equation to calculate quantitative measurements.
- **Section 4 - Strategic Recommendations for Training and Development.** In this section,
 - (1) Explain how this centralized HR function supports the HR department's purpose statement submitted in Week 5.
 - (2) Provide recommendations and rationale on improving the consistency of the services, programs, and/or tools for employees and managers related to this HR function.
 - (3) Identify and define important *quantitative* HR metrics that can be used to measure the effectiveness of this human resource function. You must include the formula or equation to calculate quantitative measurements.
- **Section 5 - Strategic Recommendations for Compensation and Benefits.** In this section,
 - (1) Explain how this centralized HR function supports the organization's purpose statement submitted in Week 5.
 - (2) Provide recommendations and rationale on improving the consistency of the services, programs, and/or tools for employees and managers related to this HR function.
 - (3) Identify and define important *quantitative* HR metrics that can be used to measure the effectiveness of this human resource function. You must include the formula or equation to calculate quantitative measurements.
- **Section 6 - References.** In this section, provide the full citations for 5 peer-reviewed credible sources

according to the CSU Global Guide to Writing & APA. You also incorporated these the references internally appropriately.

Additional requirements:

- This assignment is not a traditional APA-styled paper. A conclusion section is not required.
- You may have optional appendices after Section 6.
- Use one-inch margins, size 12 font, double-spaced line spacing, and page numbers.
- A minimum of 5 scholarly/peer-reviewed references must be included in the reference list and incorporated in the body as appropriate. (Do not include blogs, Wikis, anonymous sources, etc.). Use EBSCO, ProQuest, or other online library available through CSU Global Library's A to Z online databases.
- Use Microsoft Word format to submit your document.

Hypothetical Organizational Data for HR Strategic Recommendations Report (for Portfolio Project Option 1)

Information about the Company

Company Name

You must identify a hypothetical corporate name during Module 5 as a portfolio milestone.

Company Industry

Information technology

Corporate Vision Statement

To become a world class company, the standard by which others are measured.

Corporate Mission Statement

Design and deliver the highest quality IT solutions utilized by 75% of the market while maintaining a 98% customer satisfaction rating.

Corporate Goals

- Increase shareholder value.
- Increase profits
- Increase customer satisfaction
- Increase employee satisfaction.
- Out compete our competition.
- Focus on a more targeted segment within our industry
- Positively shape the regulatory and policy environment to allow for innovation and build our brands reputation.
- Deliver a more differentiated motivating brand proposition.

Information about the HR Department

Problems with the Current Structure of Human Resources

We are only as good as our teams. Organizational HR functions have been known to create barriers and extra work for employees, preventing them from achieving organizational goals. While we are a very successful organization, HR operates in a decentralized fashion. Currently, most HR related decisions are being made at the area office level. This means that HR practices and employment issues vary across the

United States because there are over 5 area offices. This can impede our ability to respond effectively to new issues or carry out innovative employment relations strategies that are in the best interests of the organization.

HR Department Goals

1. Create a centralized human resources function located at our corporate offices that identifies and supports individual needs and their use of locally assigned human resources contact.
2. Minimizing the inconsistencies that currently exist in HR policies and practices across areas; and implementing practice, process, and structural changes that will ensure the consistent application of best practices in the human resources function enterprise-wide.
3. Eliminating unnecessary duplication of processes and services in the HR function.
4. Ensure that HR personnel receive the training and experience they need to develop their expertise and cultivate opportunities for career advancement in the HR field.
5. Improve communications and information sharing among all areas to ensure consistent application of the HR function.

The Proposed Structure of Human Resources

The CEO, COO, and the VPHR want certain HR functions to be centralized to meet the needs of the employees and achieve HR and organizational goals. This will promote consistency across the organization. Therefore, each area will have one single HR representative who will be the face of HR in the field, called an HR Business Partner. The HR Business Partners have access to the following specialized HR services at the central office or headquarters.

- Recruitment & Selection (Module 3)
- Performance Management (Module 4)
- Training & Development (Module 5)
- Compensation & Benefits (Module 6)

HR Purpose Statement

As a portfolio milestone during Module 5, you must create the HR purpose statement given the organization's needs and the CEO/COO's directive to central four HR functions.

Option #2: Structural Requirements for HR Strategic Recommendations Report

In at least 10 full pages (excluding reference page and appendices) write a report to the Chief Operations Officer discussing the following topics in order, using the prescribed section headers in **bold**.

- **Section 1 - Introduction.** In this section,
 - (1) Describe the purpose and value of this report.
 - (2) Provide persuasive evidence as to why the COO needs to act based on your recommendations.
- **Section 2 - Strategic Recommendations for Recruitment and Selection.** In this section,
 - (1) Explain how this HR function supports the HR department's purpose statement submitted in Week 5.
 - (2) Provide recommendations and rationale on improving the services, programs, and/or tools for employees and managers related to this HR function.
 - (3) Identify and define important *quantitative* HR metrics that can be used to measure the effectiveness of this human resource function. You must include the formula or equation to calculate quantitative measurements.
- **Section 3 - Strategic Recommendations for Performance Management.** In this section,

- (1) Explain how this HR function supports the HR department's purpose statement submitted in Week 5.
 - (2) Provide recommendations and rationale on improving the services, programs, and/or tools for employees and managers related to this HR function.
 - (3) Identify and define important *quantitative* HR metrics that can be used to measure the effectiveness of this human resource function. You must include the formula or equation to calculate quantitative measurements.
- **Section 4 - Strategic Recommendations for Training and Development.** In this section,
 - (1) Explain how this HR function supports the HR department's purpose statement submitted in Week 5.
 - (2) Provide recommendations and rationale on improving of the services, programs, and/or tools for employees and managers related to this HR function.
 - (3) Identify and define important *quantitative* HR metrics that can be used to measure the effectiveness of this human resource function. You must include the formula or equation to calculate quantitative measurements.
 - **Section 5 - Strategic Recommendations for Compensation and Benefits.** In this section,
 - (1) Explain how this HR function supports the organization's purpose statement submitted in Week 5.
 - (2) Provide recommendations and rationale on improving the services, programs, and/or tools for employees and managers related to this HR function.
 - (3) Identify and define important *quantitative* HR metrics that can be used to measure the effectiveness of this human resource function. You must include the formula or equation to calculate quantitative measurements.
 - **Section 6 - References.** In this section, provide the full citations for five peer-reviewed credible sources according to the CSU Global Guide to Writing & APA. You also incorporated these the references internally appropriately.

Additional requirements:

- This assignment is not a traditional APA-styled paper. A conclusion section is not required.
- You may have optional appendices after Section 6.
- Use one-inch margins, size 12 font, double-spaced line spacing, and page numbers.
- A minimum of 5 scholarly/peer-reviewed references must be included in the reference list and incorporated in the body as appropriate. (Do not include blogs, Wikis, anonymous sources, etc.). Use EBSCO, ProQuest, or other online library available through CSU Global Library's A to Z online databases.
- Use Microsoft Word format to submit your document.

COURSE POLICIES

Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

Course Grading

20% Discussion Participation

0% Opening Exercises

8% Mastery Exercises

37% Critical Thinking Assignments

35% Final Portfolio Project

IN-CLASSROOM POLICIES

For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /repurposing your own work (see CSU Global Guide to Writing & APA for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and internet resources.

Citing Sources with APA Style

All students are expected to follow the CSU Global Guide to Writing & APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide should also be provided within most assignment descriptions in your course.

Disability Services Statement

CSU Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults, or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.