

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 explores the performance management process and associated systems by providing students with information regarding the onboarding/orientation process, the importance of training and development, the role of leadership and management in encouraging employee growth and improvement, and how organizations can strategically align practices and functions to ensure quality employees are retained. Various performance management tools, approaches, and practices are explored throughout this course.

Course Overview:

Welcome to HRM560: Staffing and Talent Development! In this course, you will examine the responsibilities of managers and leaders related to employee career management and personal and professional growth. From there, you will explore strategies for training, staff development, and factors that impact recruitment.

Course Learning Outcomes:

1. Recognize the objectives and benefits of a performance management system and its associated functions.
2. Identify performance appraisal/management techniques and models that can be effective in organizations.
3. Apply various performance management approaches to measure employee performance.
4. Analyze best practices associated with effective performance management.
5. Describe how HR functions can impact employee growth, motivation, happiness, and performance.

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:

- Gostick, A., & Elton, C. (2009). *The carrot principle: How the best managers use recognition to engage their people, retain talent, and accelerate performance*. New York, NY: Simon & Schuster.

This book is only available through the [University Bookstore](#)

- Print ISBN: 9781439149171
- eText ISBN: 9781416548218
- Patterson, K., Switzler, A., Grenny, J., & McMillan, R. (2011). *Crucial conversations: Tools for talking when the stakes are high*. New York, NY: McGraw Hill.
 - Print ISBN: 9780071771320
 - eText ISBN: 9780071772204

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

- Gavigan, M., Fitzpatrick, T. A., & Miserendino, C. (2016). Effective staffing takes a village: Creating the staffing ecosystem. *Nursing Economics*, 34(2), 58-65.
- Gostick, A., & Elton, C. (2009). *The carrot principle: How the best managers use recognition to engage their people, retain talent, and accelerate performance*. New York, NY: Simon & Schuster.
 - Read pages 3-38.
- Patterson, K., Switzler, A., Grenny, J., & McMillan, R. (2011). *Crucial conversations: Tools for talking when the stakes are high*. New York, NY: McGraw Hill.

- Read pages 1-32.
- Vveinhardt, J., & Gulbovaite, E. (2017). Models of congruence of personal and organizational values: How many points of contact are there between science and practice? *Journal of Business Ethics*, 145(1), 111-131.1

Discussion (25 points)

Critical Thinking (75 points)

Option #1: Staffing Strategy

You are the new Staffing Director for General Health Charities (GHC). GHC is the fundraising division of General Health Systems, a five hospital, 1,500 bed, 12,500 employee organization, which specializes in all areas of acute care. The system relies heavily on GHC for funds to build and modernize buildings, recruit new talent, and purchase new equipment.

You currently have four recruiters reporting directly to you. Each recruiter is responsible for a different area (i.e., leadership, business office, service personnel, and service). You deem the system to be inefficient, specifically since you are not recruiting qualified applicants in any of the areas. Furthermore, turnover remains high.

For the purpose of this assignment, you are required to do the following:

- Create a new staffing department system. Be creative in the information that you provide, though specifically explain how GHC will recruit and select qualified candidates.
 - Select two of the four areas of recruitment and create a plan for each area. For example, one of the recruiters is responsible for recruiting service workers. Therefore, it is important to explain the following based upon the two areas selected:
 - The role of the service worker.
 - The necessary qualifications for the service worker.
 - The job outlook for service workers.
 - Any other important information.
- Finally, explain how GHC can compete with other local healthcare organizations/systems to recruit the best candidates.
 - Explain current health system recruitment challenges.
 - Explain how the company will utilize monetary and non-monetary initiatives to enhance recruitment efforts.

Requirements:

- For this assignment, refer to the handout entitled Writing an Effective Essay. You may also want to view the sample paper entitled Does Your Paper Look Like This?
- You can download and save the APA Template Paper as your own paper and replace the placeholders with your own information. This template is already formatted in APA style according to the CSU-Global Guide to Writing and APA. Do not change the formatting of this template.

- Write a five- to seven-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 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 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: Staffing Plan

Human resource planning involves forecasting the organization's talent needs to align with the organization's staffing strategy. Recruiters must be aware of the industry they compete for talent, the skill level of talent within the recruitment area (e.g., regionally, nationally, and globally), and the customs and traditions within the global locations.

Select a Fortune 500 company in a competitive market for talent. For the purpose of this Critical Thinking Assignment, you are required to create a recruiting plan, in PowerPoint format, to be presented to the company's leadership, taking into consideration an organization's strategy, culture, and labor markets.

Your PowerPoint presentation must include the following information:

1. Details about the talent needs of the organization and what workers the organization often hires (i.e., sales workers, IT professionals, engineers, etc.).
2. Discuss the impact that unemployment rates, skill levels, and organizational locations have on attracting the most talented applicants. Make this information specific to your organization. For example, if your organization is headquartered in Silicon Valley, what must be considered when attracting talent?
3. Explain methods that can be used, by your selected organization, to hire a culturally diverse workforce.

Instructions for CTs:

- Develop a 10-12 slide presentation, not including the title and reference pages, which are required.
- You must include a minimum of two paragraphs of notes, within the speaker's note section (for EACH slide), to enhance your slide and prevent clutter, realizing this is a slide presentation for leadership.

- 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 paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least two scholarly references and can include resources from this course.
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Module 2

Readings

- Bika, N. (n.d.). Recruiting costs FAQ: Budget and cost per hire. *Workable*. Retrieved from <https://resources.workable.com/tutorial/faq-recruitment-budget-metrics>
- Demonsabert, W. (2017). A case for staffing agencies as teaming partners. *Contract Management*, 57(7), 68-70, 72, 74-75.
- Gostick, A., & Elton, C. (2009). *The carrot principle: How the best managers use recognition to engage their people, retain talent, and accelerate performance*. New York, NY: Simon & Schuster.
 - Read pages 39-51.
- Patterson, K., Switzler, A., Grenny, J., & McMillan, R. (2011). *Crucial conversations: Tools for talking when the stakes are high*. New York, NY: McGraw Hill.
 - Read pages 33-72.

Discussion (25 points)

Critical Thinking (75 points)

Option #1: Staffing Strategy

You are the Director of Human Resources for a rapidly growing technology firm. In the past three weeks, your organization has seen a huge increase in profitability and has contracted with 30 new corporate clients. Your employees are doing the best that they can to ensure the success of your organization during this time of being understaffed, but the CEO, CFO, managerial staff, etc. know that the company needs to hire new employees.

For this Critical Thinking Assignment, please do the following:

1. Provide information about the technology industry. Specifically, explain details, through conducting research, regarding the competitive nature of this industry.
2. Make a case for hiring either full-time, contingent, or contract employees. Explain the benefits and drawbacks of hiring your selected workforce type(s).

3. Since you will need to recruit over 100+ technology employees, given organizational growth, explain if you believe that the recruitment function should be kept in house or outsourced. Justify your rationale.

Requirements:

- For this assignment, refer to the handout entitled Writing an Effective Essay. You may also want to view the sample paper entitled Does Your Paper Look Like This?
- You can download and save the *APA Template Paper* as your own paper and replace the placeholders with your own information. This template is already formatted in APA style according to the CSU-Global Guide to Writing and APA. Do not change the formatting of this template.
- Write a five- to seven-page paper, or about 2300 words, not including the title and reference pages, which are required.
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- 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.
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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: Recruiting Strategies

You are an employee of iFly Airways, a small regional feeder line for a national carrier. Your CEO has just stated iFly Airways is merging with iDrive Cars, which is in competition with Uber and Lyft, to provide a complete transportation package. You have been asked to develop a two to three-minute elevator speech (a quick synopsis of a subject, which can be delivered in 2 to 3 minutes) about your recruiting strategies to fill current vacant positions. In this speech, you will propose how the organization can cross train staff to control cost and improve employee engagement.

The speech will include:

1. An explanation of the benefits of cross training staff members (e.g., at iFly Airways and iDrive Cars).
2. Benefits and drawbacks of outsourcing certain departmental needs.
3. An overview of how you plan to use internal or external sources, including social media, or outsourced recruiting to address employee shortages.
4. Any potential limitations of your plan.

Requirements:

- The presentation (Video, PowerPoint or other presentation program) should be 2-3 minutes in length or 7-12 slides with speaker's notes, not including title or reference slides, and follow CSU-Global APA format. Embedded audio in each slide can be substituted for speaker's notes. A personal YouTube video, or other video media, of the presentation is acceptable, if a full script including references is provided. A minimum of three scholarly sources should be cited and referenced. 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 paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
- You must support your analysis with at least two 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 3

Readings

- Brin, D. W. (2018). Recruit globally. *HRMagazine*, 63(5), 40-45.
- Gostick, A., & Elton, C. (2009). *The carrot principle: How the best managers use recognition to engage their people, retain talent, and accelerate performance*. New York, NY: Simon & Schuster.
 - Read pages 52-78.
- Patterson, K., Switzler, A., Grenny, J., & McMillan, R. (2011). *Crucial conversations: Tools for talking when the stakes are high*. New York, NY: McGraw Hill.
 - Read pages 73-102.

Discussion (25 points)

Critical Thinking (75 points)

Option #1: Two to Three Minutes to Extol Your Company

You are an employee of iFly Airways, a small regional feeder line for a national carrier. Your CEO has just stated iFly Airways is merging with iDrive Rentals, which is in competition with Uber and Lyft, to provide a complete transportation package. You and your HR team have been told to develop a two to three-minute elevator speech (a quick synopsis of a subject, which can be delivered in two to three-minutes or less) about how your organization will screen future candidates through utilizing various methods. The two to three-minute presentation must include:

1. Information regarding selection process(es) that can be used to identify high quality candidates.
2. How your mission, vision, and values impact the selection process.
3. How your organization uses assessments and screenings to select the best candidates for lower level, mid-level, and upper level positions. Provide examples for each positional level.

Requirements:

- The presentation (Video, PowerPoint or other presentation program) should be 2-3 minutes in length or 7-12 slides with speaker's notes, not including title or reference slides, and follow CSU-Global APA format. Embedded audio in each slide can be substituted for speaker's notes. A personal YouTube video, or other video media, of the presentation is acceptable, if a full script including references is provided. A minimum of three scholarly sources should be cited and referenced. 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 paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
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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: Employment Tests, Simulations, and Assessment Centers

As the Staffing Director of a large organization, you are required to create a staffing plan to recruit and select the best candidates. You are facing a two-fold challenge: (1) identifying candidate sourcing areas (i.e., LinkedIn, advertisements, other social media) and (2) determining appropriate assessment tests to use to measure candidate growth and performance potential. Choose your current job, a job you've had previously, or a job that you are familiar with. Then, in your presentation, discuss the following points.

1. Creative and innovative strategies that can be employed, which are specific to your organization and industry, to recruit and select candidates.
2. Select a position that your organization might need to fill. Explain what screening techniques (2-3) can be used for that specific position.
3. Justify the benefits and drawbacks of the selected screening techniques, as well as legal considerations that organizations must consider before utilizing certain screening techniques/assessments.

Requirements:

- Develop a 10-12 slide presentation, not including the title and reference pages, which are required.
- You must include a minimum of two paragraphs of notes, within the speaker's note section, to enhance your slide and prevent clutter, realizing this is a slide presentation for leadership.
- 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 paper; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
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Portfolio Milestone (25 points)

Option #1: Portfolio Milestone

You have a choice between Option 1 and Option 2 for the Portfolio Project due in Week 8 of this course. Go to the Week 8 Assignments page, read both Portfolio Project descriptions, and select one. *Do not do both projects.* Identify your Portfolio Project choice in the title of a Word document and then briefly explain why you selected your project in a two- to three-page paper, which is double spaced. Cite five relevant sources including scholarly, trade/industry and government sources. Ensure your writing adheres to the CSU-Global Guide to Writing and APA.

Option #2: Portfolio Milestone:

You have a choice between two Option 1 and Option 2 for the Portfolio Project due in Week 8 of this course. Go to the Week 8 Assignments page, read both Portfolio Project descriptions and select one. *Do not do both projects.* Identify your Portfolio Project choice in the title of a Word document and then briefly explain why you selected your project in a two- to three-page paper, which is double spaced. Cite five relevant sources including scholarly, trade/industry and government sources. Ensure your writing adheres to the CSU-Global Guide to Writing and APA.

Module 4

Readings

- Nankervis, A. R., Stanton, P., & Foley, P. (2012). Exploring the rhetoric and reality of performance management systems and organisational effectiveness - Evidence from Australia. *Research & Practice in Human Resource Management, 20(1)*, 1-24.

- Sharma, N. P., Tanuja, S., & Agarwal, M. N. (2016). Measuring employee perception of performance management system effectiveness conceptualization and scale development. *Employee Relations, 38*(2), 224-247.
- Striteska, M., Zapletal, D., & Jelinkova, L. (2018). An empirical study of key factors to effectively operate strategic performance management system. *Academy of Strategic Management Journal, 17*(6), 1-13.

Discussion (25 points)

Critical Thinking (75 points)

Option #1: Performance Management Systems

As we have discussed, performance management systems are important in organizations. However, there are many performance management systems that organizations can use.

For the purpose of this week's Critical Thinking assignment, please do the following:

1. Explain the importance of performance management systems and what organizations must consider when selecting the best performance management system.
2. Select three performance management systems and explain the following:
 - a. The benefits of each system
 - b. The drawbacks of each system
3. Then, explain what type of organizations would benefit from each of the performance management systems identified. For example, provide details about why performance management system X be best in Organization X.

Requirements:

- For this assignment, refer to the handout entitled Writing an Effective Essay. You may also want to view the sample paper entitled Does Your Paper Look Like This?
- You can download and save the APA Template Paper as your own paper and replace the placeholders with your own information. This template is already formatted in APA style according to the CSU-Global Guide to Writing and APA. Do not change the formatting of this template.
- Write a five- to seven-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 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 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.

Option #2: Performance Management Systems

Many organizations have successfully utilized performance management systems to improve the workplace culture and organization's success. Check out this article about companies that have redefined performance management:

Reference: Duggan, K. (2015). *Six companies that are redefining performance management*. FastCompany. Retrieved from <https://www.fastcompany.com/3054547/six-companies-that-are-redefining-performance-management>

From the list provided, identify two organizations that have benefited from the implementation of a new performance management system. Then, provide the following:

1. Information about the companies that you selected (mission, vision, values, industry, etc.).
2. Detail why the performance management systems selected aligns with the company's culture.
3. Explain why these performance management systems are unique/innovative.
4. Explain how smaller organizations can implement these systems and detail the benefits of these systems being used (even on a smaller scale).

Requirements:

1. Develop a 10-12 slide presentation, not including the title and reference pages, which are required.
2. You must include a minimum of two paragraphs of notes, within the speaker's note section, to enhance your slide and prevent clutter, realizing this is a slide presentation for leadership.
3. Your presentation must be properly cited and formatted according to the CSU-Global Guide to Writing and APA.
4. 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.
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 - b. A government-based website or publication.
 - c. A trade or industry journal article, publication, or website, including those from trade organizations such as SHRM.org and TD.org.

Readings

- Fareed, M., Noor, W. S. W. M., Isa, M. F. M., & Salleh, S. S. M. M. (2016). Developing human capital for sustainable competitive advantage: The roles of organizational culture and high performance work system. *International Journal of Economic Perspectives*, 10(4), 655-673.
- Gostick, A., & Elton, C. (2009). *The carrot principle: How the best managers use recognition to engage their people, retain talent, and accelerate performance*. New York, NY: Simon & Schuster.
 - Read pages 79-93.
- Patterson, K., Switzler, A., Grenny, J., & McMillan, R. (2011). *Crucial conversations: Tools for talking when the stakes are high*. New York, NY: McGraw Hill.
 - Read pages 103-132.

Discussion (25 points)

Critical Thinking (75 points)

Option #1: Employee Performance Needs

A critical aspect of a performance management system is to create an organization in which employees can maximize their potential. Often maximizing employee potential requires negotiating requirements and performance standards, outcomes, and measures for employees. This week, we focus on identifying employee performance issues or skills and competency gaps and how we can address employee performance needs, while making an impact on the organization's strategy.

For this assignment:

1. Identify how to determine individual performance management needs. When responding to this question, consider the role of performance reviews in identifying performance strengths, weaknesses, and areas for opportunities. Think about how performance reviews impact/influence performance management.
2. Often during an individual performance needs assessment, we identify performance issues, skills, or/and competencies that are not being met. Describe how organizations can improve knowledge, skills, and abilities through implementing training and development programs.
3. Identify how organizations can determine the benefits and drawbacks of implemented programs and policies to improve performance. Explain the role of metrics in assessing program quality.
4. Finally, explain the relationship between employee performance and organizational strategy.

Requirements:

- For this assignment, refer to the handout entitled Writing an Effective Essay. You may also want to view the sample paper entitled Does Your Paper Look Like This?
- You can download and save the APA Template Paper as your own paper and replace the placeholders with your own information. This template is already formatted in APA style according to the CSU-Global Guide to Writing and APA.
- Do not change the formatting of this template.
- Write a five- to seven-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 and APA.
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Option #2: Employee Performance Needs Presentation

A critical aspect of a performance management system is to create an organization in which employees can maximize their potential. Often maximizing employee potential requires negotiating requirements and performance standards, outcomes, and measures for and with employees. This week, we focus on identifying employee performance issues or skills and competency gaps and how we can address employee performance needs, while making an impact on the organization's strategy.

As an HR Development professional, you have been tasked with creating a presentation to mid-level managers about performance needs assessments and strategies for performance improvement. In your presentation:

1. Explain the relationship between performance management results and HR processes.
2. Provide a scenario in which an employee is not excelling in his/her role. Based upon the performance gaps identified, explain how HR and management can create programs to improve performance.
3. Often during an individual performance needs assessment, we identify performance issues, skills, or competencies that are not being met. Create a rubric/guideline that an organization can utilize to determine these performance, skill, or competency gaps. Explain your guideline/rubric and why you believe it would benefit the organization, as well as how the information in the rubric aligns with the needs of the employee scenario described in point 2.

Please refer to this website for an example of strategies:

Reference: eppicinc.files. (1997). *Robert Mager, & Peter Pipe, Analyzing performance problems*. Retrieved from <https://eppicinc.files.wordpress.com/2012/12/magerpipeflowchart2.jpg>

Requirements:

1. Develop a 10-12 slide presentation, not including the title and reference pages, which are required.

2. You must include a minimum of two paragraphs of notes, within the speaker's note section, to enhance your slide and prevent clutter, realizing this is a slide presentation for leadership.
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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 6

Readings

- Fareed, M., Mohd Isa, M. F., & Wan Mohd, W. S. (2017). HR professionals' effectiveness, organizational culture and high performance work system link: Evidence from Pakistan. *International Review of Management and Marketing*, 7(1), 85-94.
- Gostick, A., & Elton, C. (2009). *The carrot principle: How the best managers use recognition to engage their people, retain talent, and accelerate performance*. New York, NY: Simon & Schuster.
 - Read pages 94-124.
- Ketter, P. (2006). Training versus development. *T+D*, 60(5), 78.

Discussion (25 points)

Critical Thinking (75 points)

Option #1: Organizational Development

Throughout this module, we have examined how training and development programs can be created to improve performance. As we have discussed, an organization's mission and strategy, along with other factors, can influence how HR professionals approach development.

For this week's assignment, using the organization you currently work for, a previous organization, or an organization you are familiar with, do the following:

1. Identify and briefly summarize the organization's mission, values, culture, and strategic direction.
2. Analyze how the mission, vision, and strategy influences the type and frequency of training within an organization. For instance, if your organization is retail oriented and focused on millennial fashion, assess how training should be conducted.
3. Develop two specific training strategies that would be effective in the organization and industry that you identified. Explain the benefits of these strategies and how these strategies are aligned with the organization's mission, vision, values, and culture.

Requirements:

- For this assignment, refer to the handout entitled Writing an Effective Essay. You may also want to view the sample paper entitled Does Your Paper Look Like This?
- You can download and save the APA Template Paper as your own paper and replace the placeholders with your own information. This template is already formatted in APA style according to the CSU-Global Guide to Writing and APA. Do not change the formatting of this template.
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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: Organization Development Illustration

Construct an illustrative graphic or infographic that shows the connection/links and impacts of organizational development programs on the organization's mission, values, culture, and strategic direction. The graphic should start with the employee and branch to a training side and a development side. For this assignment, please do the following:

1. Identify and briefly summarize the selected organization's mission, values, culture, and strategic direction (in your paper explanation).
2. Analyze how the mission, vision, and strategy influences the type and frequency of training within an organization (provide explanation in your paper).
 - a. For instance, if your organization is retail oriented and focused on millennial fashion, assess how training should be conducted (considering the organization's mission, vision, and strategy). If your industry is residential construction based, detail how training occurs to align with the mission, vision, and strategy in that industry (**Hint:** There are many safety requirements as well).
3. Develop two specific training strategies that would be effective in the organization and industry that you identified. Be innovative; avoid using the training approaches currently utilized in the industry.
4. Provide two development recommendations that should be considered for poor performing employees.

Please refer to this website for an example of strategies:

Reference: eppicinc.files. (1997). *Robert Mager, & Peter Pipe, Analyzing performance problems*. Retrieved from <https://eppicinc.files.wordpress.com/2012/12/magerpipeflowchart2.jpg>

Requirements:

- Provide a title page, a minimum of a two full page summary regarding points 1 and 2, the infographic, and reference page.
- Double spaced, in CSU-Global APA format.
- A minimum of three scholarly sources, including other trade/industry and government sources for support/evidence.
- Properly format your paper utilizing APA guidelines and formatting.
Ensure your writing adheres to the CSU-Global Guide to Writing and APA.

Portfolio Milestone (50 points)

Option #1 and #2: Portfolio Milestone

During Week 3, you selected Portfolio Project Option 1 or Option 2, which is due by the end of Week 8.

This week, please provide a two- to three-page rough draft paper. Do not only outline what will be presented in your assignment, but instead include seven scholarly articles to support your points. While this is not a complete paper, it should demonstrate your progress, thus far, your research collected, etc. Ensure your writing adheres to the CSU-Global Guide to Writing and APA.

Module 7

Readings

- Doffing, M. (2015). Succession planning. *Northwestern Financial Review*, 200(2), 16-19, 23.
- Schepker, D. J., Nyberg, A. J., Ulrich, M. D., & Wright, P. M. (2018). Planning for future leadership: Procedural rationality, formalized succession processes, and CEO influence in CEO succession planning. *Academy of Management Journal*, 61(2), 523-552.
- Stadler, K. (2011). Talent reviews: The key to effective succession management. *Business Strategy Series*, 12(5), 264-271.
- Tichy, N. (2015). Succession: The need for radical transformation. *People & Strategy*, 38(2), 8-10.

Discussion (25 points)

Module 8

Readings

- Anonymous. (2017). Building talent: The very best of 2017. *Talent Development*, 71(10), 24-30, 32-36, 38-42, 44-46, 48-54, 56-62, 64-75, 77-83.

- Gostick, A., & Elton, C. (2009). *The carrot principle: How the best managers use recognition to engage their people, retain talent, and accelerate performance*. New York, NY: Simon & Schuster.
 - Read pages 139-164.
- Lewis, L. F., & Wescott, H. D. (2017). Multi-generational workforce: Four generations united in lean. *Journal of Business Studies Quarterly*, 8(3), 1-14.
- McNally, K. (2018, Feb 28). The imperative for strategic workforce planning and development: Challenges and opportunities. *AHA Today*.
- Patterson, K., Switzler, A., Grenny, J., & McMillan, R. (2011). *Crucial conversations: Tools for talking when the stakes are high*. New York, NY: McGraw Hill.
 - Read pages 189-210.

Discussion (25 points)

Portfolio Project (275 points)

Option #1: Staffing and Development

The final project Portfolio Assignment requires you to build a professional document incorporating the central lessons you have learned throughout this course. For this Portfolio Assignment, please select an organization that you work for or one that you are familiar with. Then, complete the following:

1. Provide an organizational profile that includes information about the organization's mission, vision, culture, and strategy. This information, aside from the mission, should be explained in your own words.
2. Explain the organization's industry, provide information about its competitors, and provide details about how the organization can differentiate itself from other organizations within the industry.
3. Compare your organization to any one of the organizations in the article "Building talent: The very best of 2017," found in the required readings. The comparison that you provide should provide details regarding how your organization differs in terms of talent recruitment, selection, and retention, as well as how your organization measures up in terms of training and development opportunities.
4. Identify how your organization assesses employee performance and explore the strengths and weaknesses of your selected organization's performance management system.
5. Explain how your organization can utilize the principles outlined in the book entitled, *The carrot principle: How the best managers use recognition to engage their people, retain talent, and accelerate performance* to ensure a strong workplace environment.

Requirements:

- For this assignment, refer to the handout entitled Writing an Effective Essay. You may also want to view the sample paper entitled Does Your Paper Look Like This?
- You can download and save the APA Template Paper as your own paper and replace the placeholders with your own information. This template is already formatted in APA style according to the CSU-Global Guide to Writing and APA. Do not change the formatting of this template.

- Write a 10-12 page paper, or about 4200 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 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.

Option #2: Organizational Staffing and Development Portfolio Presentation

In this final Portfolio Presentation, you will illustrate the lessons learned throughout this term. For this Portfolio Assignment:

You are the newly hired Director of Organizational Development for a multi-national mechanical engineering firm. Your organization has facilities in the United States, France, and China. Senior leadership has asked you to prepare three distinct learning pathways for training, development, and succession planning.

- The first pathway is for a newly hired Mechanical Engineer, who has just graduated from college and has no workplace experience.
- The second pathway is for a newly hired Mechanical Engineer, who has five years of pertinent experience in the industry.
- The third pathway is for a 10-year corporate ‘veteran’ Mechanical Engineer, who is a good employee, though he continuously struggles with the use of technology and has been called a “poor communicator” by his colleagues.

The learning pathways must be linked to the corporate mission, which is focused on innovation, creativity, and excellence. The corporate strategy emphasizes the importance of the organization being a global leader in the industry. The individual and corporate growth strategy emphasizes the importance of succession planning.

For the purpose of this assignment, please address the following:

1. Create a plan for each individual, which encompasses details about training and development, as well as succession planning.
2. Explain how the created plans are aligned with the organization’s culture (noted above).

3. Address how learning and development will be assessed through the use of metrics, for each individual.
4. Identify how training and development budget reduction will influence the highlighted plan and how the organization can adjust the plan during tough economic times. Specifically, consider the principles outlined in the book entitled, *The carrot principle: How the best managers use recognition to engage their people, retain talent, and accelerate performance*.

Requirements:

1. Develop a 12-15 slide presentation, not including the title and reference slides, which are required.
2. You must include a minimum of two paragraphs of notes, within the speaker's note section, to enhance your slide and prevent clutter, realizing this is a slide presentation for leadership.
3. Your presentation must be properly cited and formatted according to the CSU-Global Guide to Writing and APA.
4. Include a formal references' slide. This is an individual presentation; however, you should reflect on our discussion forums and incorporate ideas from there, as appropriate.
5. You must support your analysis with at least five scholarly references and can include resources from this course.
6. 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. A scholarly or peer-reviewed journal article.
 - b. A government-based website or publication.
 - c. 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
0% Live Classroom

IN-CLASSROOM POLICIES

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

Academic Integrity

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

Citing Sources with APA Style

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

Disability Services Statement

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

Netiquette

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

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