

HRM435 Creating a Diverse and Ethical Workforce

Credit Hours: 3

Contact Hours: This is a three-credit course, offered in accelerated format. This means that 16 weeks of material are covered in eight 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:

A key responsibility of today's human resource professional is to create a diverse workforce that is socially aware and possessed of the highest ethical disposition. In this course, students will learn how to create and promote a diverse workforce that values collaboration and teamwork, both in the traditional and virtual settings. Additionally, students will examine the ability to make reasoned, fair, and just decisions to enhance an organization's reputation, credibility, and sustainability. For example, through the creation of a code of ethics, the employment of analytical methods, and the development of sound and logical arguments, human resource professionals can assume a leadership role in promoting the ethical conduct of the organization.

Course Overview:

Throughout this course, students will further understand the importance of ethical behavior among HR professionals. Various topics that contribute to an organization's success will be discussed. The course will begin by overviewing ethics and its essential role in creating a culture of trust. Then, information regarding the importance of diversity in the workplace will be examined. Finally, students will understand the impact teams can have on an organization's bottom line. The course culminates with the Portfolio Project submission, which incorporates all course objectives and requires application of knowledge attained throughout HRM435 and previous program courses.

Course Learning Outcomes:

1. Research the various concepts, theories, and philosophies related to ethics.
2. Examine the importance of ethical conduct and behavior within an organization.
3. Construct a Code of Ethics and create a training program to promote ethical conduct and social responsibility in the workplace.
4. Explore the role, value, and complexity of creating and managing a diverse workforce that is reflective of the broader community at large.
5. Analyze how workplace diversity impacts business operations, practices, productivity, and profitability.
6. Develop policies, training programs, and workplace practices that promote diversity, resolve cultural differences, and support inclusion.
7. Analyze and describe the core attributes of effective team design, management, and leadership within small, global, and virtual organizations.

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 seven 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:

There is no textbook for this course. All of the required readings are provided through the CSU-Global library and are listed in each module.

Suggested:

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 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.

Week #	Readings	Assignments
1	<ul style="list-style-type: none"> • Filip, I., Saheba, N., Wick, B., & Radfar, A. (2016). Morality and ethical theories in the context of human behavior. <i>Ethics & Medicine: An International Journal of Bioethics</i>, 32(2), 83-87. • Hull, R. T. (1979). The varieties of ethical theories. Retrieved from http://www.richard-t-hull.com/publications/varieties.pdf • Pfordten, D. (2012). Five elements of normative ethics - A general theory of normative individualism. <i>Ethical Theory & Moral Practice</i>, 15(4), 449-471. • Vance, N., Harris, A., Parissenti, K., & Cromey, M. (2015). Applied ethics: An interdisciplinary approach. <i>Journal of Leadership, Accountability and Ethics</i>, 12(2), 11-22. • Zgheib, P. (2015). Business ethics and diversity in the modern workplace. Hershey, PA: <i>Business Science Reference</i>. ***Chapter 2 only 	<ul style="list-style-type: none"> • Discussion (25 points) • Opening Exercise (0 points) • Mastery Exercise (10 points) • Critical Thinking (90 points)
2	<ul style="list-style-type: none"> • Lakshmi, B. (2014). Leadership ethics in today's world: Key issues and perspectives. <i>ASCI Journal of Management</i>, 44(1), 66-72. • Schminke, M., Arnaud, A., & Taylor, R. (2015). Ethics, values, and organizational justice: Individuals, organizations, and beyond. <i>Journal of Business Ethics</i>, 130(3), 727-736. • Valentine, S., Hollingworth, D., & Francis, C. A. (2013). Quality-related HR practices, organizational ethics, and positive work attitudes: Implications for HRD. <i>Human Resource Development Quarterly</i>, 24(4), 493-523. 	<ul style="list-style-type: none"> • Discussion (25 points) • Opening Exercise (0 points) • Mastery Exercise (10 points) • Portfolio (80 points)
3	<ul style="list-style-type: none"> • Harkrider, L. N., Thiel, C. E., Bagdasarov, Z., Mumford, M. D., Johnson, J. F., Connelly, S., & HRMenport, L. D. (2012). Improving case-based ethics training with 	<ul style="list-style-type: none"> • Discussion (25 points) • Opening Exercise (0 points) • Mastery Exercise (10 points)

	<p>codes of conduct and forecasting content. <i>Ethics & Behavior</i>, 22(4), 258-280.</p> <ul style="list-style-type: none"> • Kaptein, M. (2015). The effectiveness of ethics programs: The role of scope, composition, and sequence. <i>Journal of Business Ethics</i>, 132(2), 415-431. • Sekerka, L. E. (2014). Ethics training in action: An examination of issues, techniques, and development. Charlotte, NC: <i>Information Age Publishing</i>. ***Chapters 1 and 7 • Warren, D. E., Gaspar, J. P., & Laufer, W. S. (2014). Is formal ethics training merely cosmetic? A study of ethics training and ethical organizational culture. <i>Business Ethics Quarterly</i>, 24(1), 85-117. 	<ul style="list-style-type: none"> • Critical Thinking (90 points)
4	<ul style="list-style-type: none"> • Ayub, A., Aslam, M. S., & Razzaq, A. (2013). Examining factors affecting diversity in the workplace. <i>CLEAR International Journal of Research In Commerce & Management</i>, 4(5), 136-138. • DeMartine, J. C., Maffe, T., & Saddam, A. (2016). Developing diversity and inclusion within organizations. <i>Leadership Excellence Essentials</i>, 33(11), 12-14. • Dobbin, F., & Kalev, A. (2016). Why diversity programs fail. (cover story). <i>Harvard Business Review</i>, 94(7/8), 52-60. • Rawat, P. S., & Basergekar, P. (2016). Managing workplace diversity: Performance of minority employees. <i>Indian Journal of Industrial Relations</i>, 51(3), 488-501. • Zgheib, P. (2015). Business ethics and diversity in the modern workplace. Hershey, PA: <i>Business Science Reference</i>. ***Chapter 12 only 	<ul style="list-style-type: none"> • Discussion (25 points) • Opening Exercise (0 points) • Mastery Exercise (10 points) • Critical Thinking (0 points) • Portfolio (80 points)
5	<ul style="list-style-type: none"> • Foma, E. (2014). Impact of workplace diversity. <i>Review of Integrative Business and Economics Research</i>, 3(1), 382-410. • Heather M., Wallace, L., Hoover, K. F., & Pepper, M. B. (2014). Multicultural ethics and diversity discourse. <i>Equality, Diversity and Inclusion: An International Journal</i>, 33(4), 318-333. • Jones, K. P., King, E. B., Nelson, J., Geller, D. S., & Bowes-Sperry, L. (2013). Beyond the business case: An ethical perspective of diversity training. <i>Human Resource Management</i>, 52(1), 55-74. • Simons, S. M., & Rowland, K. N. (2011). Diversity and its impact on organizational performance: The influence of diversity constructions on expectations and outcomes. <i>Journal of Technology Management & Innovation</i>, 6(3), 171-182. 	<ul style="list-style-type: none"> • Discussion (25 points) • Opening Exercise (0 points) • Mastery Exercise (10 points) • Critical Thinking (90 points)

6	<ul style="list-style-type: none"> • Cairns, T. D., & Preziosi, R. C. (2014). Why HR leaders should encourage diversity of thought. <i>Employment Relations Today (Wiley)</i>, 41(2), 1-9. • Kulik, C. T. (2014). Working below and above the line: The research-practice gap in diversity management. <i>Human Resource Management Journal</i>, 24(2), 129-144. • Senichev, V. (2013). Human resource diversity and performance within the frame of organizations, teams and individuals. <i>Business: Theory & Practice</i>, 14(4), 337-345. 	<ul style="list-style-type: none"> • Discussion (25 points) • Opening Exercise (0 points) • Mastery Exercise (10 points) • Critical Thinking (100 points)
7	<ul style="list-style-type: none"> • Carlock, R. S. (2012). Assessment tools for developing and leading effective teams. <i>INSEAD Working Papers Collection</i>, 50, 1-23. • Mote, G. (2016). Steps to making effective team decisions. <i>Corridor Business Journal</i>, 13(3), 17. • Stack, L. (2013). <i>Making teams work: How to create productive and effective teams</i>. Highlands Ranch, CO: The Productivity Pro, Inc. ***Read full book, as it is short. 	<ul style="list-style-type: none"> • Discussion (25 points) • Opening Exercise (0 points) • Mastery Exercise (10 points)
8	<ul style="list-style-type: none"> • Clark, T., Kokko, H., & White, S. J. (2012). Trust: An essential element of leaders and managers. <i>American Journal of Health-System Pharmacy</i>, 69(11), 928-930. • Ford, R. C., Piccolo, R. F., & Ford, L. R. (2017). Strategies for building effective virtual teams: Trust is key. <i>Business Horizons</i>, 60(1), 25-34. • Matthews, R., & McLees, J. (2015). Building effective projects teams and teamwork. <i>Journal of Information Technology & Economic Development</i>, 6(2), 20-30. • Nicolae, B., Laura, B., & Daniela, H. (2013). Aspects of the association of effective team related variables in the management of intercultural work teams in multinational companies. <i>Annals of The University of Oradea, Economic Science Series</i>, 22(1), 1391-1403. 	<ul style="list-style-type: none"> • Discussion (25 points) • Opening Exercise (0 points) • Mastery Exercise (10 points) • Portfolio (190 points)

Assignment Details



This course includes the following assignments/projects:

Module 1

CRITICAL THINKING ASSIGNMENT (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Ethical Standards

Individuals all possess some form of ethics. In fact, even the most horrible criminals have condemned the actions of others as being unethical/immoral. Throughout your personal and/or professional life, you most likely have been in situations in which unethical decisions were made.

For this assignment, recall a time, personally or professionally, in which you witnessed or partook in an unethical event, decision, etc., and then address the following:

1. Discuss how ethics are created and formed, referencing some research or studies that detail how one acquires their ethical composition throughout their life.
2. Discuss the most significant influences on one's ethical comportment/composition.
3. Finally, discuss how the unethical situation that you were involved in was either complicated by, or alleviated by, the ethical standards that you learned throughout your life.

The length and formatting requirements include:

- Three to four pages in length, not including a cover and reference pages. Include a cover page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the *CSU-Global Guide to Writing & APA*.
- Cite a minimum of three sources, which should be academic, peer-reviewed scholarly sources to support your positions, claims, and observations. The CSU-Global library is a great place to find these resources.

Review the grading rubric, which is available in the Module 1 folder, for more information on this assignment.

Option #2: Organization's Ethical Culture

Organizations often seek to hire employees who display the characteristics/behaviors in which the organization deems as acceptable. An organization's culture is often governed by said characteristics and behaviors. Thus, it is essential that employees behave in a manner that aligns with the organization's ethical culture.

Throughout the years, unethical organizational behavior has impacted society and continues to do so, shareholders, stakeholders, and organizational employees. When an organization's unethical behaviors are brought to the public's attention, many individuals wonder how this behavior was tolerated/went on for so long. Examine the article by Matthews and Gandel (2015), in *Fortune*, which highlights the five largest corporate scandals of 2015. Provide a summary of the scandal you have selected and explain the following information:

1. Briefly summarize the intent/thesis of the article.
2. What unethical behavior occurred and why did this behavior occur?
3. What ethical theories should this organization implement in the future to ensure that poor past behavior will not occur again?
4. What are the primary lessons that should be learned from this article?

The length and formatting requirements include:

- Three to four pages in length and include a title page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the *CSU-Global Guide to Writing & APA*.
- Cite a minimum of three sources, which should be academic, peer-reviewed scholarly sources to support your positions, claims, and observations. The CSU-Global library is a great place to find these resources.

Review the grading rubric, which is available in the Module 1 folder, for more information on this assignment.

Module 2

PORTFOLIO PROJECT (80 Points)

Portfolio Project Milestone Option #1: Employee Handbook Milestone

In Week 1 it was advised that you review the two Portfolio Project options, which are due by the end of the course. Please familiarize yourself with the two Portfolio Project options and submit a Word document with the following information:

1. The Portfolio Project that you plan to complete

2. Three references, which are cited in proper APA format, which will be used as scholarly support for your Portfolio Project submission
3. Any questions, comments, or concerns that you have regarding this assignment.

The length and formatting requirements include:

- One to two pages in length and include a title page and section headers (e.g., Portfolio Project Choice; Questions, Comments, and Concerns; References).
- Formatted according to the *CSU-Global Guide to Writing & APA*.
- Cite a minimum of three sources, which should be academic peer-reviewed scholarly sources to support your positions, claims, and observations. The CSU-Global library is a great place to find these resources.

Review the Portfolio Project Milestone rubric, which is available in the Module 2 folder, for more information on this assignment.

Portfolio Project Milestone Option #2: Training Program Milestone

In Week 1 it was advised that you review the two Portfolio Project options, which are due by the end of the course. Please familiarize yourself with the two Portfolio Project options and submit a Word document with the following information:

1. The Portfolio Project that you plan to complete
2. Three references, which are cited in proper APA format, which will be used as scholarly support for your Portfolio Project submission.
3. Any questions, comments, or concerns that you have regarding this assignment.

The length and formatting requirements include:

- One to two pages in length and include a title page and section headers (e.g., Portfolio Project Choice; Questions, Comments, and Concerns; References).
- Formatted according to the *CSU-Global Guide to Writing & APA*.
- Cite a minimum of three sources, which should be academic, peer-reviewed scholarly sources to support your positions, claims, and observations. The CSU-Global library is a great place to find these resources.

Review the Portfolio Project Milestone rubric, which is available in the Module 2 folder, for more information on this assignment.

Module 3

CRITICAL THINKING ASSIGNMENT (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: A Code of Ethics for Organization ABC

In 2017, you were hired by Organization ABC, a financial institution, as the Director of Human Resources. Organization ABC has 250 employees, who work remotely. The main headquarters of the company are located a small town in North Carolina. Very few employees have been to the organization's headquarters due to the cost of travel and lack of time.

Although you are aware of past organizational issues, after four months of working with Organization ABC, it has been brought to your attention that the ethical culture of the organization is poor, at best. While Organization ABC has a strong fraud prevention program, there is not a Code of Ethics in place. Frank Jones, the Founder and Chief Executive Officer of ABC is quoted saying, "We don't need a Code of Ethics. The majority of our employees know that our organization, from our mission statement, requires honesty and high-quality production. As a smaller company, I don't believe that creating a Code of Ethics will change any of the fraudulent acts that have occurred in the past. People are people, and some people just don't care about their actions."

As the Director of Human Resources, you realize that 50 employees, in the past year, have been terminated due to fraudulent behavior. Furthermore, given discussions with organizational leaders, besides the CEO, there is a major push for a Code of Ethics, thus, it is your job to convince Frank that a code of ethics is needed.

For this assignment, please provide the following information:

1. An overview of the importance of a Code of Ethics.
2. Typical components of a Code of Ethics within a company in your industry.
3. The strategy you would use to convince the company to create a Code of Ethics, including real-world examples of how organizations have profited from a Code of Ethics.
4. Potential drawbacks/issues associated with a lack of a Code of Ethics.

The length and formatting requirements include:

- Three to four pages in length and include a title page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the *CSU-Global Guide to Writing & APA*.
- Cite a minimum of three sources, which should be academic, peer-reviewed scholarly sources to support your positions, claims, and observations. The CSU-Global library is a great place to find these resources.

Review the grading rubric, which is available in the Module 3 folder, for more information on this assignment.

Option #2: Code of Ethics, Diversity, and Inclusion

The process of creating a Code of Ethics can be challenging, as there are many factors to consider, as well as the needed assistance from various stakeholders to determine the content in the Code of Ethics. Given the fact that you have read about the benefits of Code of Ethics, as well as some factors to consider when developing a Code of Ethics, examine the Code of Ethics for three businesses within the same industry. Then, provide the following information:

- An overview about the industry (e.g., status of the industry) and the three companies selected (e.g., organizational size, location, profitability, product/service, etc.)
- A thorough overview of the strengths and weaknesses of each Code of Ethics
- Recommendations for improving the Code of Ethics
- Industry-specific ethical standards, which must be considered during the process of the Code of Ethics creation, for future organizations entering this industry.

The length and formatting requirements include:

- Three to four pages in length and include a title page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the *CSU-Global Guide to Writing & APA*.
- Cite a minimum of three sources, which should be academic, peer-reviewed scholarly sources to support your positions, claims, and observations. The CSU-Global library is a great place to find these resources.

Review the grading rubric, which is available in the Module 3 folder, for more information on this assignment.

Module 4

PORTFOLIO PROJECT MILESTONE (80 points)

Option #1: Employee Handbook

In Week 2 you submitted a Word document which overviewed information regarding your Portfolio Project choice, questions regarding the assignment, and references to be used in your final submission. Take into consideration any feedback received thus far when revising your Portfolio Project. This week, you will submit a working outline for your Portfolio Project. Your working outline, which must incorporate references, should include the following information:

- Information about your startup company
- An overview of the information, with citations, to be discussed in the following Employee Handbook sections:
 - o Welcome section
 - o Workplace Commitments (specifying information on inclusion and team building)
 - o Disciplinary Policy (in terms of ethical behavior and anti-discriminatory practices)
 - o Acknowledgment of Receipt.

The length and formatting requirements include:

- An outline that is one to two pages in length
- References cited according to the *CSU-Global Guide to Writing & APA*

- Cite a minimum of three sources, in addition to the ones provided in Week 2's Portfolio Project Milestone, which should be academic, peer-reviewed scholarly sources to support your positions, claims, and observations. The CSU-Global library is a great place to find these resources.

Review the Portfolio Project Milestone rubric, which is available in the Module 2 folder, for more information on this assignment.

Option #2: Training Program

In Week 2 you submitted a Word document which overviewed information regarding your Portfolio Project choice, questions regarding the assignment, and references to be used in your final submission. Take into consideration any feedback received thus far when revising your Portfolio Project. This week, you will submit a working outline for your Portfolio Project. Your working outline, which must incorporate references, should include the following information:

- Information about your startup company
- An overview of the information, with citations, to be discussed in the following Employee Handbook sections:
 - o Welcome section
 - o Workplace Commitments (specifying information on inclusion and team building)
 - o Disciplinary Policy (in terms of ethical behavior and anti-discriminatory practices)
 - o Acknowledgment of Receipt

The length and formatting requirements include:

- An outline that is one to two pages in length
- References cited according to the *CSU-Global Guide to Writing & APA*
- Cite a minimum of three sources, in addition to the ones provided in Week 2's Portfolio Project Milestone, which should be academic, peer-reviewed scholarly sources to support your positions, claims, and observations. The CSU-Global library is a great place to find these resources.

Review the Portfolio Project Milestone rubric, which is available in the Module 4 folder, for more information on this assignment.

Module 5

CRITICAL THINKING ASSIGNMENT (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Unfair Workplace Treatment

In modern day society, there has been a major push, within our global world, for individuals to understand one another better. When interacting with others, it is important to understand that a person's beliefs, values, etc. cannot be seen, thus when making assumptions about others, problems often occur. Unfortunately, in organizations, despite the best effort of HR and organizational leaders, issues can arise.

Review this website, as a starting point, which highlights some examples of unfair workplace treatment, which are discriminatory in nature. Then, do the following:

- Identify a case in which discriminatory behavior occurred. Provide a brief summary of the case including the following points:
 - o What occurred in the organization?
 - o What rights were violated?
 - o What laws protect the individual(s) who was/were discriminated against?
- Then, given the case issues, propose how this situation could be prevented in the future through the use of HR practices. Be sure to include relevant course information to support your proposals/recommendations, and justify your rationale for the implementation of HR practices using scholarly research.

The length and formatting requirements include:

- Three to four pages in length and include a title page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the *CSU-Global Guide to Writing & APA*.

- Cite a minimum of three sources, which should be academic, peer-reviewed scholarly sources to support your positions, claims, and observations. The CSU-Global library is a great place to find these resources.

Review the grading rubric, which is available in the Module 5 folder, for more information on this assignment.

Option #2: Assumptions and Workplace Diversity

In modern day society, there has been a major push within our global world for individuals to understand one another better. When interacting with others, it is important to understand that a person's beliefs, values, etc. cannot be seen, thus when making assumptions about others, problems often occur.

As the Director of Training and Development, you have recently learned that various employees have been discriminated against by management. These employees, who have expressed concerns regarding their treatment, share the following characteristics:

1. They are from minority groups (LGBT; religious groups).
2. They have worked for the company for less than a year.
3. They plan to report this issue, to the EEOC, unless a comprehensive training plan is developed that stops poor workplace treatment.

You assure the employees that this behavior will stop immediately. After sitting down with the CEO, who identifies with some of the minority groups mentioned, it has been determined that new training programs need to be implemented to decrease/eradicate discriminatory workplace behaviors.

Before a training program is created, from a business standpoint, the CEO would like for you to do the following:

1. Assess how workplace diversity has positively impacted business operations, practices, productivity, and profitability, by comparing your organization to other organizations within the same industry. (Note- Find relevant and timely research regarding the positive impact that diversity has on these factors. Cite all sources.)
2. Address how, if left unattended, this issue can negatively impact business operations, practices, productivity, and profitability, by comparing your organization to other organizations within the same industry. (Note- Find relevant and timely research regarding the positive impact that diversity has on these factors. Cite all sources.)
3. Finally, justify methods for decreasing workplace discrimination (besides simply encouraging the organization to invest in training). Justify your rationale.
4. Include a statement that the investigation of allegations has concluded.

The length and formatting requirements include:

- Three to four pages in length and include a title page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the *CSU-Global Guide to Writing & APA*.
- Cite a minimum of three sources, which should be academic peer-reviewed scholarly sources to support your positions, claims, and observations. The CSU-Global library is a great place to find these resources.

Review the grading rubric, which is available in the Module 5 folder, for more information on this assignment.

Module 6

CRITICAL THINKING ASSIGNMENT (100 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Policies and Procedures

Policies and procedures are important aspects of creating an organizational environment that is compliant with state and federal legislation and supports the mission, vision, and values of the organization. For this assignment, you are to discuss the policies that an organization should create to promote and manage diversity in the workplace. In your assignment, please focus on the following:

1. Discuss the importance of creating policies that are reflective of and promote diversity in the workplace.

2. Choose one group that has had challenges in the workplace (e.g., religious groups, women, older individuals, sexual orientation, national origin, etc.). Then, draft an outline of a specific policy that an organization should consider to help create a more diverse, and welcoming work environment for this specific group.
3. Assess how you would promote this policy in the workplace to ensure that the perceptions and culture of the organization are modified to be more welcoming and accepting of this group in the workplace.
4. Provide a real-world example/statistics of an organization that implemented a similar program and the results that your selected organization may expect if they were to follow a similar path.

The length and formatting requirements include:

- Three to four pages in length and include a title page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the *CSU-Global Guide to Writing & APA*.
- Cite a minimum of three sources, which should be academic, peer-reviewed scholarly sources to support your positions, claims, and observations. The CSU-Global library is a great place to find these resources.

Review the grading rubric, which is available in the Module 6 folder, for more information on this assignment.

Option #2: Training Program Proposal

Despite the size of the organization, it is essential for organizations to understand the important role that HRM plays in an employee's organizational well-being. Smaller organizations, which typically function on a limited budget and operate with limited personnel, often overlook aspects of HRM. Thankfully, there are a number of resources small businesses can utilize to help in this regard. For instance, the U.S. Small Business Administration (2016) highlighted the importance of employee handbooks, which cover topics like non-disclosure agreements, anti-discrimination policies, safety and security, and much more. Small businesses can often utilize these resources at minimum or no costs.

Your close friend has recently started a business, which has three full-time employees and five part-time employees. Given the fact that she is operating on a limited budget, she has asked you to assist in creating a workplace diversity training program that addresses cultural differences and emphasizes the importance of workplace inclusion.

For this assignment, you will be creating a training program proposal, which includes the following:

- The importance of workplace diversity (including research that emphasizes the benefits of workplace diversity in terms of organizational productivity and profitability).
- Various techniques for encouraging workplace diversity and inclusion.
- An overview of common cultural differences among workers in U.S. small businesses and the various types of cultural differences that can exist in the workplace.
- Techniques for supporting a culture of inclusion, especially among those with cultural differences.

The length and formatting requirements include:

- A training proposal that is three to four pages in length and includes a title page, an introduction of the information included in the proposal and your rationale for inclusion, a conclusion regarding the benefits of the proposed training, and a reference page.
- Formatted according to the *CSU-Global Guide to Writing & APA*.
- Cite a minimum of three sources, which should be academic, peer-reviewed scholarly sources to support your positions, claims, and observations. The CSU-Global library is a great place to find these resources.

Review the grading rubric, which is available in the Module 6 folder, for more information on this assignment.

Module 8

PORTFOLIO PROJECT (190 POINTS)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Portfolio Project Option 1: Employee Handbook

Throughout this course, we have reviewed the importance of ethical behavior and diversity, as related to HR policies, procedures, training, organizational culture, etc. For the past eight weeks, a number of topics have been discussed, which should assist each of you in further understanding the importance of HRM in creating a culture of success. For your Final

Portfolio Project, you will utilize the knowledge gained throughout this course to complete an Employee Handbook for a company in which you hope to start up.

This Employee Handbook should be modeled after the one created by the **National Federation of Independent Businesses**. Within your handbook, you must include the following sections:

- Welcome section
- Workplace Commitments (specifying information on inclusion and team building)
- Disciplinary Policy (in terms of ethical behavior and anti-discriminatory practices)
- Acknowledgment of Receipt.

Each section should be thorough. Within the various sections provided in your Employee Handbook, you must justify your rationale for specific points through the utilization of scholarly research and state and federal laws. This is your opportunity to present your work in a detailed yet creative manner, which displays your topic knowledge.

The length and formatting requirements for your Employee Handbook include:

- Six or more pages in length and include a title page, section headers, an introduction, a conclusion, and a reference page.
- Formatted according to the *CSU-Global Guide to Writing & APA*.
- Cite a minimum of seven sources, which should be academic peer-reviewed scholarly sources to support your positions, claims, and observations. The CSU-Global library is a great place to find these resources.

Review the Portfolio Project Milestone rubric, which is available in the Module 8 folder, for more information on this assignment.

Portfolio Project Option 2: Training Program

Throughout this course we have reviewed the importance of ethical behavior and diversity, as related to HR policies, procedures, training, organizational culture, etc. For the past eight weeks, a number of topics have been discussed which should assist e you in further understanding the importance of HRM in creating a culture of success. For your Final Portfolio Project, you will utilize the knowledge gained throughout this course to review a Fortune 500 Employee Handbook and create a training program, which is based upon the information in this handbook.

This training program should be comprehensive in nature and should not merely reiterate information within the Employee Handbook, but should rather do the following:

- Welcome employees to the training, while communicating the mission, vision, goals, and objectives of the organization
- Discuss aspects of the organizational culture, specifically focusing on the company's mission towards workplace inclusion and team building. If these areas (e.g., inclusion or team building) are missing, propose handbook additions.
- Discuss disciplinary policies, as related to unethical behavior and anti-discriminatory practices. If these areas (e.g., unethical behavior or anti-discriminatory practices) are missing, propose handbook additions.
- Overview the strengths and weaknesses of the Employee Handbook using scholarly research to justify your rationale.

Your training program should be presented in PowerPoint or Prezi format. Each slide should include talking points. Please include the overview of the Employee Handbook information near the end of the PowerPoint. Remember to include a link to the selected Fortune 500 Employee Handbook.

The length and formatting requirements include:

- Your presentation should be 10-12 slides in length, which does not include the title slide or reference slide(s).
- Your presentation must include talking points that are rooted in research/theory.
- Please format your assignment according to the *CSU-Global Guide to Writing & APA*.
- Cite a minimum of seven sources, which should be academic, peer-reviewed scholarly sources to support your positions, claims, and observations. The CSU-Global library is a great place to find these resources.
- If you do not have access to PowerPoint, you may use a program like Google, SlideRocket, Prezi or another software to create your presentation. Familiarize yourself with the program you choose early on in the process.

Review the Portfolio Project Milestone rubric, which is available in the Module 8 folder, for more information on this assignment.

Course Policies



Course Grading

20% Discussion Participation
0% Opening Exercises
8% Mastery Exercises
37% Critical Thinking Assignments
35% Final Portfolio Project

Grading Scale and Policies

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

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 /re-purposing your own work (see *CSU-Global Guide to Writing and APA Requirements* 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 and APA Requirements* when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document 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.