

### OL 211 Final Project Milestone One Guidelines and Rubric

**Overview:** This milestone is designed to begin a critical analysis applying knowledge gained within the course. This short paper assignment is the first step in the analysis of the company that will become your final project. For the final project, you will review the human resource management (HRM) in an organization through a real scenario. 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.

Begin by reading the first 13 pages of the case study [A.P. Moller-Maersk Group: Evaluating Strategic Talent Management Initiatives](#) (up to HR-Customer Initiative at Maersk). Harvard Business Publishing does not allow direct linking to articles in the Harvard Business Review from course management systems such as Blackboard.

To locate this article, click on the article's title. This will open the search page for the Business Source Complete database. Type in the article title "A.P. Moller-Maersk Group: Evaluating Strategic Talent Management Initiatives" and click the "Search" button. That will bring up the article's record and link to its text.

Start your short paper by briefly answering the following questions:

1. Explain why the human resource function should be aligned with an organization's strategic plan (use ideas from the Module One discussion on this topic).
2. Explain how current global conditions in Maersk's industry impact human resource management practices within this organization (use ideas from the Module One discussion on this topic).

Then, using the material on recruitment strategies provided in this week's lesson and the case study, address the following:

1. Compare and contrast recruitment and selection of internal versus external candidates in general.
2. Describe how Maersk has recruited and selected new employees who were aligned with the organization's vision and goals over the years.
3. Assess the effectiveness of its recruitment process and determine what changes if any you would recommend to improve employee success and retention.

**Guidelines for Submission:** Your submission should be 2–3 pages in length and double-spaced using 12-point Times New Roman font. Be sure to list your references at the end of your paper.

**Instructor Feedback:** This activity uses an integrated rubric in Blackboard. Students can view instructor feedback in the Grade Center. For more information, review [these instructions](#).

**Rubric**

<b>Critical Elements</b>	<b>Exemplary (100%)</b>	<b>Proficient (85%)</b>	<b>Needs Improvement (55%)</b>	<b>Not Evident (0%)</b>	<b>Value</b>
<b>HRM Functions and Practices: Function</b>	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	23
<b>HRM Functions and Practices: Global Conditions</b>	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	23
<b>Staffing: Recruit</b>	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	23
<b>Staffing: Candidates</b>	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 a resource	Compares and contrasts recruitment and selection of internal versus external candidates but does not utilize the Society for Human Resource Management website as a resource	Does not compare and contrast recruitment and selection of internal versus external candidates using the Society for Human Resource Management website as a resource	23
<b>Articulation of Response</b>	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	8
<b>Earned Total</b>					<b>100%</b>