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| **The Final paper is done working as a team and consists of three deliverables due during the course: Overview, Bibliography, and Final Paper.**  In the course text, Werner and DeSimone (2009) state:  “The pace and volume of modern change is drawing increased attention to the ways that human resource development (HRD) activities can be used to ensure that organization members have what it takes to successfully meet their challenges….. the challenges many organizations face are complex, and new dimensions, such as globalization and an increasingly diverse workforce, make it more difﬁcult to ensure HRD efforts will succeed. Unless those responsible for training and development make informed choices about the content of a developmental experience and the methods  of  delivering  it,  the  results  of  many  HRD  efforts  will  fail  to  meet expectations.”  It is a changing workplace in an increasingly unstable global marketplace. Training and development has been hailed as an effective tool to raise the competitiveness of an organization. In your Final Paper, assume your team has been hired by an organization to assess, create, implement and evaluate a comprehensive training and development program. Your team may choose the topic of the training program (for instance, improving the customer service skills of the employees, or broadening the technical capabilities of your Information Technology division, or motivating your sales force to exceed their current financial goals). In Week 3 you provide an overview. In Week 7, provide a bibliography of your Final Team paper. This bibliography includes the APA-cited presentation of your research along with a brief paragraph detailing the research obtained and, specifically, how that researched information addresses the central points/tenants of your assignment. The Final Project is due in Week 11.  **Overview**  Provide a brief overview of the progress of your Final Paper. Your overview should include the stated need of your training and development program (the needs assessment) along with a brief discussion of your proposed training and development program.  The Final Paper Overview should be 1-2 pages and be presented in either a detailed, concise format (an example would be an abstract, though it is not necessary). The intention of your Overview is to relay the principle approach of your Final Paper so the instructor can provide constructive advice as you move to finalize your paper.  **Bibliography/Research Overview**  The bibliography must be approximately 1-2 page and summarize the findings identified in your research.   **Final Paper**   Your training and development project should have, at a minimum, the following components:  Step 1: Provide a brief overview of the organization (you may utilize a real organization – such as a team member’s organization – or you may develop/create your own organization. Discuss the role and capabilities of human resource development to create and implement this project.  Step 2: Perform an organizational needs assessment, clearly stating the organizational deficiency to be addressed. Included in the needs assessment is a review of the skills/knowledge needed by those in the organization to better perform their duties (you may want to review/analyze the skills/knowledge needed for those in similar organizations/industries).  Step 3: Propose a comprehensive training and development program that will directly address and alleviate the organizational deficiency as identified in Step 2. The training and development program should include a brief overview of the training along with its project cost, timeframe for implementation, and roles and responsibilities of management and staff.  Step 4: State how the training and development program will be implemented. Who will create the training? Who will be the principle trainers, or will that function be outsourced. How long will each training session be and how much materials/computers/classrooms are needed?  Step 5: Detail how the training and development program will be evaluated. Will surveys be utilized? Discuss their effectiveness. Most importantly, specifically state how the training and development program (as proposed) will directly result in the organization advancing its organizational capabilities.  Step 6: Finally, develop a Contingency Plan, which would be utilized by the organization if the training and development program is not successful. In other words, if the training and development program does not create the intended result, what subsequent steps/actions should the organization consider to raise its organizational competitiveness?  This project requires you to research information related to organizational skills/knowledge, training and development, and organizational capabilities. Fortunately, there is a growing base of theory, research, and practical experience related to this subject, though some of the information may not be readily available in course materials, requiring you to research contemporary management trends in the public sector.  The final project should be 6-9 pages. It is required that you research and utilize at least four citations within your Final Paper.  Be sure that you address all facets of the homework assignment. Here’s a strategy to ensure that you do: once you complete your assignment, reread the homework assignment. Then, highlight each aspect of the homework assignment that you completed. If any sections of the homework assignment are not highlighted, then you need to revise your paper.   Clarity of expression is all-important. Good business papers are carefully written and revised. They use the English language correctly. Do not forget to proofread all papers before you submit them. Poor writing may very well lead to questionable credibility. Do not let others get the wrong idea about you just because of an error or two. Professionalism, grammar, and spelling are also considered as criteria for grading, including proper APA for all sources used, and include headings in the work to identify each area discussed.  **Teams**  The instructor will create the teams of 3-5 students by the end of the first week, depending on class size. Each student will also complete a [Team Evaluation Form](http://sullivan.angellearning.com/AngelUploads/Content/HRL530XMASTERCOURSE-14/TeamEvaluation.docx) and submit to the instructor when the Final Project is complete. The [Team Member Evaluation Form,](http://sullivan.angellearning.com/AngelUploads/Content/HRL530XMASTERCOURSE-14/TeamMemberEvaluation.docx) completed by each student, will evaluate each student’s participation in the Team Project and will be incorporated into each student’s Final Project grade. Therefore, it is important that each student participate fully in the Final Project, and the teamwork associated with the project, so that they achieve high Evaluation scores from their fellow team members. (Note that there are two forms, one evaluating at the team level, one evaluating individual team members.)  This evaluation is required and is considered as part of your team project grade (both completion of this form and what is said). All input is confidential so be honest about how the team performed and how members contributed (or not) as the work progressed. Any one individual's input will *not* cause a team member to fail or to lose points per se (as personalities, behaviors,  and opinions vary) but mutliple, similar comments about an individual's performance may lead to reduction of their grade for failure to participate fully, or effectively, in a team.  **Due Dates**   |  |  | | --- | --- | | Week 3 | Overview | | Week 7 | Bibliography | | Week 10 | Final Team Project | |