



HR 413: HR MANAGEMENT CAPSTONE SPRING 2023

Course Prefix/Number: HRM413

Course Title: HR Management Capstone

Core/Elective Course:

Class Meeting Times: MW 3:30 PM - 04:45 PM

Instructional Modality: Classroom

Class Location: B312

Instructor: Dr. Farah Naqvi

Office Location:

Office Phone:

Email:

Office Hours: MW 2:00 PM to 3:30 PM

COURSE DESCRIPTION:

The capstone course is culminating educational experience in which students apply the knowledge and skills obtained throughout the human resources program; to synthesize all their learning within the context of a selected human resource management-related project to address real-world business and organizational challenges. The subject provides the opportunity to consolidate the acquired knowledge through an applied, problem-based, business project to improve the practice of evidence-based HRM in real-world settings. This course provides the opportunity for students to diagnose and investigate HR issues in a real company working within the body of contemporary knowledge, collect and analyze data, derive supportable conclusions, and make practical and actionable recommendations for change or enhancement of current practice. The applied nature of this capstone project requires a critical evaluative approach, empirical investigation and analysis and a combination of academic research and business report writing skills. While working individually and in team, the students will analyze existing organizational strategies and discuss their alignment with HRM functions. Furthermore, students will recommend solutions pertaining to staffing, training, performance evaluation and reward systems. The project requires reflection on the implications for professional practice from an ethical, professional, and continuous professional development standpoint.

AUK Mission Statement:

The American University of Kuwait is a liberal arts institution based on the American model of higher education. It is dedicated to providing students with knowledge, self-awareness, and personal growth experiences that can enhance critical thinking, effective communication, and

respect for diversity. AUK seeks to create leaders and lifelong learners who aspire to the highest standards of moral and ethical responsibility in their societies.

Department/College Mission Statement:

The College of Business and Economics provides an American educational experience producing ethical, innovative, articulate, and globally agile graduates. The College of Business and Economics strives to uphold the following values: Freedom of thought, expression, and intellectual inquiry, respect for individual identity and rights, and cultural diversity, commitment to high standards of morality, integrity, and social responsibility, and adherence to high professional standards and ethics.

Degree of learning for each Program Learning Outcomes in this course:

Program Learning Outcomes (PLOs)	
PLO1: Communication: Demonstrate effective English language communication skills in writing and oral presentations	A
PLO2: Ethical behavior: Articulate ethical and professional responsibilities, recognize ethical dilemmas, and formulate ethical strategies.	A
PLO3: Critical thinking: Identify, evaluate, analyze, and solve diverse and unstructured management problems in unfamiliar settings, use, synthesize, and evaluate data/ evidence, exercise judgment, and assess risks, understand the holistic and systemic nature of the organization and its internal and external environment.	A
PLO4: Global and multi-cultural aspects of business: Understand diverse cultures; develop intercultural skills; understand global processes; and be prepared for citizenship, both local and global.	A
PLO5: Entrepreneurial behavior: Entrepreneurship is value creation, iterative learning, opportunity identification, business development, venture creation and growth. Becoming entrepreneurial is personal development, creativity, self-reliance, initiative taking, and action orientation.	R
PLO6: Technology Agility: Develop a mastery of appropriate ICT in decision- making.	I

Course Objectives:

Upon the completion of this course, learners will be able to:

1. Discuss HRM from a strategic perspective, the current perception of the effectiveness of the HR function—and its implications for future HR practices.
2. Discuss the connection between HR and organizational strategy and the meaning and implications of a strategic approach to human resources.
3. Engage in personal, critical reflection about key HR issues and their implications for development as a leader within an organization
4. Critically analyze and discuss existing literature, contemporary HR policy and practice related relevant HR issues.
5. Undertake a systematic analysis of quantitative and/or qualitative information and present the results in a clear and consistent format.

Course Learning Outcomes: Upon successful completion of the course, students will be able to:

1. Critically evaluate HRM issues of strategic relevance: undertaking of a critical literature search and review of contemporary HRM practices.
2. Analyze a range of philosophies, approaches, strategies and ethical considerations for undertaking empirical research.
3. Generate, compile, interpret and evaluate data in a comprehensible manner.
4. Select and analyze business data in the context of existing global business environment to devise human resource management plans and strategy.
5. Demonstrate the ability to communicate their knowledge, exhibit teamwork and interpersonal skills.

Course Learning Outcomes (CLOs)	Corresponding PLO
CLO1:	PLO1, PLO3
CLO2:	PLO2
CLO3:	PLO2, PLO3
CLO4:	PLO4
CLO5:	PLO1

Course Delivery/Methodology:

For this course we will be meeting in-person and material will be presented through lectures and readings. All course material/lecture slides/readings will be posted on Moodle. All project deliverables must also be submitted through Moodle. You will be completing the following evaluations for this course: capstone project proposal/interim report/final report/project presentation/class participation. To successfully complete this course, you must complete readings ahead of time, perform well in the project deliverables and actively participate in class discussions by the posted due dates and times.

Required Textbook/Required Readings:

Strategic Human Resource Management, Jeffrey A. Mello, 5th edition, 2019 Cengage Learning

Supplemental Readings:

Valerie Anderson, Rita Fontinha, Fiona Robson. 2019. Research Methods in Human Resource Management Investigating a Business Issue. CIPD – Kogan. 4th Edition. ISBN-10: 0749498129 ISBN-13: 978-0749498122

Evaluations and Grading:

Evaluation Type	Weight	Link to PLO
Class Participation	10%	PLO1
Project Proposal	10%	PLO1, PLO2, PLO3 & PLO4
Interim Report	20%	PLO1, PLO2, PLO3 & PLO4
Final Report	40%	PLO1, PLO2, PLO3 & PLO4
Project Presentation	20%	PLO1, PLO3
Total	100%	

Class Participation: the degree of involvement in class discussions, asking and answering questions, sharing ideas, recent trends, company examples and innovative thoughts pertaining to the topic of discussion.

Project Proposal: The word length for the proposal should not exceed 1500 words (not including references), The language used should be succinct and appropriate for a business audience. The proposal will outline:

- Introduction & Background to the project topic (300 words)
- A brief review of pertinent academic literature related to the problem (500 words)
- Research design and methods (500 words)
- The expected findings/outcomes/deliverables of your project (100 words)
- Project timeline and the role of each of your team members in delivering the final outcome (100 words)

Interim Report: The interim report is submitted almost halfway through the process of completion of the final project. Below are the components to be included in the interim report:

Abstract	List of Tables and Figures	List of Abbreviations	Introduction	Literature Review	Research Methodology
<ul style="list-style-type: none"> • Goes in the front of the report • Most likely to be read first • Length must be a few hundred words • Should contain all the major points discussed in the report 	<ul style="list-style-type: none"> • Tables are used when all the data needs to be consolidated and presented to the reader all at once • Figures are used when a visual representation, such as a graph, a trend or a map, needs to be used in order to present the data or findings to the reader 	<ul style="list-style-type: none"> • Provided for terms that are not commonly known to most of your readers • Avoid for commonly used terms 	<ul style="list-style-type: none"> • Should include briefs regarding <ul style="list-style-type: none"> • Background of the study • Research problem • Aims and objectives • Data collected • Methodology • Conclusions and the findings (This section is not necessarily included in the interim report.) 	<ul style="list-style-type: none"> • Demonstrates the depth of your research to the examiner • Reflects your knowledge of the field • Literature review in the interim report should be as close as possible to the literature review of the final report 	<ul style="list-style-type: none"> • The interim report should suggest the research methodology that is going to be used • The research methodology should be explained as specifically as possible

The word length for the interim report should not exceed 4000 words (not including references).

Tips for writing Interim report:

- 1 • Include only the relevant information pertaining to the end result
- 2 • Research question should be mapped to the research objective
• Specifically define the research question that you are investigating
- 3 • Provide justification for studying only the particular area and not taking into consideration the rest
- 4 • Clearly explain the significance of your study and the contribution you are making through your project
• The end result should be relevant and novel
- 5 • Write the Background of the Study after completing all the sections in your report
- 6 • The Abstract should provide a brief overview of your dissertation

Final Report: The final capstone report should not exceed between 10,000 to 12,000 words including footnotes but excluding bibliography, unless otherwise agreed upon with the capstone supervisor. Students must adhere to the following standards and format:

- The capstone report must be typed on standard sized paper. The left margin should be 32 mm – 39 mm (1.25 - 1.5 inches). Top, bottom and right-hand margins should be 25mm (1.1 inches).
- Students must use 12-point font size and Times New Roman or Arial typeface.
- Students may use 14 or 16-point type to identify chapters, sections and subsections.
- The capstone report should be single-spaced. Quotations should be single spaced and indented from other text. Footnotes and the bibliography should be single-spaced.
- The capstone report must have clearly divided chapters or sections. Students will use a new page at the beginning of each new chapter or section.
- The pages of the capstone paper must be numbered consecutively and centered at the bottom of the page.

Contents of the Final Report: The final report should contain the following sections in the following order:

1. Title page
2. Approval page
3. Statement of authenticity
4. Abstract page
5. Table of contents
6. Body of Capstone report: An introduction, the chapters or sections forming the body of the paper and a conclusion
7. Appendices
8. Bibliography and/or references

1. Title Page

The title page should include the following information centered on the page:

- The name of the University
- The undergraduate program
- The award for which the capstone is submitted (i.e. Bachelor of Business Administration (BBA) in Human Resource Management)
- The title and subtitle
- The students' full names which should be the same as shown on the cover page, the approval page and the name required on your diploma
- The contact address (contact e-mail)
- The city and date of submission

This page should be neither numbered nor counted

2. Approval page

The approval page names the supervisor and the Dean of the School. This page is neither numbered nor counted.

3. Statement of authenticity page

The authenticity statement asserts that the paper is the work of the students and that all sources are appropriately cited. This page is neither numbered nor counted.

4. Abstract

An abstract will summarize the research as well as the principal points to be raised in the report. The abstract should include a short explanation of why the student chose the topic, what the student hope to accomplish, the methodology used, and the conclusion.

5. Table of contents

The Table of Contents must contain the following sections with page numbers: introduction, chapters and/or sections and sub-sections, a list of tables, a list of figures, appendices, and bibliography.

6. Body of capstone report

The body of the text must clearly indicate chapters, sections, and sub-sections. Each chapter, or section, must begin on a new page.

7. Footnotes

The students must consistently follow the citation format regarding in-text citations, footnotes, and bibliography.

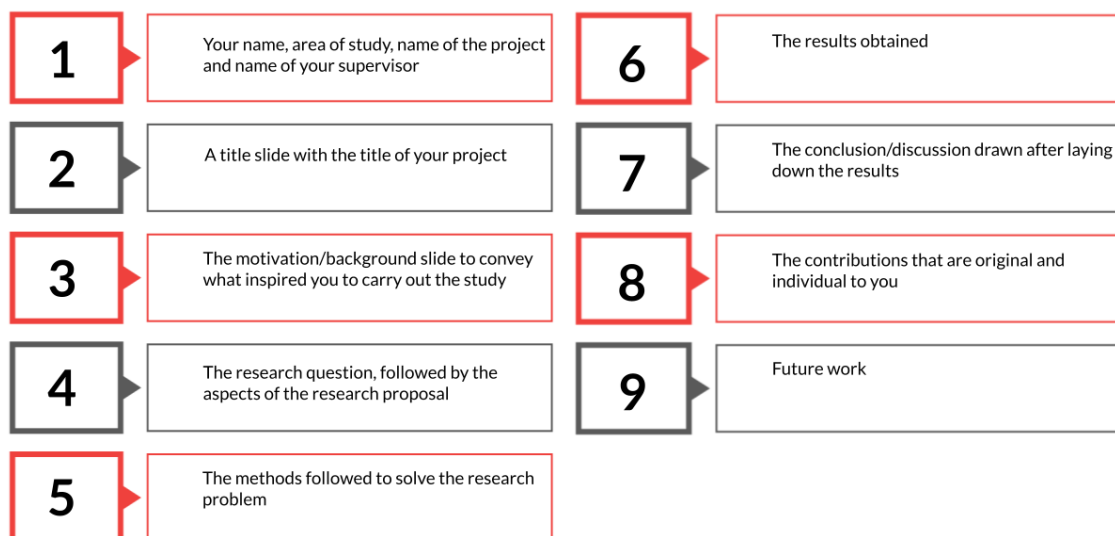
8. Bibliography

The bibliography must fully and accurately include all sources used.

Final Presentations

The student is required to compile, rehearse, and present the project work before supervisor. The presentation will take the form of an "oral defense," in which the supervisor will evaluate students on their overall project, research process and conclusions.

The image below shows the key features of a project defense presentation



STRUCTURE OF THE PPT

The Deadlines:

- The Information Session will be held on the second week of the semester. During the information session students will get acquainted with the rules, guidelines, deadlines, and sharing thoughts on preliminary organizations
- The student decides on the organization he/she wants to work with by the end of the third week of semester (22 Feb 2023).
- Students should submit project proposal no later than the sixth week of the semester (16 March 2023).
- The deadline for submission of interim report is no later than the ninth week of the semester (6 April 2023).
- Students should submit final report no later than fourteenth week of the semester (18 May 2023)
- The final presentation of the project will be held in fifteenth week (21 May 2023 – 25 May 2023).

AUK Official Grading Scale:

Letter Grade	Percentage	University Points
A	94-100	4.0
A-	90-93	3.7
B+	87-89	3.3
B	84-86	3.0
B-	80-83	2.7
C+	77-79	2.3
C	74-76	2.0
C-	70-73	1.7
D+	67-69	1.3
D	64-66	1.0
D-	60-63	0.7
F	0-59	0.0

AUK Attendance Policy:

Any student who misses more than 15% of class sessions of any course during a semester should expect to fail, unless she/he submits documented evidence to the course instructor of inpatient medical care, death of an immediate family member, academic instructional activities, or national athletic activities. If excused, students are required to satisfy all coursework due or assigned during their absence as determined by the course instructor. If a student does not submit documented evidence for her/his absence exceeding the limit, it is the student's responsibility to withdraw from the course by the specified deadline, as indicated on the academic calendar. Students who withdraw from a course receive a grade of "W". Students who do not withdraw from a course nor submit supporting documents for excessive absences will receive a grade of "FN" (failure for non-attendance).

Code of Academic Honesty and Integrity:

Upon admission to the American University of Kuwait, students agree to act responsibly in all areas of academic, personal and social conduct and to take full responsibility for their individual and collective action. Such regulations are found in the American University of Kuwait Catalogue, Student Handbook, and the AUK website at www.auk.edu.kw. Any question of interpretation regarding the code of academic honesty and Integrity shall be reported to the appropriate academic dean. The Code shall be reviewed annually at the discretion of the academic deans. Any student or student organization found to have committed the cited violations or misconduct, either on or off campus, is subject to the disciplinary sanctions outlined in adjudication procedures.

Students are expected and encouraged to be honest and maintain the highest standards of academic integrity in their academic work and assignments at the university. Any act of academic dishonesty may result in severe consequences for violations.

Plagiarism:

The term "plagiarism" includes, but is not limited to, an attempt of an individual to claim the work of another as the product of his or her own thoughts regardless of whether that work has been published. Plagiarism includes, but is not limited to, quoting improperly or paraphrasing text or other written materials without proper citation on an exam, term paper, homework, or other written material submitted to an instructor as one's own work. Plagiarism also includes handing in a paper to an instructor that was purchased from a term paper service or downloaded from the Internet and presenting another person's academic work as one's own.

Cheating:

The term "cheating" includes but is not limited to, copying homework assignments from another student; working together with another individual on a take-home test or homework when not approved by the instructor, looking at and/or copying text, notes or another person's paper during an examination when not permitted to do so. Cheating also includes the giving of work information to another student to be copied and/or used as his or her own. This includes but is not limited to giving someone answers to exam questions either when the exam is being given or after having taken an exam; informing another student of specific questions that appear or have appeared on an exam in the same academic semester; giving or selling a term paper, report, project or other restricted written materials to another student.

Academic Support:

Learning Support Services focuses on empowering students to become independent and successful learners by developing their literacy skills, enhancing their understanding, and helping them improve their academic and study skills. Learning Support Services is comprised of two centers: the Tutoring Center and the Writing Center. The Tutoring Center provides free academic support in various subjects to AUK student. Email: tutoringcenter@auk.edu.kw.

The Writing Center provides multilingual support (English, Arabic, French, and Spanish) through individual or small-group consultations. Email: writingcenter@auk.edu.kw

Disability Accommodations:

AUK provides equal and inclusive educational environment in order to enable all students to meet and perform requisite academic standards and to participate in the opportunities and activities of its community. If you believe you can benefit from accommodations for a learning, physical, or mental health disability, [click here to book a session through the Counseling Center/Disability Services Booking Page](#), to ask about disability services at AUK, initiate an accommodation plan, or receive disability services. You can also email counseling@auk.edu.kw if you need assistance in booking a session.

Course Policies/Student Responsibilities: Student Responsibility for Learning

I will organize, explain and illustrate course content and provide opportunities for you to learn. However, I cannot learn for you. You are responsible for learning. Accepting responsibility for learning, and so achieving academic success, requires you to adopt a mature non-adolescent attitude that does not blame anyone else for your failures. Instead, you must acknowledge your ability to control outcomes.

- Students are individually responsible for complying with regulations in the University Catalog. Failure to read, understand and/or comply with does not exempt students from the requirements.
- Students are expected to have read, understand and to obey the University's Code of Conduct and Academic Honesty. Students are required to read and sign the attached document pertaining to these expectations.
- Included in an AUK's code of conduct are the requirements that students must observe local and state laws as well as AUK's academic and behavioral regulations.
- Students are responsible for all course content. If a student misses a lecture for any reason, the student is responsible for all content and assignments that was presented during that lecture.
- Cell phones should not be used during class.
- The side conversation (on campus and online) makes it difficult for your classmates to listen and learn. So, please be considerate of others. If side conversation persists, you will be asked to leave the class and use a more appropriate setting. You will be considered absent from any class in which you are asked to leave.
- No electronic communication devices or recording devices will be permitted during quizzes and exams. Personal possession of any electronic device during quizzes and exams will be considered a violation of the Academic Integrity policy, which may result in a failing grade for the entire course.
- AUK requires instructors to be evaluated by their students. The results of these evaluations are important to provide feedback to instructors on how their performance can be

improved. In addition, these evaluations are carefully considered in promotion, salary adjustment, and other important decisions. AUK openly encourages students to provide feedback to the instructors and to the College through the evaluation process.

- Students are expected to observe the Academic Integrity policy detailed in the AUK catalog at all times. Particular attention is drawn to the policies on plagiarism, inappropriate collaboration, and dishonesty. Your AUK Student Handbook has a section that describes the student code of conduct. A violation of the Academic Integrity policy may result in a failing grade for the entire course.
- Please be sure to use your official AUK email account, write your full name, and indicate which class and section you are taking when you send me an email. If you have a question, please check the syllabus first and if your question is not answered there, then please feel free to send an email and I will be happy to clarify. I respond to questions via email or posted on the discussion forum within 24 hours of receiving them; if I do not respond within 24 hours, please re-send the email. Please note I normally respond during these working hours: 11:10 am to 02:10 pm UTR. Emails sent on weekends will be responded to on Sunday.
- All assignments must be submitted through Moodle. However, you may experience trouble submitting an assignment due to technology or internet issues. If such a situation does arise and you are unable to submit your assignment through Moodle, please send me an email at _____ and include the completed assignment. Please make sure that you email me the assignment before the deadline as this documents that you did finish everything by the due date and time, but that you just had a technology issue. This will ensure that your assignment will be accepted, and you will not get a 0. Once the technology or internet issue is resolved, please upload the assignment to Moodle. In general, always be sure to frequently save your files and keep backups of your assignments.

Course Schedule:

Week	Topic	Assignments	Due Dates
1	Human resources essentials -Investment in HRM: valuation of humans as important asset within organizations and the return on investment in HRM.		
2	Introduction to strategic HRM- Strategic management and its links to HRM. Process of strategic management.		
3	Investigating and researching HR issues, ethics, professionalism.	Finalizing the company for capstone project	22 Feb 2023
4	HR research - Planning the research process		
5	Research design and methodology-Collecting and recording qualitative/quantitative data. analyzing data. Writing up your project and making recommendations.		
6	HR planning: objectives and types of planning: aggregate and succession plans	Project Proposal Submission (10%)	16 March 2023
7	Staffing: temporary vs. permanent, internal vs. external.		

8	Training and development: benefits and ways of strategizing training and organizational development.		
9	Performance management: who to evaluate, how to evaluate, what to evaluate and measures for evaluation	Interim report Submission (20%)	6 April 2023
10	Compensation: Benefits and rewards, methods and systems, individual and team based		
11	Employee separation and retention: reductions in force; understanding the function of and processes associated with employee retention and its critical role in strategic human resource management		
12	Global human resource management		
13	Developing effective links between research and practice		
14	Discussion on Final Report	Final Report Submission (40%)	18 May 2023
15	Capstone Presentation Week	Presentation (20%)	22 May 2023 and 24 May 2023.
16	Review		

There may be changes to the schedule and syllabus during the semester. When this happens, I will inform you in class and over email.

Teaching and learning methodologies:

S. No	Teaching Method/Instruction	
1	Lecturers	<input checked="" type="checkbox"/>
2	Assignments	<input type="checkbox"/>
3	Case Based Learning	<input checked="" type="checkbox"/>
4	Case analysis	<input checked="" type="checkbox"/>
5	Project Report	<input checked="" type="checkbox"/>
6	Seminars	<input checked="" type="checkbox"/>
7	Class participation / Reading	<input checked="" type="checkbox"/>
8	Online Discussion / Instructions	<input type="checkbox"/>
9	Guest Speaker Sessions	<input type="checkbox"/>
10	Others (specify)	<input type="checkbox"/>

Project Evaluation Rubrics:

	FAIL >60%	PASS 60-79%	DISTINCTION 80-100%
Quality of argument	Poor or non-existent argument. Reasoning unclear throughout and no justification given to ideas and opinions offered.	Good use of arguments to support ideas and opinions. Reasoning clear throughout	Very good use of arguments. Reasoning clear, balanced and fair. Argument very thorough & comprehensive (watertight)
Use of theory in argument	No theories referenced. Or some theories referenced but which do not support argument	Good use and justification in selection of theories. Theories used both to support and/or to explore alternative arguments	+ Very good use and justification in selection of theories. Use of theories demonstrates the ability to critically evaluate and/or demonstrate innovative use of theory
Use of case study and other examples in argument	No use of case study and/or other examples. Or Some use of case study and/or other examples, but in a way which does not support the argument	Good use of case study and/or examples used to support, explore and justify argument and/or explore alternative arguments	+ Some critical evaluation of case study and/or examples used. Demonstrates ability to critically evaluate and/or demonstrate innovative use of case study and or examples
Quality of Conclusion	No conclusion or a Conclusion which does not attempt to answer question	A well-structured and balanced conclusion which addresses the question with some development of original ideas	+ Demonstrates development of original models/ theories
Structure & approach	No apparent structure or confusing writing style	A well written, clear and concise style, within the word limit Approach explained/ question refined and justified	+ Structure/ style used to emphasize argument & conclusion. Approach evaluated/ validity of work discussed with reference to relevance of work to body of knowledge evaluated

Marking scheme of the presentation of the project:

Organisation	Available marks	Result	Comments
<ul style="list-style-type: none"> • Introduces the purpose of the presentation clearly and creatively. • Student presents information in logical, interesting sequence which the audience can follow. • Ends with an accurate conclusion that relates to the main points discussed in the body. • Well-developed presentation that is completely supported by relevant facts/statistics/details. • Content is always related to the topic. 	30	/30	
Use of visual aids		Result	
<ul style="list-style-type: none"> • Visuals aids are designed and used to reinforce presentation thesis and maximize audience understanding; they are relevant and not added simply for the sake of use. 	10	/10	
Terminology		Result	
<ul style="list-style-type: none"> • Selects rich and varied words for context 	10	/10	
Delivery			
<ul style="list-style-type: none"> • Well –poised, speaks at the proper volume; and the right tempo; shows enthusiasm; confidence; speaker is clearly comfortable in front of the group. • Maintains eye contact without reading notes. 	30	/30	
Dynamics			
<ul style="list-style-type: none"> • Planning shows cohesive presentation. 	20		