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:

In HRM440, students will gain an understanding of the critical steps and processes involved in attracting quality candidates, selecting the best applicants for hire, and retaining a quality workforce. Specifically, students will learn how to ensure selected applicants possess the necessary competencies and qualifications, how objective recruitment practices can ensure organizational cultural fit, and how to confirm that employees feel welcome and informed of policies and procedures upon hire. Additionally, students will select from various training and development options to enhance employee performance, needed to ensure organizational success.

Course Overview:

Throughout this course, you will obtain a comprehensive understanding of the importance of employee recruitment, selection, and retention, as well as ways to ensure retention through the use of effective training and development programs, which address individual, organizational, and societal needs. This course will improve your understanding of various HR functions, which are interrelated and contribute to the overall success of an organization.

Course Learning Outcomes:

1. Analyze various talent acquisition processes, practices, and trends impacting today's global environment.
2. Evaluate how employment laws and regulations can impact the hiring process.
3. Evaluate employment tests, interview methods, and selection techniques that promote fair recruitment processes and result in the most qualified applicant selected.
4. Identify steps involved in the creation and development of orientation and onboarding processes, which enhance organizational success.
5. Compare and contrast training and development and how it impacts organizational motivation and success.

6. Recognize how effective recruitment, selection, and employee development processes can reduce turnover and prevent certain organizational issues.

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:

N/A

Suggested:

SHRM 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

Readings

- Berta, D. (2016). Streamlining the hiring process. *Foodservice Director*, *29*(11), 43.
- Dhawan, E. (2016). Recruiting strategies for a tight talent market. *Harvard Business Review Digital Articles*, 2–5.
- Kalaiselvan, K., & Naachimuthu, K. (2016). Strategic approach to talent management: A theoretical model. *Journal of Contemporary Research in Management, 11*(1), 1-22.
- Lewis, C. (2017). Recruit and train the best. *Club Management,* 26-28.
- Martin, W. (2016). Putting talent to the test. *TD: Talent Development*, *70*(4), 44-49.
- O'Bryan, C., & Casey, A. (2017). Talent management: Hiring and developing engaged employees. *Library Leadership & Management (Online), 32*(1), 1-16.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)

Option #1: Impactions of Global Staffing Report to Executive Team

For this assignment, assume that you are the Director of Recruitment for a large global U.S. company. The Chief Operations Officer (COO) has asked you to compile a report that will be shared with the executive team regarding the implications of staffing in a global environment. In this report, please include the following:

1. What are the risks associated with recruiting in a global environment?
2. In a global context, what are the legal and contractual policies that impact employment?
3. What is the impact of culture on talent acquisition strategies and practices?

Submission Requirements:
- Write a three to five-page paper, (900-1200 words), not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing and APA.
- Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least four references (at least two scholarly/peer reviewed), and can include resources from this course.
- The *CSU-Global Library* is a good place to find these sources. You cannot use Wikipedia or any CSU-Global assignment. For this assignment, a credible source is defined as:
    o A scholarly or peer-reviewed journal article.
    o A government-based website or publication.

A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

Option #2: Revamping the Employer Recruitment Brand

As the Director of Recruitment for the company of your choice, you have been asked by the executive team to be involved in an organizational wide strategic initiative. You are requested to revamp the

employer brand to enhance the flow of strong candidates, overtime. You will provide a three- to five-page memo of the following:

1. Construct a compelling and positive image of the organization (such as ethics, social responsibility, reputation, conduct, etc.) Discuss why the angle you have chosen is most appropriate for the organization.
2. Provide a message that is clear and consistent about the experience of working at the organization. (e.g. work/life balance, commitment to diversity & inclusion, team work, innovation, etc.)
3. Reinforce the public's image of the organization.
4. Encourage potential candidates to apply for jobs at the organization.

Submission Requirements:
- Write a three to five-page paper, (900-1200 words), not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing and APA.
- Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least four references (at least two scholarly/peer reviewed) and can include resources from this course.
- The *CSU-Global Library* is a good place to find these sources. You cannot use Wikipedia or any CSU-Global assignment. For this assignment, a credible source is defined as:
    o A scholarly or peer-reviewed journal article.
    o A government-based website or publication.

A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

Mastery Exercise (10 points)

Portfolio Reminder

Please familiarize yourself with the Portfolio Project requirements. Your Portfolio Project is due at the end of Week 8. In order to ensure that you have ample time to meet the requirements set forth, please begin working on your project as soon as possible.

Module 2

Readings

- Anderson, V., & Caldwell, C. (2018). Job analysis: the building block of human resources management. *Research Gate*. Retrieved from https://www.researchgate.net/publication/322525643_Job_analysis_The_building_block_of_human_resource_management
- Chambers, B. A. (2015). Hiring the right people. *Collector, 80*(11), 38-39.
- Chamberlain, R. P. (2016). Five steps toward recognizing and mitigating bias in the interview and hiring process. *Strategic HR Review, 15*(5), 199-203.
- DiMartino, M. (2017). Legal reasons to draft and update job descriptions. *AP Benefit Advisors*. Retrieved from https://www.apbenefitadvisors.com/2017/06/23/legal-reasons-draft-update-job-descriptions/

- Handrick, L. (2019). How to write a job description in 5 steps. *Fit Small Business*. Retrieved from https://fitsmallbusiness.com/how-to-write-a-job-description/
- SHRM. (2019). How do I conduct a job analysis to ensure the job description matches the duties performed by the employee in the job? (2018). *SHRM*. Retrieved from https://www.shrm.org/resourcesandtools/tools-and-samples/hr-qa/pages/conductjobanalysis.aspx
- U.S. Equal Employment Opportunity Commission. (2019). Prohibited practices. Retrieved from https://www.eeoc.gov/laws/practices/index.cfm

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)

Option #1: Presentation to Sales Team Regarding Lawful Job Descriptions

For this assignment, you are an HR manager for ABC corp. The director of sales would like you to give a presentation to her team of seven sales managers about the importance of creating a legally defensible job description. This is a good time to present to the team given that there will be a surge of new positions on the sales team that do not yet have job descriptions created. The information you want to include in your presentation is as follows:

1. Include information of three examples of unlawful job requirement criteria.
2. Discuss why the examples identified are unlawful.
3. Discuss the ramifications of listing unlawful job requirement criteria on job descriptions.
4. Then give three examples of criteria that are legally satisfiable instead.

Submission Requirements:
- Use any presentation software you prefer (PowerPoint, Prezi, Google Slides, or Apache Open Office, for example).
- Be eight to ten slides in length, not including the title or reference slides.
- Be formatted for a formal presentation including headings and major points per slide.
- Include presentation notes for each slide to support the slide content, as if you were doing the actual presentation. If you are using PowerPoint, please place them in the speaker notes. If your software choice doesn't have a place for speaker notes, provide them in a separate Word document with a link to the presentation.
- Your presentation must be properly cited and formatted according to the CSU-Global Guide to Writing and APA.
- Include a formal references page. This is an individual project; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least four references (at least two scholarly/peer reviewed) and can include resources from this course.
- The CSU-Global Library is a good place to find these sources. You cannot use Wikipedia or any CSU-Global assignment. For this assignment, a credible source is defined as:
- A scholarly or peer-reviewed journal article.
- A government-based website or publication.
- A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.
- Depending on the type of presentation software chosen, upload either a PowerPoint file, or a single Word document with a link to your presentation, instructions for viewing, and speaker notes. Do not submit a PDF file.

NOTE: Since you can to submit only one document, if you need to include speaker notes, be sure your link AND speaker notes are in the same document.

Option #2: Unlawful Requirement Recruitment Practices Paper

Examine the EEOC website: https://www.eeoc.gov/laws/practices/.

After examining the EEOC website mention above, do the following:

- Provide three to four examples of where following these laws can affect a recruitment process.
- Provide three to four strategies on how organizations should modify their recruitment processes to ensure that they still hire the best and brightest employees in the marketplace.

Submission Requirements:

- Write a three- to five-page paper, (900-1200 words), not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing and APA.
- Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least four references (at least two scholarly/peer reviewed), and can include resources from this course.
- The CSU-Global Library is a good place to find these sources. You cannot use Wikipedia or any CSU-Global assignment. For this assignment, a credible source is defined as:
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  - A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

Mastery Exercise (10 points)

Portfolio Milestone (40 points)

Options #1 & #2

For this milestone, identify which option you will choose for your final Portfolio Project – option 1 or 2. Read both Portfolio Project descriptions in Module 8, and select one. Do not do both projects.

1. Explain why you selected the Portfolio Project option.
2. Include a list of five references that you plan to use (not including the course readings) and explain how these references will enhance your Portfolio Project.

Module 3

Readings

- Kapur, R. (2018). Recruitment and selection. *Researchgate*. Retrieved from https://www.researchgate.net/publication/323829919_Recruitment_and_Selection
- Pulakos, E., & Kantrowitz, T. (2016). Choosing effective talent assessments to strengthen your organization. *SHRM*. Retrieved from https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/documents/effective-talent-assessments.pdf

· Rakuna. (2018). Top 11 candidate assessment methods for modern recruiters. *Rakuna*. Retrieved from https://www.rakuna.co/blog/posts/11-candidate-assessment-recruiters
· Reddy, C. (2016). 16 Best and effective employee selection methods. *WiseStep*. Retrieved from https://content.wisestep.com/employee-selection-methods/

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)

Option #1: Interview Assignment

One of the most common selection practices is interviewing. Whether in-person or by phone, interviewing allows the organization to probe for areas of interest to see how well the candidate meets job requirements and needs of the organization. There are different forms of interviewing but two of the most common are structured and unstructured interviews.

Structured Interviews: The interviewer will typically ask all candidates the same question. This allows all candidates the same opportunity to make a good impression.

Unstructured Interviews: Tend to be informal, open ended, and flexible. Usually the interview is in a conversational style and one that gives opportunity for both the interviewer and interviewee to ask questions and drive the dialogue.

For this assignment, you will partner with one other person in the class. You will practice developing your own interview questions. Here are the steps:

1. First, on your own, choose a job opening of your choice on www.indeed.com.
2. Then create a list of seven to ten interview questions for the job chosen. You can choose to create one of two types of interviews:
    a. Structured interview
    b. Unstructured interview
   You can use the link below as a guide when developing your interview questions: How to Develop Effective Interview Questions
3. Then with your partner, using video via Zoom, YouSeeU, or any other video tool you like, you will debrief your partner on the job you chose from indeed.com. Your partner will do the same. Then the both of you will conduct interview sessions on each other using the interview questions created. You will answer your own interview questions by having your partner conduct an interview using the questions you created. You also will conduct an interview with your partner using your partner's interview questions, giving them an opportunity to answer their own questions.
4. Then write a brief three- to five-page analysis paper discussing the following
    a. Type of interview chosen (i.e. structured or unstructured).
    b. Rationale for choosing the interview structure.
    c. Process for formulating the questions.

d. Discuss your experience in answering the questions you formulated. Discuss whether or not questions adequately evaluate candidate knowledge, skills, and abilities. Please expound on whether it does or does not and why.

e. Finally discuss what can be done to improve and strengthen your interview questions.

Then submit your interview questions, along with your analysis paper.

Be sure to be concise in your responses but thorough enough that the interviewer has enough information to evaluate your candidacy. Act as though you are interviewing for a real job of your choice.

Once you finish recording the interview:
1. Evaluate the questions and their importance in the recruitment selection process.
2. Evaluate the structure interview technique, its fairness and effect for both the interviewee and the organization.

Option #2: Assessment Tests and Methods

We find that assessment methods are used in the selection process to identify applicant skill and knowledge that may not be easily deciphered via an interview alone. Assessments help organizations build a high-quality workforce due to identifying candidates that have a potential to work effectively and add value to the job. The five common pre-employment assessment tests are:
1. Cognitive Ability Test
2. Personality Test
3. Aptitude Test
4. Psychomotor Test
5. Assessment Centers

As the Director of HR, you have been tasked by the executive team to design an assessment process that will be used during the selection of a new Vice President of Finance. Here are your tasks:
1. Choose two tests listed above.
2. Discuss the tests and explain their use.
3. Provide detailed information on how they would be used in the selection process.
4. Provide detailed information on the value they provide in identifying the right candidate.

Submission Requirements:
- Write a three- to five-page paper, (900-1200 words), not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing and APA.
- Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least four references (at least two scholarly/peer reviewed), and can include resources from this course.
- The *CSU-Global Library* is a good place to find these sources. You cannot use Wikipedia or any CSU-Global assignment. For this assignment, a credible source is defined as:
  o A scholarly or peer-reviewed journal article.

- o   A government-based website or publication.
- o   A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

Mastery Exercise (10 points)

Module 4

Readings

- Bersin, J., Flynn, J., Mazor, A., & Melian, V. (2017). The employee experience: Culture, engagement, and beyond. *Deloitte Insights*. Retrieved from https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2017/improving-the-employee-experience-culture-engagement.html
- Biniecki, S. Y., & Conceigao, S. O. (2016). Using concept maps to engage adult learners in critical analysis. *Adult Learning*, *27*(2), 51-59.
- Caldwell, C., & Peters, R. (2018). New employee onboarding–psychological contracts and ethical perspectives. *Journal of Management Development, (37)*, 1-18. Retrieved from https://www.researchgate.net/publication/322543194_New_employee_onboarding-psychological_contracts_and_ethical_perspectives
- CPS HR Consulting. (2019). Best practices for employee onboarding programs. Retrieved from https://www.cpshr.us/services/resources/testing-recruitment-selection/recruitment/Onboarding.pdf
- Felder, R. & Soloman, B. (2019). Index of learning styles questionnaire. Retrieved from https://www.webtools.ncsu.edu/learningstyles/
- Felder, R., & Soloman, B. (2019). Learning styles and strategies. Retrieved from https://www.engr.ncsu.edu/wp-content/uploads/drive/1WPAfj3j5o5OuJMiHorJ-lv6fON1C8kCN/styles.pdf
- Mauer, R. (2019). New employee onboarding guide. *SHRM*. Retrieved from https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/new-employee-onboarding-guide.aspx
- SHRM. (2019). Managing the employee onboarding and assimilation process. *SHRM*. Retrieved from https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/onboardingandassimilationprocess.aspx

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)
Option #1: Orientation and Onboarding
A new employee that has just been hired becomes acquainted with the organization as well as his or her new coworkers, department, and job during orientation. This is a time for the organization to help the employee assimilate to the new culture of the organization. Orientation would typically last for one to two days, although for some organizations, this may be longer.

Onboarding plans can be informal or formal. In an informal onboarding program, an employee can learn about their job without a given structured plan. Then the employee is left to figure out the rest of the acclimation process.

A formal onboarding program is much more structured. The formal onboarding program can start during the recruitment and selection process and can last for several months to a year or more on the job. The formal onboarding program is typically a coordinated effort among supervisors, HR, and colleagues of the new employee. For some leadership roles, members of the senior leadership or executives may also be involved.

Based upon the information provided, please create a structured onboarding program for a new employee that addresses the following elements. Assume that this is for an entry level HR Assistant position for a large global financial institution:

1. In terms of tasks and socialization, teach the new employee about his or her new role.
2. Find a way to integrate the new employee in to the established culture and norms.
3. Help the employee create new relationships and have a sense of acceptance from the organization.

Submission Requirements:

- Write a three- to five-page paper, (900-1200 words), not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing and APA.
- Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least four references (at least two scholarly/peer reviewed), and can include resources from this course.
- The *CSU-Global Library* is a good place to find these sources. You cannot use Wikipedia or any CSU-Global assignment. For this assignment, a credible source is defined as:
  - A scholarly or peer-reviewed journal article.
  - A government-based website or publication.
  - A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

Option #2: Designing Onboarding Based on Learning Style

As the Director of Training and Development, you are responsible for creating an onboarding program that discusses relevant organizational information and caters to the needs of your participants/learners.

Before onboarding occurs, the Assistant Director of Training and Development requires that all employees submit information regarding their learning system, as based upon the "Index of Learning Styles Questionnaire" assessment. It has been noted that most participants within this onboarding program are visual learners.

Based upon the information provided, develop an onboarding program that caters to the needs of your learners, through using an effective medium, and also provides relevant onboarding information.

For example, if the learners were auditory learners, the best method for conveying information about the organization's mission, vision, values, structure, compensation and benefits, etc. would be through lecturing and discussion.

Given that you are selecting the best medium for communicating information with your audience, this is your opportunity to be creative.

Submission Requirements:
- Write a three- to five-page paper, (900-1200 words), not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing and APA.
- Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least four references (at least two scholarly/peer reviewed), and can include resources from this course.
- The *CSU-Global Library* is a good place to find these sources. You cannot use Wikipedia or any CSU-Global assignment. For this assignment, a credible source is defined as:
  - A scholarly or peer-reviewed journal article.
  - A government-based website or publication.
  - A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

Reference:

Felder, R. & Soloman, B. (2019). Index of learning styles questionnaire. Retrieved from https://www.webtools.ncsu.edu/learningstyles/

Mastery Exercise (10 points)

Portfolio Milestone (40 points)

Options #1 & #2

Provide an outline of the sections you will include in your recruitment strategy for the final Portfolio Project. Under each section, please provide two to three sentences, including scholarly references, regarding what will be discussed.

Module 5

Readings

- Biech, E. (2017). *Starting a talent development program*. Alexandria, VA: Association for Talent Development. Please read: Chapter 1; pp. 11-30
- McGoldrick, B. D., & Tobey, D. D. (2016). Assess needs first, train second. *TD: Talent Development*, *70*(9), 60-67.

· Vuţă, D. R., & Fărcaş, A. (2015). The role of training in organizational and employee development. *Revista Academiei Fortelor Terestre*, *20*(3), 367-372. Retrieved from http://www.armyacademy.ro/reviste/rev3_2015/VUTA.pdf

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (70 points)

Option #1: Creating a Learning Environment Report

As a Training Specialist, you will prepare a written report for the Director of HR that discusses the key elements of creating a learning environment. Your report should include:

1. Four to five examples of how the organization can create an environment/culture of learning.
2. For each example, give your rationale as to why these examples are suited for creating a learning environment.
3. You will also discuss the impact that the learning environment/culture will have on employee development.

Submission Requirements:

- Write a three- to five-page paper, (900-1200 words), not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing and APA.
- Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least four references (at least two scholarly/peer reviewed), and can include resources from this course.
- The *CSU-Global Library* is a good place to find these sources. You cannot use Wikipedia or any CSU-Global assignment. For this assignment, a credible source is defined as:
  - A scholarly or peer-reviewed journal article.
  - A government-based website or publication.
  - A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

Option #2: Creating a Learning Environment Proposal

You are the Head Training Consultant for XYZ Inc. Learning, a small consultancy that focuses on learning and development implementations for small to midsized firms. The CEO of a midsized financial firm has reached out to you looking for advice on how to develop a learning environment for their organization.

You have been asked to complete a proposal discussing the fifth discipline as introduced by Biech (2017), but composed by Peter Senge. In your proposal you will:

1. Discuss how each level of the fifth discipline will be incorporated into the organization.
2. Discuss the activities that you would recommend the organization engage in at each level to create a learning environment.
3. Discuss how learning is tied to business objectives and organizational competencies.

Submission Requirements:

- Write a three- to five-page paper, (900-1200 words), not including the title and reference pages, which are required.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing and APA.
- Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least four references (at least two scholarly/peer reviewed), and can include resources from this course.
- The *CSU-Global Library* is a good place to find these sources. You cannot use Wikipedia or any CSU-Global assignment. For this assignment, a credible source is defined as:
  - A scholarly or peer-reviewed journal article.
  - A government-based website or publication.
  - A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

Mastery Exercise (10 points)

Module 6

Readings

- Gaul, P. (2018). Let's have some fun! Keeping learners engaged and learning. *ATD*. Retrieved from https://www.td.org/insights/lets-have-some-fun-keeping-learners-engaged-and-learning
- Gutierrez, K. (2018). 3 adult learning theories every e-learning designer must know. *ATD*. Retrieved from https://www.td.org/insights/3-adult-learning-theories-every-e-learning-designer-must-know
- Rockwood, K. (2017). A personalized approach to corporate learning. *SHRM.* Retrieved from https://www.shrm.org/hr-today/news/hr-magazine/0517/pages/a-personalized-approach-to-corporate-learning.aspx
- TEAL (2019). TEAL Center Fact Sheet No. 11: Adult learning theories adult learning theories. *Adult Education and Literacy*. U.S. Department of Education. Retrieved from https://lincs.ed.gov/state-resources/federal-initiatives/teal/guide/adultlearning

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 7

Readings

- Al-Emadi, A. Q., Schwabenland, C., & Qi, W. (2015). The vital role of employee retention in human resource management: A literature review. *IUP Journal of Organizational Behavior*, *14*(3), 7-32.
- Chordas, L. (2016). Culture matters. *Best's Review*, (1), 58-62.
- Rose, S., & Raja, K. G. (2016). Role of HR practices, job satisfaction, and organization commitment in employee retention. *CLEAR International Journal of Research in Commerce & Management*, *7*(10), 1-3.
- Tarallo, M. (2018). How to reduce employee turnover through robust retention strategies. *SHRM*. Retrieved from https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/how-to-reduce-employee-turnover-through-robust-retention-strategies.aspx

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 8

Readings

· Bell, B., Tannenbaum, S., Ford, J., Noe, R., & Kraiger, K. (2017). 100 Years of training and development research: What we know and where we should go. *Journal of Applied Psychology. 102*. pp. 301-323 Retrieved from https://www.researchgate.net/publication/312957891_100_Years_of_Training_and_Development_Research_What_We_Know_and_Where_We_Should_Go

· Bersin, J. (2019). Making learning a part of everyday work. *Harvard Business Review*. Retrieved from https://hbr.org/2019/02/making-learning-a-part-of-everyday-work

· Biech, E. (2017). Starting a talent development program. Alexandria, VA: Association for Talent Development. Please read Chapter 3, pp. 44-73.

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Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Project (270 points)

Option #1: Design a Recruitment Strategy

As the Director of Recruitment, you have been given the task to create a recruitment strategy for your firm. This firm can be an organization of your choosing or a fictitious firm that has been created by you. The senior leadership team has asked that you create a report that will be sent to all departments across the organization.

In this report outline the following:
1. A brief overview of the mission of the organization. You will discuss the goals, and/or objectives of the organization. You will align this with your recruitment objectives and strategy. You will only need half a page devoted to this section.
2. Discuss your process of conducting a job analysis and developing job descriptions that are legally defensible.
3. Create an employer brand for the organization. Include:

a. A compelling and positive image of the organization (such as ethics, social responsibility, reputation, conduct, etc.) Discuss why the angle you have chosen is most appropriate for the organization.
   b. Provide a message that is clear and consistent about the experience of working at the organization (e.g. work/life balance, commitment to diversity and inclusion, team work, innovation, etc.).
   c. Reinforce the public's image of the organization.
   d. Encourage potential candidates to apply for jobs at the organization.
4. Discuss your selection and assessment process. For example: 1. Phone screen, 2. Personality test, 3. Interviews: 2 individual and 3 panel interviews, etc.
5. Finally, summarize your report with why you think this would be the best strategy for your firm.

Submission Requirements:
- Your paper should be eight to ten pages in length, not including the title or references pages, with support from six to eight scholarly sources.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing and APA.
- Include a formal references page. This is an individual paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least 6-8 references (at least three scholarly/peer reviewed), and can include resources from this course.
- The *CSU-Global Library* is a good place to find these sources. You cannot use Wikipedia or any CSU-Global assignment. For this assignment, a credible source is defined as:
   o A scholarly or peer-reviewed journal article.
   o A government-based website or publication.
   o A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

You need to make your case, as based upon the information required above, that provides the CEO (e.g., your instructor) with information regarding the benefits of this training program and convinces the CEO to invest in this program.

Option #2: Training Program

Throughout this course, a great deal of information has been discussed regarding the importance of training and development, as related to employee recruitment and development. Therefore, this final Portfolio Project is a culmination of your learning throughout the past eight weeks.

For the Portfolio Project, you may choose to build a training plan. Identify a common training problem that organizations struggle with and the best way to address this problem. Examples of organizational issues include, but are not limited to the following: conflict, communication, team challenges, sexual harassment issues, change management problems, workplace bullying etc. You will also determine how to implement the training by identifying the method of delivery.

Your PowerPoint presentation, which will be presented to the Chief Executive Officer, as well as the Chief Human Resource Officer, of your company, must include the following points:
1. Identification of the issue and how training can address this issue.
2. An overview of why the training is needed. Include the learning objectives that you have identified for the program.

3. Justify your rationale for the proposed training method. Examine, through research, what other organizations have done, in terms of training methods, to address this issue.
4. Create a flowchart of the process to conduct research and collect data for decision making. Include the flowchart in your Word document for submission.
5. Propose high-level training solutions, including recommendations and justifications for development, implementation, technologies, and assessment type.
6. Explain how the training will be evaluated and how it can improve the organization's culture.

Submission Requirements:
- Use any presentation software you prefer (PowerPoint, Prezi, Google Slides, or Apache Open Office, for example).
- Be 14-17 slides in length, not including the title or reference slides.
- Be formatted for a formal presentation including headings and major points per slide.
- Include presentation notes for each slide to support the slide content, as if you were doing the actual presentation. If you are using PowerPoint, please place them in the speaker notes. If your software choice doesn't have a place for speaker notes, provide them in a separate Word document with a link to the presentation.
- Include a minimum of six to eight scholarly references with associated in-text citations. The *CSU-Global library* is a good place to find these references.
- Be formatted according to the CSU-Global Guide to Writing and APA.
- Depending on the type of presentation software chosen, upload either a PowerPoint file, or a single Word document with a link to your presentation, instructions for viewing, and speaker notes. Do not submit a PDF file.

NOTE: Since you can submit only one document, if you need to include speaker notes, be sure your link AND speaker notes are in the same 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

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.