



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.

COURSE DESCRIPTION AND OUTCOMES

Course Description:

After this Capstone course students will be able to apply the advanced theoretical and practical knowledge attained throughout the Human Resource Management graduate program. Students will be able to demonstrate their understanding of the legal and human resource dimensions of business through analysis as well as integrate communication and leadership skills in their current area of interest inside the HRM field.

Course Overview:

The Capstone course provides students with an opportunity to define, analyze and apply human resource theories and models to resolve a complex organizational problem or to enhance organizational performance. Students will utilize and integrate their academic knowledge and real-world experiences to strategize human resource-related solutions and opportunities in employee recruitment and selection, compensation, employee motivation, promotion of diversity and team cohesion, labor relations and collective bargaining, discipline and termination, management of performance to achieve results, and promotion of strategic objectives to enhance organizational performance.

Course Learning Outcomes:

1. Assess the role and importance of human resources in an organization.
2. Evaluate key obstacles and challenges experienced in HR.
3. Apply best practices for implementing organizational change.
4. Synthesize the pros and cons of certain interventions/decisions presented in case examples.
5. Strategically justify rationale for proposed recommendations based upon HR theory and successful practical examples.

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

Textbook Information is located in the CSU-Global Booklist on the Student Portal.

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

- Chapters 1 -2 and Case 1.2 “HRM Careers: Five Growing Areas of Human Resources” in *Cases in Human Resource Management*
- Findiki, M., Ugur, Y., & Yasin, R. (2015). Examining organizational innovation and knowledge management capacity: The central role of strategic human resource practices (SHRP). *Procedia - Social and Behavioral Sciences*, 181(11), 377-387.
- Tursunbayeva, A., Di Lauro, S. D., Pagliari, C. (2018) People analytics – A scoping review of conceptual boundaries and value propositions. *International Journal of Information Management*, 43, 224-247.
- Uhrin, Ā., Bruque-Cámara, S., & Moyano-Fuentes, J. (2017). Lean production, workforce development and operational performance. *Management Decision*, 55(1), 103-118.

Discussion (25 points)

Module 2

Readings

- Chapter 3 in *Cases in Human Resource Management*
- Berggren, N., & Nilsson, T. (2016). Tolerance in the United States: Does economic freedom transform racial, religious, political and sexual attitudes? *European Journal of Political Economy*, 45(Supplemental), 53-70.
- Gauthier, C. A. (2016). Obstacles to socioeconomic integration of highly

skilled immigrant women. *Equality, Diversity and Inclusion: An International Journal*, 35(1), 17-30.

- Kirton, G., Robertson, M., & Avdelidou-Fischer, N. (2016). Valuing and value in diversity: The policy-implementation gap in an IT firm. *Human Resource Management Journal*, 26(3), 321-336.
- U.S. Department of Labor. (n.d.). *elaws- Employment law assistance for works and small businesses*. Retrieved from <https://webapps.dol.gov/elaws/>

Discussion (25 points)

Capstone Assignment: The Legal Environment and Diversity (100 points)

For this Capstone assignment, you will assess legal and diversity factors that impact an organization. Furthermore, you will explain how an HR department can assist the organization in taking advantage of these factors and/or mitigate their impact on an organization's productivity and profitability.

The case study, which is found in this week's reading, focuses on Hilton Worldwide being named one of the top diversity companies. Hilton focuses on all employees being aware of major employment laws. Furthermore, Hilton Worldwide continues to foster and promote inclusion by emphasizing the importance of respect and involvement among individuals of all backgrounds.

For this Capstone assignment, you will determine the strategies human resources can utilize to create a team-oriented and inclusive workforce and organizational culture that raises creativity and productivity.

Develop a well-written paper that addresses the following.

- Examine the changing employment regulations and policies that impact global organizations.
- Propose specific tools or tests that human resource professionals can utilize that will assess the health of the organization or highlight potential negative issues within an organization. Human resources can more proactively address a situation before it affects the team-oriented culture of the organization, which then affects organizational productivity.
- Propose specific strategies that human resource professionals can enact to create a more team-oriented, collaborative, and inclusive culture in the organization.

Your paper should meet the following requirements:

- Be 5-7 pages in length.
- Include at least three different scholarly sources not utilized previously.
- Be formatted according to the CSU-Global Guide to Writing and APA.

Module 3

Readings

- Chapters 4, 5, and 6 in *Cases in Human Resource Management*
- Presbitero, A., Roxas, B., & Chadee, D. (2016). Looking beyond HRM practices in enhancing employee retention in BPOs: Focus on employee-organisation value fit. *International Journal of Human Resource Management*, 27(6), 635-652.
- Rani, N., & Singla, J. (2015). Auditing human resource functions & competencies: An empirical study. *Indian Journal of Industrial Relations*, 51(1), 109-120.

Discussion (25 points)

Capstone Assignment: Talent Acquisition and Employee Relations (100 points)

For this Capstone assignment, you will research HR best practices that can be used to ensure strong staffing and ensure better quality applicants are drawn to the company including focusing on employee/organization match. Then you will develop an HR Audit for talent acquisition.

Develop an HR Best Practices Audit that addresses the following operations of an organization:

- Identify critical mistakes that should be avoided during in the recruitment process, especially mistakes that may result in the recruitment challenges. This information would be beneficial to tailor a recruitment process that aligns with corporate culture and takes into consideration the current labor force and marketplace. For example, a more detailed job description is needed for specific positions such as an electrical engineer that will work with robotics in an autonomous flat organization culture.
- Describe recruitment processes that should be utilized to attract the most talented employees, regardless of industry or organizational type. In particular, present at least three strategies that should be utilized to ensure a talented employee pool.
 - For example, a strategy could be for human resources representatives to visit high schools, colleges, civic clubs, or local events to promote the organization.
- Create a table or checklist of items that the audit will address. Within the narrative section of your report, include information on how and what data will be collected. Explain how the data will be used when benchmarking with other organizations. For example, in the early 21st century, screening agents at airports in the South had a high turnover rate when compared to screening agents in the North. The comparisons and best practices were benchmarked against each other to create a better recruitment plan.

Your paper should meet the following requirements:

- Be 5-7 pages in length.
- Include at least two different scholarly sources not utilized previously.
- Be formatted according to the CSU-Global Guide to Writing and APA.

Module 4

Readings

- Chapters 10, 11, 12, and 13 in *Cases in Human Resource Management*
- Christ, M. H., Emmett, S. A., Tayler, W. B., & Wood, D. A. (2016). Compensation or feedback: Motivating performance in multidimensional tasks. *Accounting, Organizations and Society, 50*, 27-40.
- Sudiardhita, K. I. R., Mukhtar, S., Hartono, B., Herlita, S., Tuty, S., & Nikensari, S. (2018). The effect of compensation, motivation of employee and work satisfaction to employee performance PT. Bank XYZ (Persero) TBK. *Academy of Strategic Management Journal, 17*(4), 1-14.

Discussion (25 points)

Capstone Assignment: Workforce Management and Rewards (100 points)

For this Capstone assignment, you will research what motivates employees to perform. Then, you will assess how management type and rewards can improve employee motivation. A motivated workforce is integral to organizational success and profitability.

For this CTA, you will create a workforce management and rewards model using a specific motivation philosophy/theory. A rewards plan that does not stem from a strong motivation core will not be sustainable. When constructing the plan, examine how organizational structure and culture impact the types of compensation, benefits, and other opportunities offered.

Develop a well-written report that addresses the following:

Explain the main reasons that employees are motivated to perform in the workplace. In other words, what are the strategies or actions that motivate a typical organizational employee?

- Explain the main reasons that employees are motivated to perform in the workplace. In other words, what are the strategies or actions that motivate a typical organizational employee?
- Describe the role of compensation in the workplace, including its effect/impact on employee performance.
- Create a workforce management and rewards plan that takes into consideration the culture of the organization, can help attract and retain talented employees, and is not cost prohibitive to adapt. Your plan should reflect aspects of your selected motivation philosophy/ theory.

Your paper should meet the following requirements:

- Be 5-7 pages in length.
- Incorporate a table or figure that visualizes the strategies.
- Include at least two different scholarly sources not utilized previously.
- Be formatted according to the CSU-Global Guide to Writing and APA.

Module 5

Readings

- Chapters 7-9 in *Cases in Human Resource Management*
- Bendickson, J. S., & Chandler, T. D. (2017). Operational performance: The mediator between human capital developmental programs and financial performance. *Journal of Business Research, 94*, 162-171.
- Shafiee, H., Razminia, E., & Zeymaran, N. K. (2016). Investigating the relationship between organizational structure factors and personnel performance. *International Journal of Management, Accounting & Economics, 3*(2), 160-165. Retrieved from: http://www.ijmae.com/files/accepted/443_final.pdf

Discussion (25 points)

Module 6

Readings

- Hechanova, M. R. M., Caringal-Go, J. F., & Magsaysay, J. F. (2018). Implicit change leadership, change management, and affective commitment to change. *Leadership & Organization Development Journal, 39*(7), 914-925.
- Northon, L. (2017). On the brink. *HR Magazine, 62*(3), 18.
- Shuck, B., Adelson, J. L., & Reio, T. G. (2017). The employee engagement scale: Initial evidence for construct validity and implications for theory. *Human Resource Management, 56*(6), 953-977.
- Warrick, D. D., Milliman, J., & Ferguson, J. (2016). Building high performance cultures. *Organizational Dynamics, 45*(1), 64-70.

Discussion (25 points)

Capstone Assignment: Employee Engagement in Organizational Change (70 points)

For this Capstone assignment, you will create an organizational intervention and evaluation plan that focuses on technological and environmental impacts. Specifically, you will examine how to engage employees in organizational change efforts regardless of impact type.

Develop a well-written paper that addresses the following:

- Conduct an environmental scan and analyze at least two technological or environmental influences that are impacting an organization/industry of your choice.

- Recommend interventions or strategies that can be implemented to mitigate any negative impact that a new technology/environmental factor may have on the organization. Explain how the recommended strategies can be used to engage employees in the change process.
- Identify an evaluation process for the intervention plan. Specifically, explain how you will gauge the success of the plan.

Your paper should meet the following requirements:

- Be 5-7 pages in length.
- Include at least two different scholarly sources not utilized previously.
- Be formatted according to the CSU-Global Guide to Writing and APA.

Module 7

Readings

- Chapters 14-16 in *Cases in Human Resource Management*
- Shukla, T., & Singh, A. (2015). Organizational factors influencing innovation: An empirical investigation. *Journal of Strategic Human Resource Management*, 4(3), 66-73.
- Tucker, E. (2017). Engaging employees: Three critical roles for managers. *Strategic HR Review*, 16(3), 107-111.

Discussion (25 points)

Module 8

Readings

- Naznin, H., & Hussain, M. A. (2016). Strategic value contribution role of HR. *Vision*, 20(2), 135-138.
- Robinson, S., & Eilert, M. (2018). The role of message specificity in corporate social responsibility communication. *Journal of Business Research*, 90, 260-268.

Discussion (25 points)

Capstone Project: Strategic Human Resource Management (350 points)

To start your Portfolio Project, you will develop an audio script. The audio script should be a detailed script and reflect what you would say to executives during the presentation. The script will be read/used to present human resource strategies to executives. The script will be the first part of the Portfolio which will be added to the benchmarking and audit tools, detailed below, that can be used to assist an organization to transform the human resource function to a strategic business partner.

The introduction audio script needs to include the following:

- An introduction to the Portfolio Project.
- An assessment of the knowledge and competencies that a global human resource leader should possess. Describe how the denoted knowledge and competencies can be acquired and why these KSAs are critical.
- Create strategies for transitioning HR from a transactional/process-oriented role to a strategic partner role.

Your audio script will be the introduction to your portfolio and should meet the following requirements:

- Be 2-3 pages in length.
- Be formatted according to the CSU-Global Guide to Writing and APA.

Build your Portfolio to be either a 20-27 pages report or 12-17 slide Power Point presentation, which includes the following:

- Audio Script Introduction that recommends strategies for transitioning human resources from a transactional/process-oriented role with an organization to one in which it is a strategic partner in determining the future of an organization.
- Strategies for ensuring a legal and inclusive workplace (WK2 CT)
- HR Best Workforce Management Practices Audit (WK3 CT)
- Compensation and Benefits Plan (WK4 CT)
- Organizational Intervention and Evaluation Plan (WK6 CT)

Your project should meet the following requirements:

- Be 20-27 pages in length as a paper report or 12-17 slide power point presentation.
- Include at least 12 different scholarly sources.
- Be formatted according to the CSU-Global Guide to Writing and APA.

COURSE POLICIES

Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

Course Grading

20% Discussion Participation
45% Critical Thinking Assignments
35% Final Portfolio Project

IN-CLASSROOM POLICIES

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

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /repurposing your own work (see CSU-Global Guide to Writing & APA for 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.