

Syllabus

Course Overview

This course explores the critical role of human resources (HR) in achieving business results. Today, HR professionals need to have a clear view of the objectives of the organization in which they operate and must work with the firm's leadership as a strategic partner to help guide, develop, and influence the accomplishment of specific business goals.

HR practitioners and members of management must be equipped with a solid understanding of the fundamentals of human resource management (HRM), which is the focus of this course, along with strong skills in the areas of systems thinking, problem solving, influencing, negotiating, communications, and leadership.

By the end of this course, you will develop an understanding of the fundamentals of HRM and its strategic relevance in business today. You will gain a critical perspective on the development of human capital in the context of a unified system of attracting, developing, and retaining talent to create and support the vision and values of the organization. You also will review how the HRM function has evolved, and continues to evolve, to meet changing business conditions. You will develop an understanding of the critical business implications for HR professionals today and in the future.

Course Competencies

(Read Only)

To successfully complete this course, you will be expected to:

- 1 Apply human resource strategies to business needs.
- 2 Analyze core functions of human resource management.
- 3 Analyze the strategic value of human resource management within a competitive global business environment.
- 4 Communicate effectively in a scholarly and professional manner.

Course Prerequisites

There are no prerequisites for this course.

Syllabus >> Course Materials

Required

The materials listed below are required to complete the learning activities in this course.

Integrated Materials

Many of your required books are available via the VitalSource Bookshelf link in the courseroom, located in your Course Tools. Registered learners in a Resource Kit program can access these materials using the courseroom link on the Friday before the course start date. Some materials are available only in hard-copy format or by using an access code. For these materials, you will receive an email with further instructions for access. Visit the [Course Materials](#) page on Campus for more information.

Book

Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2020). *Fundamentals of human resource management* (8th ed.). New York, NY: McGraw-Hill. ISBN: 9781260079173.

Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use [Journal and Book Locator](#). Refer to the [Journal and Book Locator library guide](#) to learn how to use this tool.

- Adams, T. (2018). [Should employers establish a policy on romantic relationships in the office?](#) *HRMagazine*, 63(1), 9.
- Akram, A. A., & Sidani, Y. (2016). [Comparative international human resource management: Future research directions](#). *Human Resource Management Review*, 26(4), 352–358.
- Allison, L. (2012). [Practical considerations of employee termination](#). *Business People*, 25(9), 86.
- Baten, V. (2018). [Latinos and unions: The survival of organized labor depends on increasing Latino membership](#). *Harvard Journal of Hispanic Policy*, 30, 27–32.
- Bernardin, H., Richey, B. E., & Castro, S. L. (2011). [Mandatory and binding arbitration: Effects on employee attitudes and recruiting results](#). *Human Resource Management*, 50(2), 175–200.
- Burns, C. (2015). [Decades in decline: The fall of unions in Maine](#). *TCA Regional News*.
- Cardy, R. L., & Munjal, D. (2016). [Beyond performance ratings: The long road to effective performance management](#). *Industrial and Organizational Psychology*, 9(2), 322–328.
- Cascio, W. F. (2019). [Training trends: Macro, micro, and policy issues](#). *Human Resource Management Review*, 29(2), 284–297.
- Chrobot-Mason, D., Belle, R. R., & Linnehan, F. (2013). [Second hand smoke: Ambient racial harassment at work](#). *Journal of Managerial Psychology*, 28(5), 470–491.
- Cloutier, O., Felusiak, L., Hill, C., & Pemberton-Jones, E. J. (2015). [The importance of developing strategies for employee retention](#). *Journal of Leadership, Accountability and Ethics*, 12(2), 119–129.
- Cran, C. (2012). [Top 10 employee retention strategies](#). *Managing People at Work*, (369), 6.
- Falcone, P. (2017, January 25). [Generic or specific termination letters: What's in your company's best interest?](#) *HRNews*.
- [Finding high quality applicants rated as top HR challenge for 2019, says new Xpert HR survey: Workforce planning challenges keep employers up at night](#). (2019, January 20). *PR Newswire*.
- Greising, D. (2018, July 14). [Public unions will survive Janus but post Janus, they will need to get more creative](#). *Pittsburgh Post – Gazette*.
- Grenny, J. (2012). [Change anything: The 21st-century approach to performance management and avoiding the willpower trap](#). *Leader to Leader*, 2012(63), 26–31.
- Gupta, N., & Shaw, J. D. (2014). [Employee compensation: The neglected area of HRM research](#). *Human Resource Management Review*, 24(1), 1–4.
- Haile, S., & Williams, D. (2011). [Factors that influence expatriate compensation problems](#). *Academy of Business Research Journal*, 1, 25–32.
- Headworth, A. (2015). [Social media recruitment: How to successfully integrate social media into recruitment strategy](#). London, UK: Kogan Page.

- Kleiner, K. (2012). What you need to know about sexual harassment: Understanding sexual harassment is crucial to assure a productive workplace and avoid lawsuits. *Nonprofit World*, 30(5), 12–13.
- Kwon, J., & Hein, P. (2013). Employee benefits in a total rewards framework. *Benefits Quarterly*, 29(1), 32–38.
- Loftus, J. C. (2013). Don't just "show me the money," show me the total rewards. *CPA Practice Management Forum*, 9(3), 5–17.
- Lundqvist, S. (2018, May–August). Focus on the most critical demands in IT project manager recruitment. *Journal of Modern Project Management*, 70–77.
- McDonald, J. J., Jr. (2015). When firing people, put it in writing. *Orange County Business Journal*, 38(10), 20.
- Meeting of minds of senior management on both sides is key to merger success. (2017, January 11). *BioSpectrum*.
- Miller, T. (2017). Successful interviewing: A talent-focused approach to successful recruitment and selection. New York, NY: Business Expert Press.
- Moore, D. (2018, April 12). New battles at state labor convention, unions confront uncertain future by embracing diversity, technology. *Pittsburgh Post – Gazette*.
- Nursing – advanced nursing: studies in the area of advanced nursing reported from Ghent University (Recruiting nurses through social media: Effects on employer brand and attractiveness). (2017, June 30). *Health & Medicine Week*.
- Otani, A. (2013, July 15). Hostess Twinkies return to stores, but unionized jobs disappear. *Christian Science Monitor*.
- Pickett, L. (2015). The benefits of integrated performance management [PDF]. *Quality*, 54(11), 40–42.
- Public sector union clout may suffer after Janus case. (2018, June 27). *CQ News & Schedules*.
- Qamari, I. N., Dewayani, J., & Ferdinand, A. T. (2019). Strategic human resources roles and knowledge sharing: How do enhancing organizational innovation? *Calitatea*, 20(168), 86–92.
- Roundup: Union decline hurts wage increases for nonunion workers, study says; plastics company to build U.S. headquarters in Donora; more: union membership decline hurts nonunion workers, study says. (2016, August 30). *Tribune – Review / Pittsburgh Tribune – Review*.
- Rozillis, S. (2017, September). 9 ways to support and scale employee training with video: Using video in employee training. *Technology Enabled Learning Excellence Essentials*.
- Sackett, T. (2018). The nuts and bolts of a great recruiter. *HR Magazine*, 63(5), 83–85, 87, 89.
- Saha, N., Chatterjee, B., Gregar, A., & Sáha, P. (2016). The impact of SHRM on sustainable organizational learning and performance development [PDF]. *International Journal of Organizational Leadership*, 5(1), 63–75.
- Schoeneberg, W. (2016, September). The 6 pillars of professional power: P.A.M.P.E.R. your way to success. *Personal Excellence Essentials*.
- Shah, S. T. H., Kazmi, Z., Shah, T. A., & Jamil, R. A. (2016). International human resource management: A review paper from Pakistani perspective. *International Journal of Information, Business and Management*, 8(1), 114–121.
- Shortland, S., & Perkins, S. J. (2016). Long-term assignment reward (dis)satisfaction outcomes: Hearing women's voices. *Journal of Global Mobility*, 4(2), 225–250.
- Smith, D. (2018, January). What trends are going to shape employee training in 2018? Delivering effective employee training. *Training and Development Excellence Essentials*.
- St John, C. (2015). The art of the termination. *Security Dealer & Integrator*, 37(2), 56–57.
- Stone, D. L., & Deadrick, D. L. (2015). Challenges and opportunities affecting the future of human resource management. *Human Resource Management Review*, 25(2), 139–145.
- Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The influence of technology on the future of human resource management. *Human Resource Management Review*, 25(2), 216–231.
- Tornikoski, C. (2011). Fostering expatriate affective commitment: A total reward perspective. *Cross Cultural Management*, 18(2), 214–235.
- Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR? *Human Resource Management Review*, 25(2), 188–204.
- Workplace violence, marijuana use, cybersecurity and leave laws among top HR challenges for 2019, says new XpertHR survey: HR challenges keep employers up at night. (2018, December 04). *PR Newswire*.
- Zugelder, M. T., Crosgrove, D. M., & Champagne, P. J. (2018). Sexual harassment prevention after #MeToo: Employers' need to reevaluate. *American Journal of Management*, 18(3), 104–112.

External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- Bankrate. (n.d.). Cost of living comparison calculator. Retrieved from <http://www.bankrate.com/calculators/savings/moving-cost-of-living-calculator.aspx>
- Central Intelligence Agency. (n.d.). The world factbook. <https://www.cia.gov/library/publications/resources/the-world-factbook/>
- Fang, M. (2018). 6 trends in the future of human resource management. Retrieved from <https://www.willistowerswatson.com/en/insights/2018/07/the-future-of-work-trends-in-human-resource-management>
- McCandless, K. (2018). The future of human resource management: How we will work in 2028. Retrieved from <https://lab.getapp.com/future-of-human-resource-management/>
- Morgan, J. (2017). What does the future of human resources look like? Retrieved from <https://www.inc.com/jacob-morgan/what-does-future-of-human-resources-look-like.html>
- Society for Human Resource Management. (n.d.). Bylaws and code of ethics. Retrieved from <https://www.shrm.org/about-shrm/pages/bylaws--code-of-ethics.aspx>
- Society of Human Resource Managers. (n.d.). Anti-harassment policy and complaint procedure (includes dating/consensual relationship policy provision). Retrieved from https://www.shrm.org/resourcesandtools/tools-and-samples/policies/pages/cms_000534.aspx

- U.S. Equal Employment Opportunity Commission. (n.d.). [Sexual harassment](https://www.eeoc.gov/laws/types/sexual_harassment.cfm). Retrieved from https://www.eeoc.gov/laws/types/sexual_harassment.cfm
- WorldatWork. (n.d.). [What is total rewards?](https://www.worldatwork.org/total-rewards-model/) Retrieved from <https://www.worldatwork.org/total-rewards-model/>

Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

Optional

The following optional materials are offered to provide you with a better understanding of the topics in this course. These materials are not required to complete the course.

Library

The following optional readings may be available in the Capella University Library. To find specific readings by journal or book title, use [Journal and Book Locator](#). Refer to the [Journal and Book Locator library guide](#) to learn how to use this tool. If the full text is not available, you may be able to request a copy through the [Interlibrary Loan](#) service.

- Anjum, A., Xu, M., Siddiqi, A. F., & Rasool, S. F. (2018). An empirical study analyzing job productivity in toxic workplace environments. *Journal of Environmental Research and Public Health*, 15(5), 1035–1049.
- Feldblum, C. R., & Masling, S. P. (2018, November 19). [Convincing CEOs to make harassment prevention a priority](#). *HRNews*.
- Turner, M. R., McIntosh, T., Reid, S. W., & Buckley, M. R. (2019). Corporate implementation of socially controversial CSR initiatives: Implications for human resource management. *Human Resource Management Review*, 29(1), 125–136.
- Widmer, L. (2018). [Combating sexual harassment in the workplace](#). *Risk Management*, 65(1), 30–32, 34–35.

External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- Berzon, A., & Maidenbergs, M. (2019). [Wynn Resorts executives ignored sexual misconduct claims against Steve Wynn](https://www.wsj.com/articles/wynn-resorts-executives-ignored-sexual-misconduct-claims-against-steve-wynn). Retrieved from <https://www.wsj.com/articles/wynn-resorts-to-settle-nevada-regulators-probe-11548711027>
- [Inspired eLearning](http://www.inspiredelearning.com/). (n.d.). Retrieved from <http://www.inspiredelearning.com/>

Unit 1 >> Introduction to Human Resources

Introduction

Human resources are like the earth's natural resources. They are highly diverse and often buried deep beneath the surface. They need to be discovered, refined and applied.

—Sir Ken Robinson

Many people think of the HR function in organizations as focused on performing specific organizational tasks, such as hiring, firing, and training. This is the traditional perspective of HR, but it is not optimal when linking the HR function to an organization's business goals.

Strong HR functions should be considered part of the strategic fabric of the organization. HR plays an integral role and serves as a true business partner that provides increasingly innovative, results-oriented business solutions. A key question explored during this unit is, "what is HRM, and how do HR practices support the organization?" By the end of this unit, you will realize the benefits of considering HR a strategic business partner. Adopting this perspective is a critical step to fully embracing current HRM philosophy and practices.

Throughout this course, you will learn about the fundamentals of HRM through your readings, assignments, and research. In each unit, you will encounter various HR-related functions that will require you to research the subject matter. By using the information you have gleaned from the units, you will need to carefully construct a strategy for effectively managing HR functions.

Before adding value to any function, especially HR, you need to understand the broad view of the function. Historically, HR was referred to as the *personnel* function. Some companies still use that terminology, while others have embraced the new terminology and, with it, a more comprehensive

view of the impact HR can have on the bottom-line results of the organization. While the personnel department can be dubbed the "hire, pay, and fire" record keeper, it can also hold a seat on the executive board as an equal participant in the strategic planning and management of all the organization's business activities. The role of HR in any particular company is as diverse as the companies and organizations operating in our global business environment.

This unit addresses the roles and activities of a company's HRM function and discusses its evolution and support of high-performance work systems. You will also look at expert reports on predictions for the future of HRM. With a broad view of HR, you will be better equipped to tackle all the practical assignments in this course.

Reference

Robinson, K. (n.d.). Work. Retrieved from <http://sirkenrobinson.com/work/>

Learning Activities

u01s1 - Studies

Readings

This unit's readings give you a taste of the purpose and mission of the HRM professional and inform both discussions in terms of strategic HR and trends in the field.

Use your *Fundamentals of Human Resource Management* text to read the following:

- Chapter 1, "Managing Human Resources."
- Chapter 2, "Trends in Human Resource Management."

Use the Capella University Library to read the following:

- [Finding high quality applicants rated as top HR challenge for 2019, says new Xpert HR survey: Workforce planning challenges keep employers up at night.](#) (2019, January 20). *PR Newswire*.
- [Meeting of minds of senior management on both sides is key to merger success.](#) (2017, January 11). *BioSpectrum*.
- Qamari, I. N., Dewayani, J., & Ferdinand, A. T. (2019). [Strategic human resources roles and knowledge sharing: How do enhancing organizational innovation?](#) *Calitatea*, 20(168), 86–92.
- [Workplace violence, marijuana use, cybersecurity and leave laws among top HR challenges for 2019, says new XpertHR survey: HR challenges keep employers up at night.](#) (2018, December 04). *PR Newswire*.

u01s2 - Assignment Preparation

Your first assignment, Employment Law, will be due in Unit 2. For this assignment, you are encouraged to begin researching sexual harassment and other forms of unlawful workplace harassment. Refer to the assignment instructions and scoring guide for more information, as you consider best practices and approaches for developing an anti-harassment workplace policy for one of the scenarios. A minimum of seven resources are required to support your approach to the new policy as well as your legal and strategic rationale.

u01d1 - Trends in Human Resources

Read the Discussion Participation Scoring Guide to learn how the instructor evaluates your discussion participation throughout this course.

Using the Internet or the Capella library, identify the top three challenges you think impact HRM in today's workplace. How do you think these challenges and opportunities will affect HRM in the next 10 years? Please cite any resources you utilize using current APA style and format.

Response Guidelines

Provide detailed and thoughtful responses to the posts of at least two other learners about current and future challenges and opportunities for HRM. Your responses should demonstrate your critical thinking ability. Brief responses like "I agree" or "Nice post" will not be considered thoughtful peer responses. Discussion is one of the great benefits of online learning. To fully reap the benefits of this course, it is crucial that you participate in the give and take of our dialogue. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[APA Style and Format](#)

[Capella University Library](#)

u01d2 - Human Resources As a Strategic Partner

Read the Discussion Participation Scoring Guide to learn how the instructor evaluates your discussion participation throughout this course.

Using the Internet or the Capella library, identify the most significant reasons why you believe it is important for HR to be considered a strategic business partner. Also, what are the disadvantages for organizations that do not view HR as a strategic business partner?

Response Guidelines

Provide detailed and thoughtful responses to the posts of at least two other learners on HR as a strategic partner. Your responses should demonstrate your critical thinking ability. Please cite any resources you utilize in your posts using current APA style and format.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[APA Style and Format](#)

[Capella University Library](#)

Unit 2 >> Legal Requirements Related to Human Resources

Introduction

It may be true that the law cannot make a man love me, but it can stop him from lynching me, and I that's pretty important.

—Martin Luther King Jr.

There are many different laws and regulatory bodies that impact an organization. Many of these, whether they are related to HR or not, impact the HR function. Some of the more crucial areas are equal employment opportunity, harassment, disability, and safety. While federal regulations are often the focus, it is important to remember that state and local authorities might have additional regulations that an organization will need to follow. While these laws can feel cumbersome, they are intended to protect both the employer and the employee. It is important to have an awareness of these ever-changing laws and to know where to find current information on them.

Reference

King, M. L., Jr. (1968). *The trumpet of conscience*. Boston, MA: Beacon Press.

Learning Activities

u02s1 - Studies

Readings

This unit's readings and multimedia provide you with context surrounding the issue of workplace harassment and some practical approaches. The SHRM anti-harassment policy in particular is a terrific template. So is the information found on the Equal Employment Opportunity Commission (EEOC) website. Both resources provide necessary support for your first assignment. Some of the articles directly relate to the discussion in this unit concerning trends, technology, and social media.

Use your *Fundamentals of Human Resource Management* text to read the following:

- Chapter 3, "Providing Equal Employment Opportunity and a Safe Workplace."

Use the Capella library to read the following:

- Adams, T. (2018). Should employers establish a policy on romantic relationships in the office? *HRMagazine*, 63(1), 9.
- Cascio, W. F. (2019). Training trends: Macro, micro, and policy issues. *Human Resource Management Review*, 29(2), 284–297.
- Chrobot-Mason, D., Belle, R. R., & Linnehan, F. (2013). Second hand smoke: Ambient racial harassment at work. *Journal of Managerial Psychology*, 28(5), 470–491.
- Headworth, A. (2015). Social media recruitment: How to successfully integrate social media into recruitment strategy. London, UK: Kogan Page.
 - Chapter 2, "Recruitment Using Social Media."
- Kleiner, K. (2012). What you need to know about sexual harassment: Understanding sexual harassment is crucial to assure a productive workplace and avoid lawsuits. *Nonprofit World*, 30(5), 12–13.
- Zugelder, M. T., Crosgrove, D. M., & Champagne, P. J. (2018). Sexual harassment prevention after #MeToo: Employers' need to reevaluate. *American Journal of Management*, 18(3), 104–112.

Use the Internet to read the following:

- Society of Human Resource Managers. (n.d.). Anti-harassment policy and complaint procedure (includes dating/consensual relationship policy provision). Retrieved from https://www.shrm.org/resourcesandtools/tools-and-samples/policies/pages/cms_000534.aspx
 - This unit's assignment, Employment Law, will ask you to research sexual harassment and other forms of unlawful workplace harassment to create a workplace anti-harassment policy. See the assignment requirements and scoring guide for more information.
- U.S. Equal Employment Opportunity Commission. (n.d.). Sexual harassment. Retrieved from https://www.eeoc.gov/laws/types/sexual_harassment.cfm

Multimedia

Complete the following Capella multimedia presentations related to employment:

- Affirmative Action Myths.
 - View the illustration that presents misconceptions about affirmative action.
- Employment and Labor Law Timelines.
 - View this interactive piece of the primary laws that govern employment and labor and are of vital concern to the HRM professional.

u02s2 - Optional Studies

Optional Readings

The following Capella library and Internet resources are not required, but they do offer additional support for the unit activities:

- Anjum, A., Xu, M., Siddiqi, A. F., & Rasool, S. F. (2018). An empirical study analyzing job productivity in toxic workplace environments. *Journal of Environmental Research and Public Health*, 15(5), 1035–1049.
- Berzon, A., & Maidenberg, M. (2019). Wynn Resorts executives ignored sexual misconduct claims against Steve Wynn. Retrieved from <https://www.wsj.com/articles/wynn-resorts-to-settle-nevada-regulators-probe-11548711027>
- Feldblum, C. R., & Masling, S. P. (2018, November 19). Convincing CEOs to make harassment prevention a priority. *HRNews*.
- Turner, M. R., McIntosh, T., Reid, S. W., & Buckley, M. R. (2019). Corporate implementation of socially controversial CSR initiatives: Implications for human resource management. *Human Resource Management Review*, 29(1), 125–136.

- Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR? *Human Resource Management Review*, 25(2), 188–204.
- Widmer, L. (2018). Combating sexual harassment in the workplace. *Risk Management*, 65(1), 30–32, 34–35.

u02s3 - Assignment Preparation

Your next assignment, Recruitment and Selection, will be due in Unit 3. You are encouraged to begin researching the topics of recruitment and selection, including best practices and approaches, for one of the assignment scenarios. Refer to the assignment requirements and scoring guide for more information. A minimum of three resources are required to support your work.

u02a1 - Employment Law

Preparation

Keep in mind that this assignment requires that two items be submitted: an anti-harassment workplace policy and a PowerPoint presentation. For this assignment, research sexual harassment and other forms of unlawful workplace harassment. Using one of the options below, consider best practices and approaches for developing an anti-harassment workplace policy. A minimum of seven resources is required to support your approach to the new policy, as well as your legal and strategic rationale.

Scenario

For this assignment, choose either option 1 or 2. You do not need to do both. You will apply one of these scenarios in the Instructions below. Both options will be graded using the same scoring guide.

Option 1

You are the new HR manager for Java Corp. The company has just lost a sexual harassment lawsuit, and damages included back pay, front pay, punitive damages, and attorneys' fees. The plaintiff, Ms. Stapel, was a female manager who had a consensual sexual relationship with her male boss, Mr. Rowe. Both moved up in title and responsibility over the past 5 years. After the relationship ended, Mr. Rowe made several offensive comments to coworkers without Ms. Stapel's being present and later, a number of other employees made offensive sexual comments directly to Ms. Stapel.

The company had a harassment policy but referred someone who felt harassed only to their immediate supervisor and provided no other avenues of complaint. Your first project for Java Corp. is to create a formal policy that will protect employees, the organization, and all stakeholders.

Option 2

Choose an organization to use for this assignment. It can be where you are currently employed or a company with which you are familiar. It *must* be an organization that is researchable because you will need to gather and analyze information to complete the assignment. You may use the same organization for the other assignments in this course.

If you choose the organization where you are currently employed, please keep in mind that the analyses you make must be based on facts that can be documented rather than your personal opinion as an employee.

Research the employment laws of the chosen organization.

Contact your instructor if you have questions.

Instructions

Based on your research of sexual harassment and other forms of unlawful workplace harassment, complete the following:

- Develop an anti-harassment workplace policy that includes the following components:
 - Objective.
 - Prohibited conduct under this policy, including discrimination, harassment, sexual harassment, and retaliation.
 - Confidentiality.
 - Complaint procedure.

- Prepare a PowerPoint presentation for upper management, including the following:
 - Explain the legal basis for protecting employees from harassment.
 - Describe the types of sexual harassment found in the workplace.
 - Quid pro quo.
 - Hostile work environment.
 - Explain other types of harassment to consider in a workplace policy.
 - Articulate the steps that can be taken to best legally protect the selected organization.
 - How sound are your reporting and investigation procedures?
 - Analyze organizational benefits realized by the anti-harassment policy's approach.
 - Consider reputation, employee morale, retention, and productivity.

Additional Requirements

Policy

The policy part of your assignment should meet the following requirements:

- **Length:** 3–5 pages. Strive to be as detailed as possible in addressing each of the policy's components above.
- **Written communication:** Communicate in a manner that is scholarly and professional. Your writing should be:
 - Concise and logically organized.
 - Free of errors in grammar and mechanics.
- **Resources:** If you use a source in the text of your policy, you need to reference it. The last page of your policy should be your reference list. Format all citations and references in accordance with current APA guidelines.

PowerPoint Presentation

Your PowerPoint presentation should meet the following requirements:

- **Audience:** Upper management of your selected organization.
- **Length:** 6–10 slides, including speaker's notes and a title and references slides.
- **Validation and support:** Use a minimum of seven relevant and credible scholarly or professional resources such as the *Wall Street Journal* to support your work.
- **APA format:** Format all citations and references in accordance with current APA guidelines.
- **Complexity:** Do not get hung up on adding graphics, audio, or video. This should be a summary of your policy and findings that highlights the key points of the information you gathered for your presentation.
 - Select a PowerPoint slide template appropriate for a professional presentation. Base your presentation on your anti-harassment workplace policy and include the supporting narrative as speaker's notes. Do not overbuild your slides; information that supports what you would say should appear as speaker's notes.

Note: It is expected that your SafeAssign results will be a high percentage match for the policy because you are aligning with legal standards. Your PowerPoint presentation should not be nearly as high a match. Make sure to cite your sources.

Refer to the Employment Law Scoring Guide to ensure you meet the grading criteria for this assignment before submitting it.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources

[APA Style and Format](#)

[Capella University Library](#)

[Guidelines for Effective PowerPoint Presentations \[PPTX\]](#)

[Writing Feedback Tool](#)

For this discussion, address the following:

- How do you think HRM is affected by technology, including social media?
- What other challenges and opportunities posed by technology do you think will affect HRM in the next 10 years?
- What are the legal implications of these technologies for organizations?

Response Guidelines

Provide detailed and thoughtful responses to the posts of at least two other learners on the impact of technology on HRM. Your responses should demonstrate your critical thinking ability. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

Course Resources

Undergraduate Discussion Participation Scoring Guide

APA Style and Format

Unit 3 >> Recruiting and Selecting Employees

Introduction

People talk about human capital, for instance, which is what labor accumulates through education and work experience. Human capital differs from the classic kind in that you can't inherit it, and it can only be rented, not bought or sold.

—**Kim Stanley Robinson**

In any organization, the people drive innovation, creativity, and the bottom line. People also consume a significant percentage of an organization's resources (for example, time and money). They represent a tremendous investment that needs to be carefully selected, nurtured, and groomed to maximize the organization's return on investment (ROI). Maximizing that ROI is crucial for business today.

This concept applies equally to all facets of an organization, including the human capital it employs. Therefore, attracting top talent that fits the organization is of considerable importance. The focus of this unit is to acquaint you with all of the factors that need to be considered when developing a strategy and the components for making that strategy successful, such as sourcing, advertising, interviewing, assessing, acquiring, and assimilating. With this knowledge, you will be able to optimize your success in attracting highly qualified individuals. The ability to attract talented people is one of the foundational skills for any HR professional. In addition to attracting top talent, you must make the decision about whom to bring on board and in what capacity: full-time, part-time, or contract. In this unit, you will become familiar with the terminology and strategic options for arriving at that best possible hiring decision, one of the most prevalent HR functions in all organizations.

Reference

Robinson, K. S. (1995). *Green Mars*. New York, NY: Bantam Books.

Learning Activities

u03s1 - Studies

Readings

This unit's readings and multimedia provide a firm foundation in HR recruitment best practices and some of the issues surrounding the use of social media. The articles provide an overall preparation for the unit discussion as well as the assignment, which is a recruitment and selection plan. Additional research is required to complete the assignment requirements.

Use your *Fundamentals of Human Resource Management* text to read the following:

- Chapter 5, "Planning for and Recruiting Human Resources."
- Chapter 6, "Selecting Employees and Placing Them in Jobs."

Use the Capella library to read or review the following:

- Headworth, A. (2015). *Social media recruitment: How to successfully integrate social media into recruitment strategy*. London, UK: Kogan Page.
 - Chapter 2, "Recruitment Using Social Media."
- Lundqvist, S. (2018, May–August). *Focus on the most critical demands in IT project manager recruitment*. *Journal of Modern Project Management*, 70–77.
- Miller, T. (2017). *Successful interviewing: A talent-focused approach to successful recruitment and selection*. New York, NY: Business Expert Press.
 - This e-book features interviewing techniques to select the best talented people.
- *Nursing – advanced nursing: studies in the area of advanced nursing reported from Ghent University (Recruiting nurses through social media: Effects on employer brand and attractiveness)*. (2017, June 30). *Health & Medicine Week*.
- Sackett, T. (2018). *The nuts and bolts of a great recruiter*. *HR Magazine*, 63(5), 83–85, 87, 89.

Multimedia

Complete the following Capella multimedia presentations:

- Myths About Hiring Your Employee.
 - This media includes myths about testing in employment too.
- Types of Employee Recruitment.
 - This media offers a glossary of recruitment terms.

u03a1 - Recruitment and Selection

Preparation

For this assignment, research the topics of recruitment and selection. Using one of the scenarios below, analyze best practices and approaches for these key HR functions. A minimum of three resources are required to support your work.

Scenario

For this assignment, choose either option 1 or 2. You do not need to do both. You will apply one of these scenarios in the Instructions below. Both options will be graded using the same scoring guide.

Option 1

You are the new HR manager for Java Corp. Java Corp. specializes in cold coffee and iced tea. Java Corp. is small but quickly growing. There are 300 employees in the company and the organization has a history of a stable workforce with very limited turnover. Recently, the company gained over 200 employees and there are a number of supervisory and managerial positions that need to be filled. The CEO has asked you to work with her to fill positions based on an organizational structure she has just created.

New supervisors and managers are needed in IT (one), marketing (one), operations (two), and security (one). Each of these areas has seasoned internal employees eager to compete for jobs, though some may not be as qualified as external candidates. Develop a recruitment and selection plan that is best suited for this situation and make appropriate recommendations to the CEO.

Option 2

Choose an organization to use for this assignment. It can be where you are currently employed or a company with which you are familiar. It *must* be an organization that is researchable, as you will need to gather and analyze information to complete the assignment. You may use the same organization you used for the Unit 2 assignment or a different one.

If you choose the organization where you are currently employed, please keep in mind that the analyses you make must be based on facts that can be documented rather than your personal opinion as an employee.

Research the recruiting and selection functions of the chosen organization.

Contact your instructor if you have questions.

Instructions

For this assignment, develop a recruitment and selection plan. In your plan:

- Analyze the role of the recruiter.
 - What unique opportunities and challenges are present for the selected company?
- Outline a recruitment process to meet organizational objectives for the selected company.
 - Include a step-by-step process for the selection of supervisors and managers. What best practices support your recommended best recruitment plan? Consider the use of social media, types of employment tests, and how to conduct effective interviews, for example.
 - Include policies that make the positions more attractive.
- Explain an organization's legal considerations for recruitment and selection functions.
- Analyze how to measure success of the chosen selection method for the selected company.
 - What metrics would you use for your selected company?

Additional Requirements

Your assignment should meet the following requirements:

- **Length:** 5–7 typed, double-spaced pages, in addition to a title page and reference page.
- **Written communication:** Communicate in a manner that is scholarly and professional. Your writing should be:
 - Concise and logically organized.
 - Free of errors in grammar and mechanics.
- **Validation and support:** Use a minimum of three relevant and credible scholarly or professional resources such as the *Wall Street Journal* to support your work. These resources should not include the resources found in this course.
- **APA format:** Format all citations and references in accordance with current APA guidelines.

Refer to the Recruitment and Selection Scoring Guide to ensure you meet the grading criteria for this assignment before submitting it.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources

[APA Style and Format](#)

[Capella University Library](#)

[Writing Feedback Tool](#)

u03d1 - Recruiting

Chapter 5 of your *Fundamentals of Human Resource Management* text covers how recruiting via the Internet can identify and attract potential employees.

Many companies use the Internet not only to post job openings, but also to provide potential job candidates with information about the company. This allows candidates to decide whether their values and their desired working conditions are a match with what the company can offer.

Using the Internet, search for and choose a company with a Careers page on its website. For this discussion, address the following:

- What does the website tell you about the characteristics and values of the company?
- Do you believe this site is effective in attracting high-quality candidates? Why or why not?

Response Guidelines

Provide detailed and thoughtful responses to the posts of at least two other learners on their experiences recruitment through websites. Your responses should demonstrate your critical thinking ability. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

APA Style and Format

Unit 4 >> Training and Development

Introduction

Train people well enough so they can leave. Treat them well enough so they don't want to.

—Sir Richard Branson

Training is one of the key elements that help produce a competitive workforce. It can help an organization communicate policies and procedures as well as educate employees on key processes related to their positions. Orientation, for example, can help introduce an organization to new employees. Training can take many forms, including classroom, online, and one-on-one mentoring. During challenging economic conditions, organizations sometimes consider reducing or eliminating the training budget, but leaders should be challenged to consider the cost of *not* conducting training. And while training helps make a company competitive, it can also help make sure an organization minimizes legal challenges.

Reference

Rise. (2017). 10 inspiring HR quotes for HR professionals. Retrieved from <https://risepeople.com/blog/10-inspiring-quotes-for-hr-professionals/>

Learning Activities

u04s1 - Studies

Readings

This unit's readings inform your understanding of issues surrounding the training of employees and provide direction for both discussions in this unit. You will explore e-learning websites and identify ways talent is developed through formal education, assessment, job experiences, and interpersonal relationships.

Use your *Fundamentals of Human Resource Management* text to read the following:

- Chapter 7, "Training Employees."
- Chapter 8, "Developing Employees for Future Success."

Use the Capella library to read the following:

- Rozillis, S. (2017, September). [9 ways to support and scale employee training with video: Using video in employee training](#). *Technology Enabled Learning Excellence Essentials*.
- Saha, N., Chatterjee, B., Gregar, A., & Sáha, P. (2016). [The impact of SHRM on sustainable organizational learning and performance development \[PDF\]](#). *International Journal of Organizational Leadership*, 5(1), 63–75.
- Smith, D. (2018, January). [What trends are going to shape employee training in 2018? Delivering effective employee training](#). *Training and Development Excellence Essentials*.

Optional Readings

You may choose to review the following in preparation for the first discussion in this unit:

- [Inspired eLearning](#). (n.d.). Retrieved from <http://www.inspiredelearning.com/>

u04s2 - Assignment Preparation

Your next assignment, Performance Management and Training, will be due in Unit 5. You are encouraged to begin researching the topic of performance management and training for an organization of your choice. Performance management includes the supervision of employees and ongoing goal setting,

training, and measurement to meet individual and organizational objectives. A minimum of five resources are required to support your work. Refer to the assignment requirements and scoring guide for more information.

u04d1 - Training

Many companies invest in training aimed at improving their business performance. An effective method of training delivery is e-learning. After visiting the Inspired eLearning website or another e-learning provider, answer the following questions based on the demonstration you viewed. If you chose to use a different e-learning provider than Inspired, include the website name in your post.

- One advantage of e-learning is that it can bring together audio and video clips, text, and images, and provide interaction with the user. How many of those elements are present in the demonstration you watched?
- Was the demonstration easy to understand and use? What would have made it easier to use?
- Was the demonstration interesting? What would have made it more interesting?
- Did the demonstration apply the principles of effective learning described in Chapter 7 of your *Fundamentals of Human Resource Management* text? Explain.

Response Guidelines

Provide detailed and thoughtful responses to the posts of at least two other learners on e-learning. Your responses should demonstrate your critical thinking ability. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[APA Style and Format](#)

[Inspired eLearning](#)

u04d2 - Employee Development As a Strategy

Chapter 8 of your *Fundamentals of Human Resource Management* text discusses the natural, but not automatic, progression from training employees for success in their current roles to engaging them in a process of development that can begin on their first day and extend beyond their tenure at the organization. The employee is not the only beneficiary of the effort; employee development can become a key component of organizational culture and drive competitive advantage as effectively as the best business plan.

Thinking about your own organization, or one you are familiar with, identify ways talent is developed in any or all of the four broad categories discussed in Chapter 8—formal education, assessment, job experiences, and interpersonal relationships. If your organization does not offer development opportunities, should it? Why or why not? Be careful not to think in terms of training that may be required. If the organization has a formal development program, is it effective? Why or why not?

Response Guidelines

Provide detailed and thoughtful responses to the posts of at least two other learners on their experiences with employee development. Your responses should demonstrate your critical thinking ability. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[APA Style and Format](#)

Unit 5 >> Managing Performance

Introduction

If business managed their finances as carelessly as they managed their people, then they would all be bankrupt.

—Bill Conaty and Ram Charan

Performance management is a process that is much more than a performance appraisal, which is often the perception. It is the process by which management ensures that employees are effective in meeting the organization's goals. Different positions, including HR, management, and the employee can be involved in establishing these goals. An employee's performance, as related to these goals, is formally measured in the appraisal. Performance should also be communicated informally through regular dialogue between manager and employee throughout the year. In theory, there should be no surprises during a performance appraisal, if the performance management system is effective.

Effective performance management encourages communication, establishes standards for rating performance, and helps the organization identify top, mid-range, and poor performers. Additionally, formal performance management is imperative to help protect an organization against employment-related legal claims.

Reference

Conaty, B., & Charan, R. (2010) *The talent masters: Why smart leaders put people before numbers*. New York, NY: Crown Publishing Group.

Learning Activities

u05s1 - Studies

Readings

This unit's readings and multimedia offer a framework for your assignment, a research paper on performance management and training, as well as substance for your unit discussion on the purposes of performance management. More research is required to complete the assignment requirements.

Use your *Fundamentals of Human Resource Management* text to read the following:

- Chapter 9, "Creating and Maintaining High-Performance Organizations."
- Chapter 10, "Managing Employees' Performance."

Use the Capella library to read the following:

- Cardy, R. L., & Munjal, D. (2016). Beyond performance ratings: The long road to effective performance management. *Industrial and Organizational Psychology*, 9(2), 322–328.
- Grenny, J. (2012). Change anything: The 21st-century approach to performance management and avoiding the willpower trap. *Leader to Leader*, 2012(63), 26–31.
- Pickett, L. (2015). The benefits of integrated performance management [PDF]. *Quality*, 54(11), 40–42.

Multimedia

Complete the following Capella multimedia presentation:

- Managing Performance.
 - This piece looks at measuring performance, the use of appraisals, providing feedback, and types of compensation and non-monetary rewards.

u05a1 - Performance Management and Training

Preparation

Research the topic of performance management and training for an organization of your choice. Performance management includes the supervision of employees and ongoing goal setting, training, and measurement to meet individual and organizational objectives. A minimum of five resources are required to support your work.

Scenario

Choose an organization to use for this assignment. It can be where you are currently employed or a company with which you are familiar. It must be an organization that is researchable, as you will need to gather and analyze information to complete the assignment. You may use the same organization you used for the previous assignments or a different one.

If you choose the organization where you are currently employed, please keep in mind that the analyses you make must be based on facts that can be documented rather than your personal opinion as an employee.

Research the performance management and training functions of the chosen organization.

Instructions

Write a research paper based on your research into the performance management system, which includes training, of the chosen organization. In your paper:

- Describe the performance management system currently in place.
- Explain the formal and informal performance feedback processes.
- Analyze best practices to improve employee performance.
- Analyze the importance of training to meet organizational needs and performance goals.
 - What should be considered in designing an effective training program?
- Explain how training and performance management protect an organization from possible litigation.

Note: You must address all the required elements of this assignment. If details for any of the bulleted points are unavailable, research the topic and present recommendations you believe would be best for the organization, along with your supporting rationale.

Additional Requirements

Your assignment should meet the following requirements:

- **Length:** 7–10 typed, double-spaced pages, in addition to a title page and reference page.
- **Written communication:** Communicate in a manner that is scholarly and professional. Your writing should be:
 - Concise and logically organized.
 - Free of errors in grammar and mechanics.
- **Validation and support:** Use a minimum of five relevant and credible scholarly or professional resources such as the *Wall Street Journal* to support your work. These resources should not include the resources found in this course.
- **APA format:** Format all citations and references in accordance with current APA guidelines.

Refer to the Performance Management and Training Scoring Guide to ensure you meet the grading criteria for this assignment before submitting it.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources

[APA Style and Format](#)

[Capella University Library](#)

[Writing Feedback Tool](#)

Chapter 10 of your *Fundamentals of Human Resource Management* text discusses the purposes of performance management. These include strategic, administrative, and developmental purposes. In your opinion, do all these purposes carry the same level of importance? Why or why not? Also, in what specific ways does performance management help protect an organization from performance-related litigation?

Response Guidelines

Provide detailed and thoughtful responses to the posts of at least two other learners on opinions or experiences with performance management. Your responses should demonstrate your critical thinking ability. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[APA Style and Format](#)

Unit 6 >> Global Human Resource Management

Introduction

The primary causes of failure in multinational ventures stem from a lack of understanding of the essential differences in managing human resources, at all levels in foreign environments.

—Robert L. Desatnick and Margo L. Bennett

Virtually every organization is impacted by the global environment. This can often mean utilizing HR management internationally. Global HRM can assume several forms, including using local residents as employees and sending employees to other countries as expatriates. A variety of factors impact global HRM, including culture, economic environment, and political environment. Additionally, each of the elements discussed during this course, including compensation, managing performance, and training, need to be examined and modified to accommodate the international workforce.

Reference

Desatnick, R. L., & Bennett, M. L. (1978). *Human resource management in the multinational company*. New York, NY: Nichols.

Learning Activities

u06s1 - Studies

Readings

This unit's readings offer a global HR approach and provide information needed for responding to the first discussion, and a framework in which you will add your own research to complete the second discussion. The articles also have the specific benefit of being highly relevant to your next assignment, Compensation and Benefits, in Unit 7.

Use your *Fundamentals of Human Resource Management* text to read the following:

- Chapter 16, "Managing Human Resources Globally."

Use the Capella library to read the following:

- Haile, S., & Williams, D. (2011). *Factors that influence expatriate compensation problems*. *Academy of Business Research Journal*, 1, 25–32.
- Shah, S. T. H., Kazmi, Z., Shah, T. A., & Jamil, R. A. (2016). *International human resource management: A review paper from Pakistani perspective*. *International Journal of Information, Business and Management*, 8(1), 114–121.
- Shortland, S., & Perkins, S. J. (2016). *Long-term assignment reward (dis)satisfaction outcomes: Hearing women's voices*. *Journal of Global Mobility*, 4(2), 225–250.
- Tornikoski, C. (2011). *Fostering expatriate affective commitment: A total reward perspective*. *Cross Cultural Management*, 18(2), 214–235.

Use the Internet to review the following:

- Central Intelligence Agency. (n.d.). [The world factbook](https://www.cia.gov/library/publications/resources/the-world-factbook/). <https://www.cia.gov/library/publications/resources/the-world-factbook/>

u06s2 - Assignment Preparation

Your next assignment, Compensation and Benefits, will be due in Unit 7. You are encouraged to begin researching compensation and benefits for one of the scenarios in the assignment. Refer to the assignment requirements, template, and scoring guide for more information. A minimum of two resources are required to support your work.

u06d1 - Selecting, Preparing, and Managing Expatriates

For this discussion, respond to the following about expatriates:

- Discuss the selection, preparation, management and compensation of expatriates. What are the key considerations of each?
- Discuss ways in which a foreign country's laws and culture are significant to informing HR's decisions.
- Discuss ways in which political, economic, and social conditions in a foreign country are significant to informing HR decisions.

Response Guidelines

Provide detailed and thoughtful responses to the posts of at least two other learners. Seek clarification and provide feedback on your studies and work experiences as you relate to their opinions and experiences with expatriates. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

Course Resources

Undergraduate Discussion Participation Scoring Guide

[APA Style and Format](#)

u06d2 - International Human Resources

Given the rapid pace of globalization within the world of business, organizations are finding themselves working more frequently both in and with foreign nations. Thus, some of the most difficult challenges in international HRM (IHRM) originate from the cultural differences encountered in various countries while conducting business as a multinational organization. The challenge becomes particularly acute when businesspeople lack knowledge of or sensitivity to cultural differences, the result of which may be mistakes made in business or personal interactions that offend or alienate foreign constituents.

Scenario

Assume that your management team is seeking your help with IHRM in a world of diversity. Specifically, they want a brief report about international business etiquette, customs, or protocol. The report should compare and contrast cultural differences potentially encountered while transacting business between other countries and the United States.

For this discussion, complete the following:

1. Select one country outside the United States.
2. Select a topic, and perform research about business etiquette, customs, or protocol for that country. You may use one of the suggested topics below or another pertinent topic of your choice.

3. Discuss briefly the similarities and differences with respect to cultural diversity while conducting business in your chosen country and the United States.

Suggested topics to research may include, but are not limited to:

- Appearance.
- Behavior.
- Communication.
- Time and space orientation.
- Formality.
- Tolerance.
- Saving face.
- Protocol for exchanging business cards.
- Women in the workplace.
- View on and practices about corruption.
- Nonverbal communication.

Response Guidelines

Provide detailed and thoughtful responses to the posts of at least two other learners on IHRM. Your responses should demonstrate your critical thinking ability. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[APA Style and Format](#)

[The World Factbook](#)

Unit 7 >> Compensation and Benefits

Introduction

A good job is more than just a paycheck. A good job fosters independence and discipline, and contributes to the health of the community. A good job is a means to provide for the health and welfare of your family, to own a home, and save for retirement.

—James H. Douglas, Jr

In this unit, you will continue to look at ways in which organizations can maximize the ROI in human capital by exploring total compensation and effective employee communication of plans, recognition, and rewards. All of these HR components play a critical role in motivating employees to reach their maximum potential.

Compensation is a combination of several elements, and a total compensation package typically includes base pay and benefits that are deemed appropriate to the environment in which a company or organization operates. Understanding the right balance begins with understanding a company's competitive position in the market and its ability to pay. Structuring the right package is most often the responsibility of HR.

Finding a base wage is a good beginning; however, in a competitive business climate, pay is not the only factor to consider. Benefits and incentives can sometimes be the winning edge in attracting and retaining the best staff for your venture. In this unit, you will explore the additional, not always well-communicated, side of compensation: benefits, incentives, perks, and intangible rewards in the employment contract.

The task of calculating the total compensation package is not always obvious. Occasionally, the best benefit may be invisible and may cost nothing. This unit pushes you to think creatively about rewarding work.

Structuring and communicating a total compensation package that meets regulatory requirements and the needs of the workforce requires a delicate balancing act between what is required and what will contribute to an effective relationship between employer, employee, and the community in which the company operates.

Reference

BrainyQuote. (n.d.). James H. Douglas, Jr. quotes. Retrieved from https://www.brainyquote.com/authors/james_h_douglas_jr

Learning Activities

u07s1 - Studies

Readings

This unit's readings and multimedia frame your understanding of compensation and benefits and will support both your assignment and discussion on the cost of living, using a comparison calculator from the Internet in this unit. Make sure to look back at the Unit 6 readings for further direction concerning expatriates that may be of value in preparing your assignment.

Use your *Fundamentals of Human Resource Management* text to read the following:

- Chapter 12, "Establishing a Pay Structure."
- Chapter 13, "Recognizing Employee Contributions With Pay."
- Chapter 14, "Providing Employee Benefits."

Use the Capella library to read the following:

- Gupta, N., & Shaw, J. D. (2014). [Employee compensation: The neglected area of HRM research](#). *Human Resource Management Review*, 24(1), 1–4.
- Kwon, J., & Hein, P. (2013). [Employee benefits in a total rewards framework](#). *Benefits Quarterly*, 29(1), 32–38.
- Loftus, J. C. (2013). [Don't just "show me the money," show me the total rewards](#). *CPA Practice Management Forum*, 9(3), 5–17.

As you know, the total cost of living varies greatly across the United States. In addition, specific types of expenses can vary greatly in two locations. Think of downtown parking in Manhattan, New York City, versus rural living in Oklahoma. There are salary calculators online that compare the cost of living in different cities, but they cannot account for everything.

Use the Internet to complete the following:

- Bankrate. (n.d.). [Cost of living comparison calculator](#). Retrieved from <http://www.bankrate.com/calculators/savings/moving-cost-of-living-calculator.aspx>
 - In this calculator, enter two cities and a salary level to compare. You will use the information from the calculator in the unit discussion.
 - **Note:** You may use this website or another one of your own choosing.
- WorldatWork. (n.d.). [What is total rewards?](#) Retrieved from <https://www.worldatwork.org/total-rewards-model/>

Multimedia

Complete the following Capella multimedia presentation:

- [Total Rewards Best Practices](#).
 - This piece looks at all the tools employers use to attract, motivate, and retain employees in the competitive work world.

u07a1 - Compensation and Benefits

Preparation

Research compensation and benefits for either Java Corp., or an organization of your choice. The Compensation and Benefits Template (linked in the resources) provides additional guidance on components that comprise employee pay or salary and benefits. A minimum of two resources are required to support your work.

Scenario

For this assignment, choose either option 1 or 2. You do not need to do both. You will apply one of these scenarios in the Instructions below. Both options will be graded using the same scoring guide.

Option 1

You are the new HR manager for Java Corp., a domestic cold coffee and tea company. Java Corp. is opening a new office in London, England. You are planning on filling one executive-level position with a U.S. citizen who is not already employed by Java Corp. The term of the initial assignment is two years. You must design a preliminary compensation package for this position.

Option 2

Choose an organization to use for this assignment. It can be where you are currently employed or a company with which you are familiar. It can be an organization that is researchable, as you will need to gather and analyze information to complete the assignment. You may use the same organization you used for the previous assignments or a different one.

If you choose the organization where you are currently employed, please keep in mind that the analyses you make must be based on facts that can be documented rather than your personal opinion as an employee.

Research compensation and benefits for the chosen organization. The company is opening a new branch office in London, England. You are planning on filling one executive-level position with a U.S. citizen who is not already employed by your company. The term of the initial assignment is two years. You are the new HR manager and must design a preliminary compensation package for this position.

Contact your instructor if you have questions.

Requirements

Using the Compensation and Benefits Template as a guide, create a compensation package for a new expatriate position. Include the following:

Pay or Salary

Complete the following:

- Describe key factors and decisions to make regarding base pay. **Note:** You do not need to indicate exact salary figures for this assignment.
- Analyze additional pay considerations for expatriate positions.
 - Consider incentive pay, foreign service premium, hardship allowance, and mobility premium.

Benefits

Complete the following:

- Analyze other legally required benefits for an employee.
 - Include standard benefits, protection programs and paid time off, Social Security, Medicare, federal and state unemployment, and workers compensation.
- Analyze the appropriateness of offering additional benefits.
 - These types of benefits could include relocation assistance, educational reimbursement, and home leave reimbursement, among others.
- Describe additional key considerations in designing a compensation package for this scenario's expatriate position.

Additional Requirements

Your assignment should meet the following requirements:

- **Length:** 3–5 typed, double-spaced pages, plus a reference page.
- **Written communication:** Communicate in a manner that is scholarly and professional. Your writing should be:
 - Concise and logically organized.
 - Free of errors in grammar and mechanics.
- **Validation and support:** Use a minimum of two relevant and credible scholarly or professional resources such as the *Wall Street Journal* to support your work.
- **APA format:** Format all citations and references in accordance with current APA guidelines.

Refer to the Compensation and Benefits Scoring Guide to ensure you meet the grading criteria for this assignment before submitting it.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources

[APA Style and Format](#)

u07d1 - Compensation

Based on the data you found using the Cost of Living Comparison Calculator on the Bankrate website (or another tool of your choosing), answer the following questions:

1. Which of the two cities you chose is more expensive? What is the difference in costs?
2. Would you expect an employee to need a raise to move to the more expensive city? In contrast, would you expect an employee to accept a pay cut to move to the less expensive city?
3. Would you use these calculators if you worked in the HR department of a company that asked employees to relocate for job transfers? Why or why not?

Response Guidelines

Provide detailed and thoughtful responses to the posts of at least two other learners on their cost of living findings. Your responses should demonstrate your critical thinking ability. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[APA Style and Format](#)

[Cost of Living Comparison Calculator](#)

Unit 8 >> Labor Relations

Introduction

The history of all hitherto existing society is the history of class struggles.

—**Karl Marx and Friedrich Engels**

Employment law governs all workplaces. When a union is present, there is another body of law that also guides and informs management-union relations. This legislation is known as labor law. The three primary federal laws regulating this relationship are the National Labor Relations Act (NLRA) (1935), also known as the Wagner Act; The Labor Management Relations Act (LMRA) (1947), also known as the Taft-Hartley Act; and the Labor Management Reporting and Disclosure Act (1959), also known as the Landrum-Griffith Act. These acts reflect the attitude of the times in which they were enacted, regarding the constant tension and power struggle between unions and management.

In an ideal workplace, management and employees would operate in harmony and their interests would coincide with one another. Realistically, this will not always be the case. One example of this would be when a company's interest in gaining higher profits results in a pay cut for the employees. In a scenario such as this, employees can negotiate with their employer themselves, but in a union environment, the interests of employees are represented by their union. The intent of labor unions is to represent employees' interests, and they achieve this by operating within a formal system of fielding complaints and negotiating labor contracts with members of the company's management. The labor contract becomes possibly the most important guidance for HRM professionals in a union environment. In this unit, you will consider the role of unions in the workplace and how they change some aspects of HRM.

Reference

Marx, K., & Engels, F. (1888). *The communist manifesto*. London, UK: Penguin Classics.

Learning Activities

u08s1 - Studies

Readings

The readings in this study provide sufficient preparation for addressing the issues in both discussions concerning labor unions and management relations.

Use your *Fundamentals of Human Resource Management* text to read the following:

- Chapter 15, "Collective Bargaining and Labor Relations."

Use the Capella library to read the following:

- Baten, V. (2018). Latinos and unions: The survival of organized labor depends on increasing Latino membership. *Harvard Journal of Hispanic Policy*, 30, 27–32.
- Burns, C. (2015). Decades in decline: The fall of unions in Maine. *TCA Regional News*.
- Greising, D. (2018, July 14). Public unions will survive Janus but post Janus, they will need to get more creative. *Pittsburgh Post – Gazette*.
- Otani, A. (2013, July 15). Hostess Twinkies return to stores, but unionized jobs disappear. *Christian Science Monitor*.
- Moore, D. (2018, April 12). New battles at state labor convention, unions confront uncertain future by embracing diversity, technology. *Pittsburgh Post – Gazette*.
- Public sector union clout may suffer after Janus case. (2018, June 27). *CQ News & Schedules*.
- Roundup: Union decline hurts wage increases for nonunion workers, study says; plastics company to build U.S. headquarters in Donora; more; union membership decline hurts nonunion workers, study says. (2016, August 30). *Tribune – Review / Pittsburgh Tribune – Review*.

u08s2 - Assignment Preparation

Your final assignment, Retention and Separation, will be due in Unit 9. You are encouraged to begin researching the topics of retention and separation for one of the scenarios in the assignment. Refer to the assignment requirements and scoring guide for more information. A minimum of two resources are required to support your work.

u08d1 - Unresolved Bargaining

When the bargaining process breaks down between union representatives and company management, union members occasionally will vote to stop working until demands are met; if the majority wins, employees will go on strike. There are alternatives to striking, including mediation, a fact-finder process, and arbitration. From an employer's standpoint, what are the benefits of each of these alternative methods? How about from an employee's standpoint?

Response Guidelines

Provide detailed and thoughtful responses to the posts of at least two other learners on unions. Your responses should demonstrate your critical thinking ability. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

Course Resources

Undergraduate Discussion Participation Scoring Guide

[APA Style and Format](#)

u08d2 - The Future of Unions

For this discussion, describe some of the challenges for the relevance of the modern union. What are some of the reasons for the decline in membership? Do unions need to change their focus to survive? What would be the result for workers without unions? What would be the result for employers? Explain.

Response Guidelines

Provide detailed and thoughtful responses to the posts of at least two other learners on these probing questions about the future of unions. Your responses should demonstrate your critical thinking ability. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

Course Resources

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Unit 9 >> Employee Retention

Introduction

It's a recession when your neighbor loses his job; it's a depression when you lose your own.

—**Harry S. Truman**

Once the best possible employees have been hired, the organization should use available resources to retain its top talent. The cost of turnover can be high, because organizations incur expenses of lost productivity and hiring someone new. Additionally, employees build knowledge, not only about the organization, but also about their positions. This can be both formal and informal knowledge, which are extremely important to the organization. When employees leave, they take this information with them, resulting in a loss for the organization. If mass turnover becomes a problem, this can ultimately impact customer service and the bottom line. To help maximize retention, employers need to recognize employee needs and be aware of the work environment.

While minimizing turnover is ideal, employees will still leave. They may leave voluntarily because they have found other employment, be a part of an involuntary termination, or have planned retirement. Whatever the reason, the HR department is responsible for having a plan to help minimize the disruption to the organization.

Organizations create discipline policies, both formal and informal, to ensure consistency in work expectations, correct performance issues, and provide legal protection in the event an involuntary termination should take place. In this unit, you will also consider the role of HRM related to discipline policies and how these policies can help protect an organization from employment-related lawsuits.

Reference

Goodreads. (n.d.). Harry Truman quotes. Retrieved from https://www.goodreads.com/author/quotes/203941.Harry_Truman

Learning Activities

u09s1 - Studies

Readings

This unit's readings are on retaining or terminating employees. Both the textbook chapter and the articles inform both discussions on the impact of supervision on employee retention and managing job withdrawals, as well as for your assignment, which is writing a memo on retention and separation.

Use your *Fundamentals of Human Resource Management* text to read the following:

- Chapter 11, "Separating and Retaining Employees."

Use the Capella library to read the following:

- Allison, L. (2012). Practical considerations of employee termination. *Business People*, 25(9), 86.
- Bernardin, H., Richey, B. E., & Castro, S. L. (2011). Mandatory and binding arbitration: Effects on employee attitudes and recruiting results. *Human Resource Management*, 50(2), 175–200.
- Cloutier, O., Felusiak, L., Hill, C., & Pemberton-Jones, E. (2015). The importance of developing strategies for employee retention. *Journal of Leadership, Accountability and Ethics*, 12(2), 119–129.
- Cran, C. (2012). Top 10 employee retention strategies. *Managing People at Work*, (369), 6.
- Falcone, P. (2017, January 25). Generic or specific termination letters: What's in your company's best interest? *HRNews*.
- McDonald, J. J., Jr. (2015). When firing people, put it in writing. *Orange County Business Journal*, 38(10), 20.
- St John, C. (2015). The art of the termination. *Security Dealer & Integrator*, 37(2), 56–57.

u09a1 - Retention and Separation

Preparation

Research the topics of retention and separation for either Java Corp., or an organization of your choice. A minimum of two resources are required to support your work.

Scenario

For this assignment, choose either option 1 or 2. You do not need to do both. You will apply one of these scenarios in the Instructions below. Both options will be graded using the same scoring guide.

Option 1

You are the new HR manager for Java Corp., a domestic cold coffee and tea company. Java Corp. has had trouble retaining valuable employees and the termination of a number of employees for performance and conduct has resulted in lawsuits. Prepare a memo to organizational management, analyzing best practices in approaches and procedures addressing each of these issues.

Option 2

Choose an organization to use for this assignment. It can be where you are currently employed or a company with which you are familiar. It *must* be an organization that is researchable, as you will need to gather and analyze information to complete the assignment. You may use the same organization you used for the previous assignments or a different one.

If you choose the organization where you are currently employed, please keep in mind that the analyses you make must be based on facts that can be documented rather than your personal opinion as an employee.

Research about retention and separation in the chosen organization.

Contact your instructor if you have questions.

Instructions

In your memo to organizational management:

- Apply best practices in employee engagement to the selected organization.
 - Include two best practices by HR professionals that would benefit the organization.
- Apply retention strategies to the selected organization.
 - Include two strategies. How can the organization reduce costly employee turnover?
- Explain the significance of voluntary and involuntary employee turnover for the selected organization.
- Analyze how employees and employers get the best results using progressive discipline.
 - What are two benefits of this approach?
- Analyze practical considerations in terminations.
 - What legal and ethical factors should employers consider in these situations?

Additional Requirements

Your assignment should meet the following requirements:

- **Length:** Three typed, double-spaced pages.
- **Written communication:** Communicate in a manner that is scholarly and professional. Your writing should be:
 - Concise and logically organized.
 - Free of errors in grammar and mechanics.
- **Validation and support:** Use a minimum of two relevant and credible scholarly or professional resources such as the *Wall Street Journal* to support your work.
- **APA format:** Format all citations and references in accordance with current APA guidelines.

Refer to the Retention and Separation Scoring Guide to ensure you meet the grading criteria for this assignment before submitting it.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources

[APA Style and Format](#)

[Capella University Library](#)

[Writing Feedback Tool](#)

u09d1 - Retention

Complete the following, using an organization you are familiar with, your own experience, or the textbook for information:

- Summarize an example of an effective supervisor.
 - How does this type of supervisor contribute to employee satisfaction?
- Summarize an example of an ineffective supervisor.
 - Did this supervisor undermine employee satisfaction?
 - Can this type of behavior harm the organization as a whole?

Response Guidelines

Provide detailed and thoughtful responses to the posts of at least two other learners on supervision and employee satisfaction. Your responses should demonstrate your critical thinking ability. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

Course Resources

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u09d2 - Job Withdrawal

Chapter 11 of your *Fundamentals of Human Resource Management* text discusses the process people often go through as dissatisfaction sours their commitment to the organization or their job. For this discussion, choose one of these options as a reference point on which to base your post:

- Option 1: Draw from your own work experience. Think about a job dissatisfaction experience you went through. It can be in your current job or a job you recently held.
- Option 2: Draw from a volunteer experience. Think about a time when you volunteered or were part of a charitable event or project.
- Option 3: Draw from another person's experience. Talk to a friend, relative, spouse, or coworker and ask them about a job dissatisfaction they have experienced.

Prepare a post that responds to these questions:

- Were you or the individual satisfied or dissatisfied with the overall job or volunteer work?
- Which category was, or is most likely to, foster the dissatisfaction? Categories could include personal dispositions, tasks and roles, supervisors and coworkers, or pay and benefits.
- How would you describe how your level or the individual's level of satisfaction or dissatisfaction was manifest, using the job withdrawal model on page 350? For example, did your behavior or the individual's behavior change? Did your or the individual's dissatisfaction cause you or the individual to avoid work by being late or absent, or quit? Perhaps, you or the individual withdrew psychologically but remained at work physically.
- How could the organization have prevented job withdrawal?

Response Guidelines

Provide detailed and thoughtful responses to the posts of at least two other learners about current and future challenges and opportunities for HRM. Your responses should demonstrate your critical thinking ability. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

Course Resources

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Unit 10 >> The Past, Present, and Future of Human Resource Management

Introduction

I believe in the dignity of labor, whether with head or hand, that the world owes no man a living but that it owes every man the opportunity to make a living.

—John D. Rockefeller, Jr.

Diversity, technology, the knowledge economy, globalization, and a host of other aspects of the future of business and HR provide both opportunities and challenges. How can the HRM professionals ensure improvement, efficiency, and growth? It is an exciting time to be in the field and the role of the HRM professional as a crucial strategic partner for successful endeavors has never been greater.

Throughout this course, you covered a wide variety of HR topics and have discussed in detail the various roles that HR plays in a successfully functioning organization. The role of the HRM professional has changed in terms of having a larger and more complex purpose within the successful modern organization. Reflect upon what you have learned and use this knowledge to anticipate options and approaches for the future.

Reference

Rockefeller Archive Center. (n.d.). The Rockefellers: In their own words. Retrieved from <http://www.rockarch.org/inownwords/>

Learning Activities

u10s1 - Studies

Readings

This unit's readings should prepare you to address both your reflection on your course learnings and the assessment of future challenges for HR and HRM professionals.

Use the Capella library to read or review the following:

- Akram, A. A., & Sidani, Y. (2016). Comparative international human resource management: Future research directions. *Human Resource Management Review*, 26(4), 352–358.
- Schoeneberg, W. (2016, September). The 6 pillars of professional power: P.A.M.P.E.R. your way to success. *Personal Excellence Essentials*.
- Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The influence of technology on the future of human resource management. *Human Resource Management Review*, 25(2), 216–231.
- Stone, D. L., & Deadrick, D. L. (2015). Challenges and opportunities affecting the future of human resource management. *Human Resource Management Review*, 25(2), 139–145.
- Ulrich, D., & Dulebohn, J. H. (2015). Are we there yet? What's next for HR? *Human Resource Management Review*, 25(2), 188–204.

Use the Internet to read the following:

- Fang, M. (2018). 6 trends in the future of human resource management. Retrieved from <https://www.willistowerswatson.com/en/insights/2018/07/the-future-of-work-trends-in-human-resource-management>
- McCandless, K. (2018). The future of human resource management: How we will work in 2028. Retrieved from <https://lab.getapp.com/future-of-human-resource-management/>
- Morgan, J. (2017). What does the future of human resources look like? Retrieved from <https://www.inc.com/jacob-morgan/what-does-future-of-human-resources-look-like.html>

u10d1 - Reflection

During this course, you have studied the fundamental topics that are essential in HRM. You considered many of the laws that govern HR and business practices, and you also discussed the role of HRM in the workplace. Upon reflecting about the topics you have studied, what are some you found to be most interesting and why?

Response Guidelines

Provide detailed and thoughtful responses detailed and thoughtful responses to the posts of at least two other learners. Your responses should demonstrate your critical thinking ability. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

Course Resources

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[APA Style and Format](#)

u10d2 - The Future of Human Resources

For this discussion, discuss what the greatest challenges are for HR and the HRM professional in the future? How will they be addressed? How will you be prepared to address them? Choose two challenges (either from your readings, your own research, or the news) and suggest approaches for maximum success.

Response Guidelines

Provide detailed and thoughtful responses detailed and thoughtful responses to the posts of at least two other learners on the future of HR. Your responses should demonstrate your critical thinking ability. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

Course Resources

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