



OL 211 Final Project Guidelines and Rubric

Overview

Many businesses and organizations large enough to require human resource management (HRM) will need someone that not only understands core human resource (HR) responsibilities, but also understands the vision and mission of the organization.

To align the core HR requirements of an organization with its strategic plan, you will conduct an HRM review of the organization in the Moller-Maersk case study located in the Harvard Business Review Coursepack. Be creative in assembling each of the individual components or HR tools to the HRM review so that they would be consistent with and add value to the organization. Complete the HRM review that illustrates how each of the HR tools plays a role in an organization's overall strategic plan.

The project is divided into four milestones, which will be submitted at various points throughout the course to scaffold learning and ensure quality final submissions. These milestones will be submitted in **Modules Two, Three, Four, and Five**. Your comprehensive proposal will be submitted in **Module Seven**.

This assessment addresses the following course outcomes:

- Explain core concepts of human resource management common in today's global workplace for promoting shared values throughout an organization
- Describe human resource management practices and theories that align to and promote the organization's vision, mission, and business
- Illustrate the functions of a human resource manager for ensuring alignment with the organization's strategic plan
- Explain modern human resource concepts and principles that are essential in a changing work environment

Prompt

In this assessment, you will review the human resource management (HRM) of the organization within the case study. This case study will give you the opportunity to explore various roles and processes within the human resources profession. A key skill for any professional working in human resources is the ability to develop and implement processes that align with a company's strategic plan and mission.

I. HRM Functions and Practices

- A. Explain why the human resource (HR) **function** should be aligned with an organization's strategic plan. [OL-211-03]
- B. Explain how current **global conditions** in this industry impact human resource management (HRM) practices within organizations. [OL-211-01]

II. Staffing

- A. Describe a process to **recruit** and select new employees who are aligned with the organization's vision and goals from the case study. [OL-211-02]

- B. Compare and contrast recruitment and selection of internal versus external **candidates** using best practices from the Society for Human Resource Management (SHRM) website. Refer to the Research and Metrics page for helpful resources. You may want to consider which method of recruitment would be most beneficial to this organization. [OL-211-01]

III. Training

- A. Describe the components of a **needs assessment** used to determine the training requirements of the organization. [OL-211-01]
- B. Explain the importance of developing **learning activities**. Be sure to incorporate adult learning principles and methods of experiential learning from this course. [OL-211-03]
- C. Illustrate the value of a **training needs assessment** in an organization. Support your response. [OL-211-01]
- D. Describe the importance of creating **SMART** objectives for a training plan. [OL-211-02]

IV. Evaluation

- A. Determine the HRM's role in the **performance management** process. How can you ensure the process aligns with the organization's strategic plan? [OL-211-03]
- B. Differentiate between various **performance appraisal** systems. Provide an example where one would be more applicable. [OL-211-02]
- C. How do you identify **best-suited appraisals** for employee job duties? Support your response with an example. [OL-211-04]
- D. Identify a variety of **performance rating scales** that can be used in organizations that includes graphical scales, letter scales, and numeric scales. Describe each scale. [OL-211-02]

V. Compensation

- A. Describe the **compensation** philosophy. How does the market influence this philosophy? [OL-211-04]
- B. Determine the value of **salary surveys** and describe the advantages of discretionary benefits. [OL-211-04]

Milestones

Milestone One: Evaluating Strategic Talent Management Initiatives—Functions and Practices/Staffing

In **Module Two**, you will write a short paper that addresses Sections I and II of the Final Project document. This milestone will be graded with the Milestone One Rubric.

Milestone Two: Employee Development Processes

In **Module Three**, you will write a short paper that addresses Section III of the Final Project document. This milestone will be graded with the Milestone Two Rubric.

Milestone Three: Performance Management

In **Module Four**, you will write a short paper that addresses Section IV of the Final Project document. This milestone will be graded with the Milestone Three Rubric.

Milestone Four: Compensation

In **Module Five**, you will write a short paper that addresses Section V of the Final Project document. This milestone will be graded with the Milestone Four Rubric.

Final Submission: Human Resources Management review

In **Module Seven**, you will finalize and submit a paper that is comprised of all the milestone submissions with edits based on instructor feedback. This milestone will be graded with the Final Project Rubric below.

Deliverables

Milestone	Deliverable	Module Due	Grading
1	Evaluating Strategic Talent Management Initiatives—Functions and Practices/Staffing	Two	Graded separately; Milestone One Rubric
2	Employee Development Processes	Three	Graded separately; Milestone Two Rubric
3	Performance Management	Four	Graded separately; Milestone Three Rubric
4	Compensation	Five	Graded separately; Milestone Four Rubric
	Final Submission: HRM review	Seven	Graded separately; Final Project Rubric (below)



Final Project Rubric

Guidelines for Submission: Submit your human resource management review adhering to the following guidelines: minimum of 7 pages, double-spaced, using 12-point Times New Roman font and following APA 6th edition format. Submit journal assignment as a Word document.

Instructor Feedback: This activity uses an integrated rubric in Brightspace. Students can view instructor feedback in the Grade Center.

Critical Elements	Exemplary (100%)	Proficient (85%)	Needs Improvement (55%)	Not Evident (0%)	Value
HRM Functions and Practices: Function	Meets “Proficient” criteria and explanation is supported with evidence	Explains why the human resource function should be aligned with an organization’s strategic plan	Explains why the human resource function should be aligned with an organization’s strategic plan, but explanation is cursory or inaccurate	Does not explain why the human resource function should be aligned with an organization’s strategic plan	8
HRM Functions and Practices: Global Conditions	Meets “Proficient” criteria and explanation is clear and detailed	Explains how current global conditions in the industry impact human resource management practices within organizations	Explains how current global conditions in the industry impact human resource management practices within organizations, but explanation is cursory or has gaps in accuracy	Does not explain how current global conditions impact human resource management practices within organizations	6
Staffing: Recruiting	Meets “Proficient” criteria and description demonstrates a nuanced understanding of the relationship between recruiting and the organization’s vision and goals	Describes a process to recruit and select new employees who are aligned with the organization’s vision and goals	Describes a process to recruit and select new employees who are aligned with the organization’s vision and goals, but description is cursory or inaccurate	Does not describe a process to recruit and select new employees who are aligned with the organization’s vision and goals	6
Staffing: Candidates	Meets “Proficient” criteria and establishes which method would be more beneficial for an organization based on the research	Compares and contrasts recruitment and selection of internal versus external candidates using the Society for Human Resource Management website as resource	Compares and contrasts recruitment and selection of internal versus external candidates but does not utilize the Society for Human Resource Management website as resource	Does not compare and contrast recruitment and selection of internal versus external candidates using the Society for Human Resource Management website as resource	6
Training: Needs Assessment	Meets “Proficient” criteria and description is clear and detailed	Describes the components of a needs assessment used to determine the training requirements of the organization	Describes the components of a needs assessment used to determine the training requirements of the organization, but description is cursory or inaccurate	Does not describe the components of a needs assessment used to determine the training requirements of the organization	6

Training: Learning Activities	Meets “Proficient” criteria and exhibits keen insight into the needs of adult learners	Explains the importance of developing learning activities, and incorporates adult learning principles and methods of experiential learning	Explains the importance of developing learning activities, but does not incorporate adult learning principles and methods of experiential learning	Does not explain the importance of developing learning activities	8
Training: Training Needs Assessment	Meets “Proficient” criteria and uses scholarly research to contextualize claims	Illustrates the value of a training needs assessment in an organization, and supports response	Illustrates the value of a training needs assessment in an organization, but does not support response	Does not illustrate the value of a training needs assessment	6
Training: SMART	Meets “Proficient” criteria and description is clear and detailed	Describes the importance of creating SMART objectives for a training plan	Describes the importance of creating SMART objectives for a training plan, but description is cursory or inaccurate	Does not describe the importance of creating SMART objectives for a training plan	6
Evaluation: Performance Management	Meets “Proficient” criteria and description is well supported and plausible	Determines HRM’s role in the performance management process including how the process aligns with the organization’s strategic plan	Determines HRM’s role in the performance management process, but does not include how the process aligns with the organization’s strategic plan	Does not determine HRM’s role in the performance management process	8
Evaluation: Performance Appraisal	Meets “Proficient” criteria and example is well supported and contextualized	Differentiates between the trait, behavioral, and results-based performance appraisal systems, and provides an example where each would be most applicable	Differentiates between the trait, behavioral, and results-based performance appraisal systems, but does not provide an example where each would be most applicable	Does not differentiate between the trait, behavioral, and results-based performance appraisal systems	6
Evaluation: Best-Suited Appraisals	Meets “Proficient” criteria and uses scholarly research to substantiate claims	Determines how to identify best-suited appraisals for employee job duties, and supports response with an example	Determines how to identify best-suited appraisals for employee job duties, but does not support response with an example	Does not determine how to identify best-suited appraisals for employee job duties	8
Evaluation: Performance Rating Scales	Meets “Proficient” criteria and description is clear and contextualized	Identifies a variety of performance scales that can be used in organizations and describes each	Identifies a variety of performance scales that can be used in organizations, but does not describe each scale	Does not identify a variety of performance scales that can be used in organizations	6
Compensation: Compensation	Meets “Proficient” criteria and description is clear and detailed	Describes the compensation philosophy and describes how the market influences this philosophy	Describes the compensation philosophy and describes how the market influences this philosophy, but description is cursory or inaccurate	Does not describe compensation philosophy	8
Compensation: Salary Surveys	Meets “Proficient” criteria and uses evidence to substantiate claims	Determines the value of salary surveys, and describes the advantages of discretionary benefits	Determines the value of salary surveys but does not describe the advantages of discretionary benefits	Does not determine the value of salary surveys	8

Articulation of Response	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	4
Earned Total					100%