

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:

This course provides students with knowledge regarding the function of human resource management (HRM). Students will review basic HRM concepts and functions. Additionally, they will have the opportunity to enhance their preexisting business/industry knowledge by exploring the behavioral competencies and knowledge required for HRM professionals. Students will understand the function of HRM from a leadership, interpersonal, and business perspective.

Course Overview:

Welcome to HRM500: Managing Human Resources. In this course, you will learn the basic HRM concepts and functions. You will also enhance your preexisting business and industry knowledge by exploring HRM behavioral competencies. You will complete this course with a more solid understanding of HRM from leadership, interpersonal, and business perspectives.

Course Learning Outcomes:

1. Analyze the interrelationship of the functions (e.g., business, interpersonal, and leadership) of human resource management.
2. Analyze the implications of laws and regulations, theories, and applications on the effectiveness of HR management practices.
3. Evaluate how HRM's functions improve organizational performance, enhance organizational strategy, and influence organizational goals.
4. Assess how analytics and metrics can be used to improve HRM functions and influence organizational strategy.
5. Examine best practices in regard to HRM's functions, to everyday experiences, scenarios, and problems.
6. Explore the behavioral competencies and knowledge required for HRM professionals.

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 this 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:

Snell, S. A., Morris, S. S., & Bohlander, G. W. (2016). *Managing human resources* (17th ed.). Boston, MA: Cengage Learning. ISBN: 9781285866390

Suggested:

SHRM Membership—Within this course, it is recommended that you join SHRM; however, this is not mandated. Approximate cost is \$40.00 for a 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.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Chapter 1 in *Managing Human Resources*
- McCracken, M., O’Kane, P., Brown, T. C., & McCrory, M. (2017). Human resource business partner lifecycle model: Exploring how the relationship between HRBPs and their line manager partners evolves. *Human Resource Management Journal*, 27(1), 58-74. Retrieved from <https://onlinelibrary-wiley-com.csuglobal.idm.oclc.org/doi/abs/10.1111/1748-8583.12125>

- Shi, W., Pathak, S., Song, L. J., & Hoskisson, R. E. (2018). The adoption of chief diversity officers among S&P 500 firms: Institutional, resource dependence, and upper echelons accounts. *Human Resource Management, 57*(1), 83-96. Retrieved from <https://onlinelibrary-wiley-com.csuglobal.idm.oclc.org/doi/abs/10.1002/hrm.21837>
- Ulrich, D., Kryscynski, D., Ulrich, M., & Brockbank, W. (2017). Competencies for HR professionals who deliver outcomes. *Employment Relations Today (Wiley), 44*(2), 37-44. Retrieved from <https://onlinelibrary-wiley-com.csuglobal.idm.oclc.org/doi/abs/10.1002/ert.21623>

Discussion (25 points)

Module 2

Readings

- Chapter 2 in *Managing Human Resources*
- Kontoghiorghes, C. (2016). Linking high performance organizational culture and talent management: Satisfaction/motivation and organizational commitment as mediators. *International Journal of Human Resource Management, 27*(16), 1833–1853. <https://doi-org.csuglobal.idm.oclc.org/10.1080/09585192.2015.1075572>
- Lim, S., Wang, T. K., & Lee, S. (2017). Shedding new light on strategic human resource management: The impact of human resource management practices and human resources on the perception of federal agency mission accomplishment. *Public Personnel Management, 46*(2), 91–117. <https://doi-org.csuglobal.idm.oclc.org/10.1177/0091026017704440>
- Marler, J. H., & Parry, E. (2016). Human resource management, strategic involvement and e-HRM technology. *International Journal of Human Resource Management, 27*(19), 2233–2253. <https://doi-org.csuglobal.idm.oclc.org/10.1080/09585192.2015.1091980>

Discussion (25 points)

Critical Thinking (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: Aligning Strategy with Talent

Many industries have been transformed by technology over the past decade, causing organizations to re-examine their business strategies and the type of talent necessary to support new models. You are the HR Manager for an organization that has been impacted by new technology, resulting in the need to recruit and hire new employees with a different set of skills. You have been asked to create a plan that addresses changes in the talent needed for the future of your organization. In your plan, include the following aspects:

- Identify the company or industry that you are choosing to analyze.
- Evaluate factors that are influencing the needed changes.
- Discuss the knowledge, skills, and abilities that will be necessary in future employees.
- Analyze methods for implementing changes such as talent acquisition options, types of positions, onboarding new employees, outsourcing options, and organizational restructuring.

Requirements:

- Write a 5-7 page paper, or about 2300 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 & APA.

- Include a formal reference 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 three scholarly references, 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: Workforce Planning

Start-up companies have a unique opportunity to establish a strategic vision, mission, and values and then build an organization where the workforce is fully aligned. You have just been hired as the new HR Manager for a one-year old start-up company with 20 employees in the technology industry in Silicon Valley. The company is expected to triple in size over the next year and grow exponentially after that. You have been asked to create an infographic that addresses the talent needed for the future of your organization. In your plan, consider the following aspects:

- Define the vision, mission, and values that will guide your startup.
- Identify the workplace culture that the organization should strive toward.
- Evaluate factors that should be considered for attracting, recruiting, and retaining qualified top talent.
- Analyze actions that HR will need to consider to strengthen the working relationships among new leaders and employees.
- Consider methods for onboarding new employees and establishing strong communication channels for existing employees.
- Include a one-page written summary of your infographic with references.

Requirements:

- Construct an infographic and write a one-page summary analysis, or about 300 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 & APA.
- Include a formal reference 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 three scholarly references, and can include resources from this course.
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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.

Module 3

Readings

- Chapters 3, 4, & 5 in *Managing Human Resources*

- Schumann, E., Prichard, H., & Mekelburg, D. (2018). How constraints drive innovation in small-team hiring. *People & Strategy*, 41(3), 26–30.
- Veirs, K. (2017). Avoiding workplace retaliation: Guidance for employers. *Employment Relations Today (Wiley)*, 44(1), 57–63. Retrieved from <https://onlinelibrary-wiley-com.csuglobal.idm.oclc.org/doi/abs/10.1002/ert.21615>

Discussion (25 points)

Critical Thinking (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: Case Study Analysis: EEOC

Visit the Equal Employment Opportunity Commission at <https://www.eeoc.gov/> and click on the Newsroom. This site provides you with all of the EEOC cases that have been resolved by settlement or judgment over the past decade. Select and summarize a specific employment law that you wish to focus on. Then, research five cases on the EEOC's website that serve as examples demonstrating alleged violations of that employment law. For each case, include the following information:

- Present the facts of the case, the result, and the settlement or judgment amount.
- Analyze how quality HR practices may have prevented the case from escalating to the EEOC.
- Recommend best practices that could have been used in these cases.

Requirements:

- Write a 5-7 page paper, or about 2300 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 & APA.
- Include a formal reference 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 three scholarly references, 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.

Your paper should be 2-3 pages in length and conform to the CSU-Global Guide to Writing & APA. Include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Training Activity: Preventing EEOC Charges

Your organization has recently settled several charges of discrimination with the Equal Employment Opportunity Commission. As part of the settlement decrees, your organization has agreed to conduct extensive training of all managers and supervisors on employment laws related to discrimination on the basis of age, race, disability, pregnancy, and sexual harassment. In a well-prepared training presentation, identify and explain each of the applicable employment laws and present examples of acceptable and unacceptable behaviors associated with each. The goal of your training program is to

minimize future liability to the organization through enhanced management understanding of employment laws and discriminatory practices.

Requirements:

- Develop a 10-12 slide presentation, not including the title and reference pages, which are required.
- Each PP slide must contain note slides explaining the slide's content and conform to the CSU-Global Guide to Writing & APA.
- Include a formal reference page. This is an individual presentation, however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least three scholarly references 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.

Your paper should be 2-3 pages in length and conform to the CSU-Global Guide to Writing & APA. Include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Portfolio Project Milestone (25 points)

For this milestone, review the Module 8 Portfolio Project description and identify which option you will do for your final Portfolio Project, Option 1 or Option 2. Submit a one-page summary about the organization you have chosen for your interview and prepare a list of APA formatted scholarly references that you plan to use in your research

Module 4

Readings

- Chapters 7 & 8 in *Managing Human Resources*
- Chanland, D. E., & Murphy, W. M. (2018). Propelling diverse leaders to the top: A developmental network approach. *Human Resource Management, 57*(1), 111–126. Retrieved from <https://onlinelibrary-wiley-com.csuglobal.idm.oclc.org/doi/abs/10.1002/hrm.21842>
- English, T., & Alagaraja, M. (2017). Delivering instruction and training to the US and the non-US audiences: An interview with Dr. Hardy MacKenzie. *Human Resource Development International, 20*(3), 253–261. <https://www.tandfonline.com/doi/full/10.1080/13678868.2016.1258920>
- Groen, B. A. C., Wilderom, C. P. M., & Wouters, M. J. F. (2017). High job performance through co-developing performance measures with employees. *Human Resource Management, 56*(1), 111–132. Retrieved from <https://onlinelibrary-wiley-com.csuglobal.idm.oclc.org/doi/abs/10.1002/hrm.21762>
- Kampkötter, P. (2017). Performance appraisals and job satisfaction. *International Journal of Human Resource Management, 28*(5), 750–774. Retrieved from <https://www.tandfonline.com/doi/full/10.1080/09585192.2015.1109538>

Discussion (25 points)

Critical Thinking (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: Performance Management Guide

You have just been hired as the new HR Director of a manufacturing company that produces personal care products such as soaps, hand creams, and shampoos. The company employs 200 non-union employees in all functional areas (sales, purchasing, accounting, quality, safety, and operations). You have discovered that the organization you are now working for has never implemented a performance management system and requires considerable direction on how to handle performance in the organization. You have decided to create a guide for managers and supervisors to begin implementing a performance management system at the company. Your guide should be designed to provide managers and supervisors with direction on how to properly manage performance and will include:

- Why a performance management system is important.
- How to set performance goals with individual employees.
- A recommended performance appraisal format with the measurable components.
- Tips for writing a performance appraisal.
- Best practices for delivering face-to-face performance feedback.

Requirements:

- Write a 5-7 page guide, or about 2300 words, not including the title and reference pages, which are required.
- Your guide must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
- Include a formal reference 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 three scholarly references, 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: Developing Understanding of International Cultures

You are the HR Director of a not-for-profit organization that collects donations of gently worn shoes and distributes them to under-resourced cities in the United States by working in collaboration with city officials. The organization has recently made the decision to expand globally. They have determined that their expansion will begin with five countries overseas that are yet to be identified. The CEO has asked you to:

- Research and train the organization's leaders about cultural norms and values for several areas of the world.
- Your assignment is to select five countries to research.
- Then, you need to develop a training presentation for your leaders to help them obtain a better understanding of international cultural norms and values when conducting business abroad, as compared to conducting business in the United States.

Requirements:

- Develop a 10-12 slide presentation, not including the title and reference pages, which are required.
- Each PP slide must contain note slides explaining the slide's content and conform to the CSU-Global Guide to Writing & APA.
- Include a formal reference page. This is an individual presentation, however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least three scholarly references 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 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.

Module 5

Readings

- Chapters 9 & 11 in *Managing Human Resources*
- Chen, Y., & Fulmer, I. S. (2018). Fine-tuning what we know about employees' experience with flexible work arrangements and their job attitudes. *Human Resource Management, 57*(1), 381–395. Retrieved from <https://doi-org.csuglobal.idm.oclc.org/10.1002/hrm.21849>
- Lee, C. (2018). H, not R: Communicating benefits to humans, not resources. *Plans & Trusts, 36*(5), 24–28. Retrieved from <http://web.b.ebscohost.com.csuglobal.idm.oclc.org>
- Ogbonnaya, C., Daniels, K., & Nielsen, K. (2017). Does contingent pay encourage positive employee attitudes and intensify work? *Human Resource Management Journal, 27*(1), 94–112. Retrieved from <https://doi-org.csuglobal.idm.oclc.org/10.1111/1748-8583.12130>
- Park, S., & Sturman, M. C. (2016). Evaluating form and functionality of pay-for-performance plans: the relative incentive and sorting effects of merit pay, bonuses, and long-term incentives. *Human Resource Management, 55*(4), 697–719. Retrieved from <https://doi-org.csuglobal.idm.oclc.org/10.1002/hrm.21740>

Discussion (25 points)

Critical Thinking (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: Employee Rewards and Recognition

Many organizations have discovered that going beyond base pay to reward and recognize employees can have a significant impact on motivation, productivity, morale, teamwork, and organizational success. There are several types of rewards and recognition strategies: those that incentivize individuals, those that incentivize teams of employees, and those that incentivize the organization as a whole.

You have been asked to develop rewards and recognition incentives for your organization and then create a brochure that presents an overview of these offerings for the employees. You may choose a specific organization or create a hypothetical organization for this assignment. In your brochure, the following components can be considered:

- The purpose behind employee rewards and recognition.
- How incentives are connected to organizational goals.

- Targets groups for the rewards and recognition (i.e., individuals, teams, or all employees).
- Differing types of rewards and recognition options for the target groups.

Requirements:

- Create a 3-5 page brochure, or about 1500 words, not including the title and reference pages, which are required. Use graphics in your brochure to enhance the visual appeal to your audience.
- Your brochure must be properly cited according to the CSU-Global Guide to Writing & APA.
- Include a formal reference 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 three scholarly references, 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.

Option #2: Health and Wellness Program

Companies continue to offer employees the option to participate in healthcare plans in their lineup of benefits. The continued escalation of healthcare costs, every year, has created the need to balance financial responsibility with employee care. HR professionals, often in partnership with benefit committees, have turned their attention to employee wellness programs. Efforts to implement employee wellness programs have proven to be beneficial to promote employee health and manage healthcare costs. You have been asked to construct an infographic that compiles research on health and wellness programs that can positively influence healthcare costs and employee well-being. Your infographic should include the following components:

- The purpose, benefits, and goals of a health and wellness program.
- Recommendations of components that should be included in the program.
- Methods for delivery of communications to employees, such as media, live events, and newsletters, for example.
- Analysis of how metrics and measurements determine the success of the program.

Requirements:

- Construct an infographic and write a one-page summary analysis, or about 300 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 & APA.
- Include a formal reference 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 three scholarly references, and can include resources from this course.
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 - 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.

Module 6

Readings

- Chapters 13 & 16 in *Managing Human Resources*
- Moon, K., & Jung, C. (2018). Management representativeness, ethical leadership, and employee job satisfaction in the U.S. Federal Government. *Public Personnel Management*, 47(3), 265–286. Retrieved from <https://journals-sagepub-com.csuglobal.idm.oclc.org/doi/10.1177/0091026018767480>
- Nathan, B. R. (2017). Employee engagement in nonprofit organizations. *Employment Relations Today (Wiley)*, 44(3), 27–36. Retrieved from <https://onlinelibrary-wiley-com.csuglobal.idm.oclc.org/doi/abs/10.1002/ert.21637>

Discussion (25 points)

Critical Thinking (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: Employee Engagement Survey

Your organization recently committed to measure and improve your workplace culture by conducting an employee engagement survey. As the HR Director, you just received the results of the survey. The survey results by general category and favorability score are as follows:

- Alignment with Organizational Vision: 80%
- Customer Focus: 94%
- Diversity and Inclusion: 61%
- Engagement Index: 58%
- Ethics: 70%
- Goals and Strategy: 82%
- Immediate Supervisor: 85%
- Pay and Benefits: 75%
- Senior Leadership Trust: 48%
- Teamwork: 55%
- Training and Development: 78%.

Your task is to create an executive summary where you present the findings of the survey results:

- You should provide an introduction that explains why an engagement survey is important and review its purpose.
- Then, analyze the areas of strengths and the opportunities for improvement.
- Discuss action plans that can be taken to strengthen the categories where there is opportunity for improvement.

Requirements:

- Write a 5-7 page executive summary, or about 2300 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 & APA.
- Include a formal reference 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 three scholarly references, 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 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: Merging Workplace Cultures

You are the newly appointed HR Director in an organization that has recently acquired another company. The corporate cultures of these organizations are very different. The acquired company has an informal, relaxed culture with the average age of employees much younger than employees in your organization. You have been asked by the CEO to create a plan to merge both organizations with the goal of cultivating a high level of trust, shared knowledge, and a fully engaged workplace culture. For this assignment option, make a five-minute video presenting an outline of the plan you are proposing. You should include an introduction and a verbal summary of your citations in the recording.

Requirements:

- Develop a video that is at least five minutes in length.
- Your recording should verbally cite at least three scholarly references and can include resources from this course.
- This is an individual presentation, however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- 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.

Module 7

Readings

- Chapter 14 in *Managing Human Resources*
- Johnston, H. (2017). Uberworked and underpaid: How workers are disrupting the digital economy. *Journal of Labor & Society*, 20(4), 552–555. Retrieved from <https://doi-org.csuglobal.idm.oclc.org/10.1111/wusa.12308>
- Silvia, S. J. (2018). The united auto workers' attempts to unionize Volkswagen Chattanooga. *ILR Review*, 71(3), 600–624. Retrieved from <https://doi-org.csuglobal.idm.oclc.org/10.1177/0019793917723620>
- Valizade, D., Ogbonnaya, C., Tregaskis, O., & Forde, C. (2016). A mutual gains perspective on workplace partnership: Employee outcomes and the mediating role of the employment relations climate. *Human Resource Management Journal*, 26(3), 351–368. Retrieved from <https://doi-org.csuglobal.idm.oclc.org/10.1111/1748-8583.12113>

Discussion (25 points)

Module 8

Readings

- Chapter 12 in *Managing Human Resources*
- Baker, L. (2017). Best-in-class health & wellness. *Professional Safety*, 62(10), 31–32.
- Frigo, M. L., & Ubelhart, M. C. (2016). Human capital management: The central element of all risk. *People & Strategy*, 39(1), 42–46

Discussion (25 points)

Portfolio Project (300 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: HR Organizational Analysis

You have been asked to serve as an HR Consultant and conduct an organizational analysis of HRM practices in an organization of your choice:

- Choose an organization that you are interested in learning more about.
- Make arrangements to conduct a 30-minute interview with the HR Manager/Director/VP of that organization either by phone or in person.
- Prepare a list of 10-15 questions for the interview that are related to the primary functional areas of HR, such as recruiting, legal/EEO compliance, compensation, benefits, performance management, reward systems, training, and development.
- As part of your preparations for the interview, research best practices in each of those functional areas and how they align with organizational strategy and success.

Upon the completion of your interview, write a consulting report to the CEO that compares the existing state of the organization to best practices in HRM. Include your interview questions in your report. As part of the consulting report to the CEO, develop and present recommendations for necessary changes and/or additions to current practices in the organization.

Requirements:

- Conduct a 30-minute interview with a Human Resources Manager, Director, or VP at an organization of your choice.
- Write a 12-15 page consulting report, or about 5000 words, not including the title and reference pages, or the interview questions/responses, which are required.
- Include your interview questions in your report.
- Your paper must be properly cited and formatted according to the CSU-Global Guide to Writing & APA.
- Include a formal reference 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 five scholarly references, 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 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: Workforce Development Plan

You have been asked to serve as an HR Consultant and conduct an analysis of the workplace culture in an organization of your choice. Choose an organization that you are interested in learning more about. Make arrangements to conduct a 30-minute interview with the HR Manager/Director/VP of that organization either by phone or in person. Prepare a list of 10-15 questions for the interview that are related to the areas of employee/labor relations, employee engagement, high performance work organizations, and building trust. As part of your preparations for the interview, research best practices in each of those areas and how they align with organizational strategy and success.

Upon the completion of your interview, create a slide presentation for the board of directors that compares the existing state of the organization to best practices that develop and sustain a healthy workplace culture. Include your interview questions in your presentation. As part of your slide presentation to the board of directors, develop and present recommendations and action plans that have the potential to improve the workplace culture of the organization.

Requirements:

- Conduct a 30-minute interview with a Human Resources Manager, Director, or VP at an organization of your choice.
- Develop a 12-15 slide presentation, not including the title and reference pages, or the interview questions/responses, which are required.
- Include your interview questions in your presentation.
- Each PP slide must contain note slides explaining the slide's content and conform to the CSU-Global Guide to Writing & APA.
- Include a formal reference page. This is an individual presentation, however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least five scholarly references 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.

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
 45% 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 the 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.

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.