



Knowledge & Vision

Course Description
Year 2022 - 2023



Master of Human Resource Management 2022		
Course Name: Human Resource Development and Leadership		Course Code: HRD 4022 (Google Classroom Code 5wn4aac)
Semester: One (Intake One)	ECTS: 10	Faculty E-mail: shantae@accord.edu.so
Time: All assignments are due by 11:59 p.m. Eastern Standard Time [EST] on the day assigned (which is 7:59 a.m. Greenwich Mean Time +3 (GTM +3) the next day).	Day of Class: Saturday Review online, LMS/ Google Classroom lectures. <ol style="list-style-type: none">1) Answer a discussion posting and respond to your fellow colleagues' postings.<ul style="list-style-type: none">• Complete one Discussion question for the week, postings are due by Day 3, and one response to a different classmate is due by Day 6.2) Complete essay assignments (due week 4 and week 9).<ul style="list-style-type: none">• These need to be submitted by Day 7	

Lecturer Name: Shantae' Coppock, Ph.D.

E-mail: shantae@accord.edu.so

Number: +1 267-241-1161

Student Support and Calendar Information

It is highly recommended that you print the following items for your reference: This Syllabus, including the Course Schedule that is linked on this page as a PDF; Term Calendar; and Student Support.

Course Description

Aviation safety refers to the efforts that are taken to ensure airplanes are free from factors that may lead to injury or loss. Jet airplanes always have been safe - they have to be, or the manufacturers would not be in business long. Commercial airlines and major manufacturers like Boeing Commercial Airplanes [NYSE: BA] adhere to every safety regulation mandated by the regulatory agencies - and then some.

Aviation security is only one component that may affect passenger safety. It is not so much related to the airplane itself, but rather to intelligence gathering, pre-boarding procedures and airport security personnel. It is mainly aviation security that has been receiving urgent attention since Sept. 11.

The class format is a combination of lecture, discussion, essays, and reading. Since readings are not large in scope, students are required to read the assigned readings before coming to the class for the discussion.

Course Outcomes

Discuss human resource management systems.

Describe stakeholders' reactions to human resource development.

Explain how human resources professionals improve planning and collaborate with supervisors, managers, and executives.

Recommended Readings

1. Lussier, R. N., & Hendon, J. R. (2020). Fundamentals of Human Resource Management: Functions, Application, Skill, Development 2nd Edition. Sage, London.
2. Werner, J. M., & DeSimine, R. L. (2012). Human Resource Development 6th Edition. Cengage Learning, Canada.
3. Carasco-Saul, M., Kim, W., & Kim, T. (2014). Leadership and Employee Engagement: Proposing Research Agendas Through a Review of Literature. Human Resource Development Review, 1-26. Sage, London. doi: 10.1177/1534484314560406.
4. Hughes, C. (2018). The Role of HRD in Using Diversity Intelligence to Enhance Leadership Skill Development and Talent Management Strategy. Advances in Developing Human Resources, 20 (3), 259-262. doi: 10.1177/1523422318778016.

Online Sources

1. HR Certification Institute, "About HRCI," <https://www.hrci.org/about-hrci/overview> (retrieved February 25, 2022).
2. The Equal Pay Act of 1963, <https://www.eeoc.gov/laws/statutes/epa.cfm> (retrieved February 25, 2022).
3. U.S. Census data, www.census.gov (retrieved February 25, 2022).

Course Schedule

For full assignment details and directions, refer to each week of the course. All assignments are due by 11:59 p.m. Eastern Standard Time [EST] on the day assigned (which is 7:59 a.m. Greenwich Mean Time +3 (GTM +3) the next day). The time stamp in the classroom will reflect Eastern Standard Time (EST), regardless of your time zone. As long as your submission time stamp is no later than 7:59 a.m. Greenwich Mean Time +3 (GTM +3), you have submitted on time.

Course Assignments

Discussions The exchange of ideas between colleagues engaged in scholarly inquiry is a key aspect of graduate-level learning and is a requisite activity in this course.

Requirements You are expected to participate at least **one** separate days a week in the weekly Discussion. Discussion topics/questions are provided on the Discussion page as well as in the Discussion Forum posting area. In addition, you are expected to respond to your fellow colleagues' postings. To count as participation, responses need to be thoughtful; that is, they must refer to the week's readings, relevant issues in the news, information obtained from other sources, and/or ideas expressed in other colleagues' postings. Where appropriate, you should use references to support your position.

Unless otherwise indicated:

- If there is **one** Discussion question for the week, postings are due by **Day 3**, and **one** responses to different classmates are due by **Day 6**.
- If there are **two** Discussion questions for the week:
 - Postings to Discussion 1 are due by **Day 3**, and responses are due by **Day 6**.
 - Postings to Discussion 2 are due by **Day 4**, and responses are due by **Day 7**. It is important to adhere to the weekly time frame to allow others ample time to respond to your posting.

Postings will be evaluated using the **Discussion Posting and Rubric** located in the **Course Information** area.

Assignments

Most weeks have an Assignment. These need to be submitted by **Day 7** of the week they are assigned. Assignments will be evaluated using the **Application Assignment Rubric** located in the **Course Information area**.

Final Project

This course has a Final Project that will be due in Week 9. The Final Project will be evaluated according to the indicators in the **Final Project Rubric** located in the **Course Information area**.

Grading

Assignment	Total Points	Weighted Total
Participation in Weekly Discussion 14 Discussions at 2 points per Discussion	28	20
Application Assignments 1 Application/ Essay Assignment at 27 points per Assignment*	27	40
Final Project (Due Week 9)**	45	40
Total	100	100%

Note: Skipping or waiving assignments in any Accord University course is never an option. If students neglect to complete any module assignments, the Instructor has the right to lower the final grade.

Grading Scale for Final Grade

Grade	Percent (%)
A	90–100
B	80–89
C	70–79
F	0–69

Feedback Schedule

The Instructor will log on to the course Discussion areas 3–5 days a week to evaluate and respond to class Discussions. Unless there is a specific question, your Instructor will not respond to every posting from each student. However, the expectation is that the Instructor will respond individually to at least two-thirds of the students each week. The Instructor will read every posting and expects all students to read every posting, including the Instructor's postings and classmates' postings. Frequently, the Instructor will choose to respond to a particular posting because the response to that posting addresses important issues. Additionally, Instructors may create summary postings that integrate and synthesize the main threads in the weekly Discussions.

The Instructor will respond to any specific course-related questions or concerns within 48 hours of receiving them in an e-mail or in a course posting. Questions related to the course and assignments should be posted on the online LMS platform available so that all class members benefit from the Instructor's response. Assignments will be returned by **Day 5** of the following week.

Course Procedures

You are expected to read the overall Syllabus and all materials listed under the Resources, Discussion, and Application buttons for each week. Further, you are expected to complete all assignments by the specified due date. It is in your best interest to complete work for the current week and to not "jump ahead" to future weeks.

Submitting Course Postings to the Weekly Discussion Areas

Be sure that you post to the correct Discussion area each week. Do not e-mail postings to the Instructor. For all initial Discussion postings, make sure that the first sentence of your posting reads **Main Question Post**. For your responses to others' response postings, make sure that the first sentence of your response reads **Response**. These actions will ensure easily identifiable subject lines for your postings and responses.

Submitting Assignments

Assignments are submitted and named according to the week in which they are submitted. Directions for naming each Assignment are included in each week's Assignment area.

E-Mailing Your Instructor

All e-mail correspondence must contain in the subject line **SSA4042-XX-Your Name (Course Code-XX is the semester number- Your Name)** followed by a brief description of the subject. This subject line convention ensures that your e-mail will be easily identified and responded to in a timely manner.

Preferred Methods for Delivering Assignments

1. Please make all postings and ask all questions related to the course in the Discussion areas, for general feedback.
2. Please submit all Assignments to the correct submission links.

Discussion Postings

No credit will be given for Discussion postings made after the week in which they are due unless prior arrangements are made with the Instructor. Exceptions will be made only for those rare situations that legitimately prevent a student from posting on time. Points will be deducted from late postings according to the **Discussion Rubric**, located in the **Course Information** area.

Assignments

Assignments are due on **Day 7** of the week they are assigned unless noted. Failure to meet the deadline without prior approval will result in a **1-point deduction per day**. Any Assignment submitted after **Day 3** of the following week will receive zero points.

Classroom Participation

In accordance with *The Department of Higher Education under Somali Federal Republic the Ministry of Education, Culture & Higher Education* guidance regarding class participation, Accord University requires that all students submit at least one of their required Week 1 assignments (which includes posting to the Discussion Board- **Google Classroom**) within each course(s) during the first 7 calendar days of class. For courses with two-week units, posting to the Discussion Board by Day 7 meets this requirement. The first calendar day of class is the official start date of the course as posted on your Accord academic page.

Assignments submitted prior to the official start date will not count toward your participation.

Students who **are taking their first class with Accord** and do not submit at least one of their required Week 1 assignments (or at least one Discussion post- **Google Classroom**) by the end of the 7th day will be administratively withdrawn from the university (if applies to Accord University).

Students who have already taken and successfully completed **at least one** or more class(es) with Accord, and who do not participate within the first 7 days, will be dropped from that class (if applies to Accord University).

If you have any questions about your assignments, or you are unable to complete your assignments, please contact your Faculty Member.

ACCORD University Student Handbook:

Rules and regulations will be enforced in this class at all times.

Students with Disabilities

For students with disabilities who require accommodations (academic adjustments and auxiliary aids or services) for this course, register with the Office of Student Disability Services at Accord University. After receiving documentation, speak with me during office hours to discuss the Accommodation Agreement form (if applies to Accord University).

Additional course work

I reserve the right to assign additional periodic assignments, including submitting discussion questions before class and quick in-class quizzes. I will try to give advance notice of these, and they will likely be infrequent. Also, check your ACCORD email several times per week for pertinent updates.

Extra Credit

I do not offer extra credit assignments. If you are looking for extra points, take that time and effort and put it into the rest of the assignments. Students have more than enough opportunities to counteract one or two unsatisfying grades.

Late Assignments

All assignments are due as scheduled. If you need an extension, please request one. In general, I offer each student free late submission up to one week late per **semester**, so long as the student contacts me beforehand. One additional late assignment might be accepted with point deductions, at the instructor's discretion, and again, within that one-week-late timeframe. After that, all assignments will become zeros.

EMERGENCY INFORMATION

If we should have to cancel classes due to an emergency, you will get updated information from the University. You can also check your ACCORD University email account regularly for information updates from me on readings and class assignments. We will try to the extent that we can keep up with our studies and instruction online, LMS. You can also contact me at (shantae@accord.edu.so) if you have any questions.

Schedule

Week	Date:	Topic:	Literature:
1.	March 5, 2022	Strategies for HRM/ HRD.	<p>Discussion 1 and respond to one classmate</p> <p>What strategies effectively motivate employees to meet and maintain organizational goals at high performance?</p> <p>(Reading)</p> <p>Lussier, R. N., & Hendon, J. R. (2020). Fundamentals of Human Resource Management: Functions, Application, Skill, Development 2nd Edition. Sage, London. Chapters: 2, 4, & 10-14.</p> <p>Werner, J. M., & DeSimine, R. L. (2012).</p>

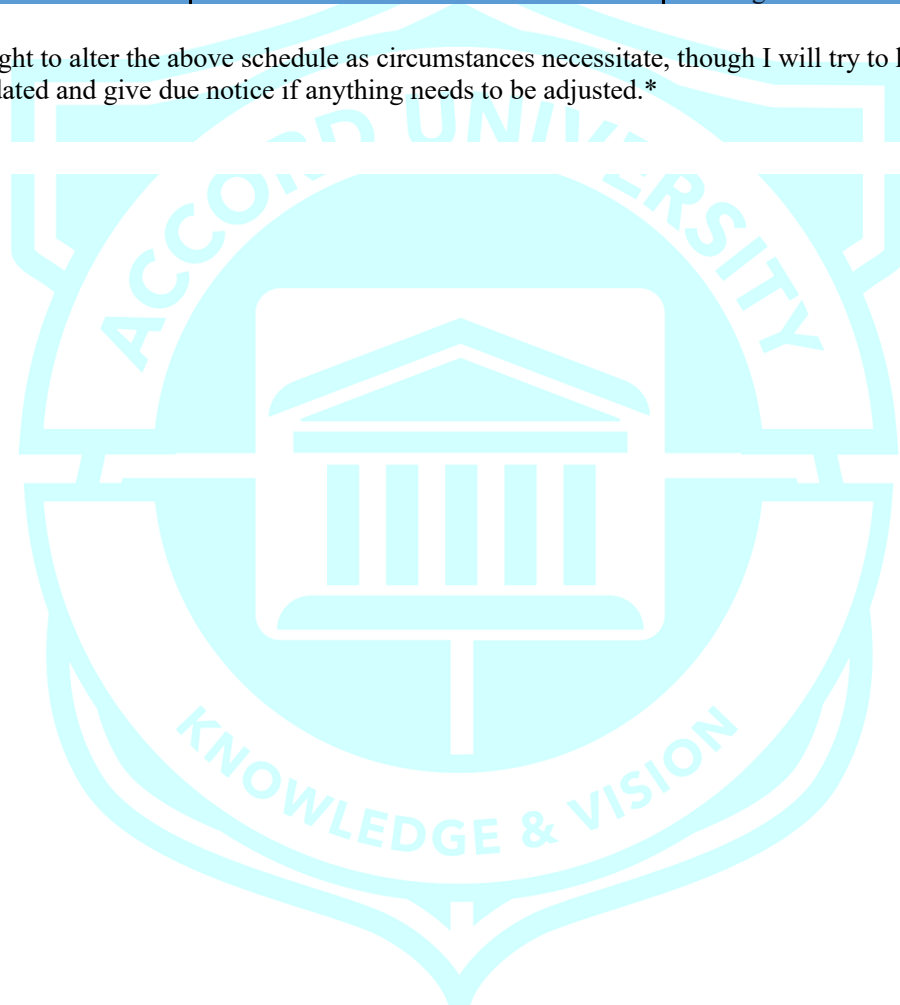
			Human Resource Development 6 th Edition. Cengage Learning, Canada. Chapters: 2, 4-6, & 12-14.
2.	March 12, 2022	Training.	<p>Discussion 2 and respond to one classmate</p> <p>What are the necessary tools used to train new and current employees?</p> <p>(Reading)</p> <p>Lussier, R. N., & Hendon, J. R. (2020). Fundamentals of Human Resource Management: Functions, Application, Skill, Development 2nd Edition. Sage, London. Chapters: 7 & 8.</p> <p>Werner, J. M., & DeSimine, R. L. (2012). Human Resource Development 6th Edition. Cengage Learning, Canada. Chapters: 5-6, 9-10, & 15.</p> <p>Hughes, C. (2018). The Role of HRD in Using Diversity Intelligence to Enhance Leadership Skill Development and Talent Management Strategy. <i>Advances in Developing Human Resources</i>, 20 (3), 259-262. doi: 10.1177/1523422318778016.</p>
3.	March 19, 2022	Evaluation.	<p>Discussion 3 and respond to one classmate</p> <p>How does HRMS measure outcomes?</p> <p>(Reading)</p> <p>Lussier, R. N., & Hendon, J. R. (2020). Fundamentals of Human Resource Management: Functions, Application, Skill, Development 2nd Edition. Sage, London. Chapters: 4, 7, & 8.</p> <p>Werner, J. M., & DeSimine, R. L. (2012). Human Resource Development 6th Edition. Cengage Learning, Canada. Chapters: 7, & 13-14.</p> <p>Carasco-Saul, M., Kim, W., & Kim, T. (2014). Leadership and Employee Engagement: Proposing Research Agendas Through a Review of Literature. <i>Human Resource Development Review</i>, 1-26. Sage, London. doi: 10.1177/1534484314560406.</p>
4.	March 26, 2022	Leadership Program.	<p>Assignments/Essay</p> <p>Develop an HRM leadership program using strategy, training, and evaluation to meet organizational goals (5 pages not including title and resources)?</p>

			<p>Discussion and respond to one classmate</p> <p>No Discussion this week.</p> <p>(Readings)</p> <p>Lussier, R. N., & Hendon, J. R. (2020). Fundamentals of Human Resource Management: Functions, Application, Skill, Development 2nd Edition. Sage, London.</p> <p>Werner, J. M., & DeSimine, R. L. (2012). Human Resource Development 6th Edition. Cengage Learning, Canada.</p> <p>Carasco-Saul, M., Kim, W., & Kim, T. (2014). Leadership and Employee Engagement: Proposing Research Agendas Through a Review of Literature. Human Resource Development Review, 1-26. Sage, London. doi: 10.1177/1534484314560406.</p> <p>Hughes, C. (2018). The Role of HRD in Using Diversity Intelligence to Enhance Leadership Skill Development and Talent Management Strategy. Advances in Developing Human Resources, 20 (3), 259-262. doi: 10.1177/1523422318778016.</p>
5.	April 2, 2022	New Employees.	<p>Discussion 4 and respond to one classmate</p> <p>What strategies are used to recruit and gain commitment from new employees?</p> <p>(Readings)</p> <p>Lussier, R. N., & Hendon, J. R. (2020). Fundamentals of Human Resource Management: Functions, Application, Skill, Development 2nd Edition. Sage, London. Chapters: 6-13.</p> <p>Werner, J. M., & DeSimine, R. L. (2012). Human Resource Development 6th Edition. Cengage Learning, Canada. Chapter: 8.</p> <p>Carasco-Saul, M., Kim, W., & Kim, T. (2014). Leadership and Employee Engagement: Proposing Research Agendas Through a Review of Literature. Human Resource Development Review, 1-26. Sage, London. doi: 10.1177/1534484314560406.</p>
6.	April 9, 2022	Legal Ramifications.	<p>Discussion 5 and respond to one classmate</p> <p>How are laws integrated into HRMS?</p> <p>(Readings)</p> <p>Lussier, R. N., & Hendon, J. R. (2020).</p>

			<p>Fundamentals of Human Resource Management: Functions, Application, Skill, Development 2nd Edition. Sage, London. Chapters: 3, & 9-14.</p> <p>Werner, J. M., & DeSimine, R. L. (2012). Human Resource Development 6th Edition. Cengage Learning, Canada. Chapter: 15.</p> <p>Hughes, C. (2018). The Role of HRD in Using Diversity Intelligence to Enhance Leadership Skill Development and Talent Management Strategy. <i>Advances in Developing Human Resources</i>, 20 (3), 259-262. doi: 10.1177/1523422318778016.</p>
7.	April 16, 2022	Leadership from Supervisors, Managers, and Executives.	<p>Discussion 6 and respond to one classmate</p> <p>How do leadership characteristics or theories impact employees and the organization's forecast?</p> <p>(Readings)</p> <p>Lussier, R. N., & Hendon, J. R. (2020). <i>Fundamentals of Human Resource Management: Functions, Application, Skill, Development 2nd Edition</i>. Sage, London. Chapter: 7.</p> <p>Werner, J. M., & DeSimine, R. L. (2012). <i>Human Resource Development 6th Edition</i>. Cengage Learning, Canada. Chapter: 10, & 13.</p> <p>Carasco-Saul, M., Kim, W., & Kim, T. (2014). Leadership and Employee Engagement: Proposing Research Agendas Through a Review of Literature. <i>Human Resource Development Review</i>, 1-26. Sage, London. doi: 10.1177/1534484314560406.</p> <p>Hughes, C. (2018). The Role of HRD in Using Diversity Intelligence to Enhance Leadership Skill Development and Talent Management Strategy. <i>Advances in Developing Human Resources</i>, 20 (3), 259-262. doi: 10.1177/1523422318778016.</p>
8.	April 23, 2022	Safety.	<p>Discussion 7 and respond to one classmate</p> <p>What safety strategies promote organizational sustainability?</p> <p>(Readings)</p> <p>Lussier, R. N., & Hendon, J. R. (2020). <i>Fundamentals of Human Resource Management: Functions, Application, Skill,</i></p>

			Development 2 nd Edition. Sage, London. Chapters: 9 & 12. Werner, J. M., & DeSimine, R. L. (2012). Human Resource Development 6 th Edition. Cengage Learning, Canada. Chapter:11 .
9.		Final Exam	April 30, 2022 Assignments/Essay Develop a strategic plan aimed at upskilling and transferring HR professionals into organizational leaders who will face an uncertain and disruptive future (10 pages not including title and resources)?

I reserve the right to alter the above schedule as circumstances necessitate, though I will try to keep the information updated and give due notice if anything needs to be adjusted.



Course Information

Discussion Posting Rubric

Read the discussion prompt carefully.	Prepare adequately.	Construct a draft.	Review and revise.	Submit.
<p>Pay special attention to:</p> <p><i>Purpose:</i> What question or required reading are you being asked to respond to?</p> <p><i>Particulars:</i> What is the word limit? When is the due date and time? What sources are you expected to draw on?</p> <p><i>Response type:</i> Are you being asked to reflect on personal experience, determine a solution to a problem, compare two ideas, or make an argument?</p> <p><i>Formatting:</i> What formatting has your instructor requested? If no specific formatting is indicated, follow general APA guidelines.</p> <p><i>Expectations:</i> How will your discussion post be assessed? Consult your course materials or instructor.</p>	<p>Pay special attention to:</p> <p>Before beginning your post, make sure you have read all of the required readings with a critical eye.</p> <p>Access your instructor's feedback on previous assignments. Based on that feedback, how do you want to improve in this next post?</p> <p>After reading, spend some time jotting down your reactions, ideas, and responses to the reading.</p> <p>Determine one-two of your strongest ideas, which you will structure your response around, by assessing the amount of evidence you have to support a particular assertion, response, or claim.</p> <p>Logically piece together a rough outline of your evidence to make your claim both clear and persuasive.</p>	<p>Pay special attention to:</p> <p>Discussion post assignments often have multiple questions. Instead of answering each one in order, use a topic sentence to bring all points together into one central argument, claim, or purpose.</p> <p>Use your evidence to build your response and persuade your readers by supporting your claim with course readings or outside sources (if permitted or required).</p> <p>Make sure that each piece of evidence keeps your post focused, relevant, clear, and scholarly in tone.</p> <p>Type in sentence case; in an online environment, ALL CAPS feels like yelling.</p> <p>Make sure you have adequately cited all information or ideas from outside sources in your post and have</p>	<p>After writing your post, review your ideas by asking yourself:</p> <p>Is my main idea clear and relevant to the topic of discussion?</p> <p>Does my response demonstrate evidence that I have read and thought critically about required readings?</p> <p>Have I proposed a unique perspective that can be challenged by my classmates?</p> <p>Do I support my claim with required readings or other credible outside sources?</p> <p>Have I used a scholarly tone, avoiding jargon or language that is overly conversational?</p> <p>Have I proofread my response for grammar, style, and structure?</p>	<p>Copy and paste the final version of your draft into the discussion forum.</p> <p>Do a quick check to make sure no formatting mishaps occurred while uploading.</p> <p>Wait patiently for responses from your classmates.</p>

		added a full reference at the end.		
--	--	------------------------------------	--	--



Writing a Successful Response to Another's Post

- Read postings by your classmates with an open mind; think critically about which posts are the most provocative to you.
- When responding, use the student's name and describe the point so that your whole class can follow along
 - **Example:** Jessica, you make an interesting point about technology increasing without training increasing.
- Whether you are asserting agreement or disagreement, provide clear and credible evidence to support your response.
- Avoid using unsupported personal opinions, generalizations, or language that others might find offensive.
- When in disagreement, keep responses respectful and academic in tone.
- Ask open-ended questions, rather than questions that can be answered with yes or no. Those types of answers end the conversation, rather than pushing it forward.

Writing a Successful Application Assignment Rubric

Overall Requirements

- 5 pages maximum (not including the reference page).
- Times Roman or Arial 12-point font.
- One-inch margins at top and bottom and along left and right sides.
- Any editing marks (track changes or comments) are removed.
- Paper is appropriately spell checked and grammar checked.
- Include 2 supportive articles as a reference chosen must have been published within the previous 5 years.

Rubric

1. Title
2. Main Idea
 - Although there may be some differences in writing expectations between disciplines, all writers of scholarly material are required to follow basic writing standards such as writing clear, concise, and grammatically correct sentences; using proper punctuation.
 - For a contribution to be worthwhile, you must read the literature carefully and without bias; doing this will enable you to identify some of the subtle differences in the viewpoints presented by different authors and help you to better identify the gaps in the literature. Because the thesis is essentially the heart of your discussion, it must be argued objectively and persuasively.
3. Method
 - The research process as a whole may include the following: formulation of research question, sampling and measurement, research design, and analysis and recommendations. Keep in mind that your method will have an impact on the credibility of your work, so it is important that your methods are rigorous. Accord offers a series of research methods courses to help students become familiar with research methods in the social sciences.
4. Organization

- General organizational elements.
5. Objectivity
 - Social scientists are to think of themselves primarily as observers and they must try to present their findings in a neutral manner, avoiding biases, and acknowledging opposing viewpoints.
 6. Language
 - Use discipline appropriate language in their writing.
 7. Reference
-



Final Project Rubric

Overall Requirements

- 10 pages maximum (not including the reference page).
- Times Roman or Arial 12-point font.
- One-inch margins at top and bottom and along left and right sides.
- Any editing marks (track changes or comments) are removed.
- Paper is appropriately spell checked and grammar checked.
- Include 2 supportive articles as a reference chosen must have been published within the previous 5 years.

Rubric

1. Title
2. Abstract
3. Introduction
4. Literature Review
 - Identifying general patterns and relationships
5. Methods
 - Testing and refining theories
 - Making predictions
6. Results
 - Interpreting culturally and historically significant phenomenal
7. Discussion
 - Exploring diversity
 - Giving voice
 - Advancing new theories
8. References
9. Appendices