

Human Resource Management BBA

Students Will Obtain A Broad Base of Knowledge of the field of Human Resource Management Principles and Practices (HR major, all courses)

Goal Description:

Students need to understand human resource management principles and core practices that affect human resource management decisions, in general, and human resources in organizations, in particular.

Please note that prior year data has not been available. Data from Fall 2022 has been collected and uploaded

Human Resource Management Major Learning Objectives

- 1) Students will understand topics, concepts, and practices relating to staffing organizations.
- 2) Students will understand topics, concepts, and practices relating to employee training and development.
- 3) Students will understand topics, concepts, and practices relating to compensation.
- 4) Students will understand topics, concepts, and practices pertaining to the legal environment, and employee and labor relations.

Providing Department: Human Resource Management BBA

RELATED ITEMS/ELEMENTS -----

RELATED ITEM LEVEL 1

Learning Objectives for Compensation (Supports HRM LO3), MGMT 4330 (Grogan)

Learning Objective Description:

Course Learning Objectives

- 1) Defend the significance of compensation issues in strategic decisions (business foundation).
- 2) Explain the importance of internal alignment in compensation (compensation).
- 3) Examine the roles of job analysis and job evaluation in the determination of a hierarchy of work (compensation).
- 4) Describe the importance of external competitiveness in compensation (compensation).
- 5) Appraise the importance of employee contributions in determining individual pay (compensation).
- 6) Qualify the importance of employee benefits in compensation management (compensation).
- 7) Examine the challenges of managing a compensation system, including governmental, budgetary, and legal issues (critical thinking).
- 8) Interpret the role of analytics and promote enhanced decision making skills by generating effective compensation practices and solutions (communication).

Attached Files

 [Assessment Report for Compensation Fall 2020.docx](#)

 [Assessment Report for Compensation Fall 2019.docx](#)

RELATED ITEM LEVEL 2

Indicator, Criterion (KPIs), and Findings for MGMT 4330 (Grogan, Fall 22, Sec 01)

Indicator Description:

Indicators: A combination of success on exams (40%, 2 total at 20% each), preparing a group (or individual) project (30%), and in-class and online participation of current compensation topics (30%)

Exams: Contain both multiple-choice and short-answer questions (65% and 35% respectively). Short-answer questions increase student synthesis of the material for each major section in the course.

Compensation Project: Based on current events within the field of HR, students write two 5-10 page essays (depending on scope) with respect to the following:

- Discussion Questions from prior assignment

- Identification and application of relevant theories from the text
- Research skills used to source proxy reports for publicly-traded companies
- Recommendations and limitations
- Correct use of syntax, grammar, and APA formatting

In-Class and Online Participation: includes both individual and group work to answer various “Ethics in Practice” cases from the text, and subsequently presenting their answers to the class. Doing so further enhances student synthesis of the in-class material

Criterion Description:

Criterion: 70% of all students will attain at least 70% proficiency on each sub-objective for the course. Given the importance of being able to work in groups and to have a thorough understanding of compensation, 70% of all students are expected to achieve a grade of B (>80%) or better on projects and in-class participation for assignments involving “Your Turn” assignments found in various chapters within the text.

Findings Description:

Section 01 (Fa 22)

Exams: Averages across all three exams were 75%. **(67 percent of students exceeded this threshold)**

CEO Compensation Project: For this assessment, the average grade for this project was 79% for all students in the course. Given the project was an optional, no separate analysis was performed at the student level. **(83 percent of students exceeded this threshold)**

Participation: Average grades for all students were 81% while 68% of students scored above an 80% for their participation grade. This is attributed to most of the students actively participating, however 22% of students scored less than 70% on this component. **(100 percent of students exceeded this threshold)**

Course and Section	Learning objective (and sub-objectives)	Instructor	Modality (Main, TWC, Online)	Day or Night	Date(s) of assessment	Method of assessment	Total # of students	Avg Score	No. students below standard (less than 70% correct)	No. students meet standard (70%-89% correct)	No. students exceed standard (more than 90% correct)
4330 (01)	1 (synthesis of material through exams)	Grogan	In-person	Day	1/14	Exams (aggregate)	24	87	9	10	5
F22	2 (prepare a case study analysis, applied knowledge)				1/14	Project	24	84	4	8	12
	3 (participating in class discussions)				1/14	Participation	24	86	0	11	13

RELATED ITEM LEVEL 3

Action Item for 4330 (Grogan)

Action Description:

Fall 2022, Section 01 (In-person)

Exams: Averages across all three exams were 75%. This fall, 40% of students had exam averages under 70% (9 of 24) while 32% had averages under 80% (14 of 24). This suggests room for improvement. Finally, 21% of students scored above 90%. Those students with a proficiency below

70% can be addressed by the following methods:

- Continue to post and synthesize more material from each chapter using external sources such as video, web articles, and other newsworthy events related to each topic.
- Encourage more students to download and consult the posted study guide for exams.
- Since this is my first time teaching the course, this assessment will serve as a benchmark for further sections of 4330.

CEO compensation Project: These findings suggest that students work effectively synthesizing concepts from the course in writing, based on an average of 86%, In addition to posting videos discussing the guidelines, it's recommended to send e-mail reminders to students of the due dates and the parameters and guidelines.

Participation: Average participation grades for all students were above 70%, (84%) while 83% scored above this threshold. To continue this practice that students score well on participation, the following suggestions are given:

- Encourage greater in-person and online participation on the course discussion board and during class exercises.
- Further remind students to regularly check Blackboard of the due dates for each assignment. This can also be further documented in the course outline.
- Utilize more interactive learning techniques by asking students to critique answers from other teams in a discussion board and group exercises.

RELATED ITEM LEVEL 1

Learning Objectives for Human Resource Development (Supports HRM LO2), MGMT 4355 (Masood)

Learning Objective Description:

Course Objectives

- 1) Students will understand topics, concepts, and practices relating to the management function of Human Resource Training and Development.
- 2) Students will understand topics, concepts, and practices relating to the major areas of Human Resource Training and Development
- 3) Students will understand topics, concepts, and practices relating to the design, establishment and management of human resource training and development programs,
- 4) Students will understand topics, concepts, and practices relating to determining human resource training and development needs assessment at the organizational, person and task levels of analysis,
- 5) Students will understand topics, concepts, and practices relating to designing, pilot testing, updating, and developing individual training and development courses,
- 6) Students will understand topics, concepts, and practices relating to effective and practical evaluation of training and development courses and programs: reaction, learning, behavior, results, and ROI.
- 7) Students will understand topics, concepts, and practices relating to professionalism and ethics of HRD practitioners including the law.

RELATED ITEM LEVEL 1

Learning Objectives for Labor and Management Relations (Supports HRM LO4), MGMT 4335 (Grogan)

Learning Objective Description:

Course Learning Objectives

- 1) To understand the historical background of labor relations and how that history affects the labor/management relationship today
- 2) To understand how the general environment (social, political, legal, etc). influences the labor relations process
- 3) To understand the laws and regulations concerning labor unions
- 4) To understand the union organizing process and management's reactions to organizing drives
- 5) To understand the collective bargaining process and the role of strikes
- 6) To understand the dispute resolution processes in the administration of a labor contract

RELATED ITEM LEVEL 2

Indicators, Criterion (KPIs), and Findings for 4335 (Grogan, Fall 22, Sec 01)

Indicator Description:

Indicators: A combination of exams (40%: 2 total at 20% each), group case studies (40%: 2 total at 20% each), and in-class participation (20%)

Exams: Contain both multiple-choice and short-answer questions (65% and 35% respectively). Short-answer questions increase student synthesis of the material for each major section in the course.

Group Case Studies: Using cases from the textbook, students write two 7-10 page reports discussing the case with respect to the following:

- Discussion Questions from labor events
- Identification of relevant theories from the text
- Synthesis of NLRB and legal precedents
- Understanding the outcome of each dispute
- Recommendations and limitations
- Correct use of syntax, grammar, and APA formatting

In-Class Participation: includes both individual and group work to answer various assignments in class and posted in Blackboard, and subsequently presenting their answers to the class. Doing so further enhances student synthesis of the in-class material

Criterion Description:

Criterion: 70% of all students will attain at least 70% proficiency on each sub-objective (indicator) for the course. Given the importance of being able to work in groups and to have a thorough understanding of labor relations, 70% of all students are expected to achieve a grade of B (>80%) or better on case studies and in-class participation for assignments involving “Labor law discussion cases” found in various chapters within the text.

Findings Description:

Section 01

Exams: In total, 28% students (7/25) scored below a 70% proficiency while only 64% of students (15/25) achieved short answer scores below 80%. **(72 percent of students exceeded this threshold)**

Group Case Studies: For this assessment, the average grade was 84% for all students in the course. (72 percent of students exceeded this threshold) **(92 percent of students exceeded this threshold)**

Participation: Average grades for all students were 79%, while 60% (15/25) of students scored above an 80% for their participation grade. This is attributed to a few students (7 in total) who scored above 100% based on their outstanding efforts thus raising the overall average. Overall, only 6 out of 25 students had below 70% for participation.

(76 percent of students exceeded this threshold)

RELATED ITEM LEVEL 3

Action Item for 4335 (Grogan)

Action Description:

Section 01

Exams: Averages across all three exams were 75%. This fall, 28% of students had averages under 70% (7/25) while 64% (16/24) had averages under 80%. This suggests room for improvement.

Finally, 16% of students scored above 90%. The following methods are recommend:

- Spending more time in class synthesizing the material from each chapter using external sources such as video, web articles, and other newsworthy events related to each topic.

- Encouraging more students to addend the review session for exams. Given the transition to remote learning, students should be reminded more often to attend synchronous lectures and in particular, exam reviews.

Group Case Studies: These findings suggest that students work effectively in groups. On issue unrelated to grading was some confusion among students concerning the case study guidelines. Despite this document being posted online, it is recommended that more time is spent in-class reviewing the parameters and guidelines of the case study.

Participation: Although average participation grades for all students were above 80%, it was found that 40% of students scored above this minimum threshold. To address this situation that more students should score above 80%, some suggestions are given:

- Encourage greater participation when students share their “Ethics in Practice” discussion questions. Moreover, persuade students in each group to alternate when speaking on behalf of the team when called upon.
- Further remind students that their attendance in class is crucial to their participation. This can also be further documented in the course outline.
- Utilize more interactive learning techniques by asking students to critique answers from other teams.

RELATED ITEM LEVEL 1

Learning Objectives for Managing Human Resources, MGMT 3330 (Masood)

Learning Objective Description:

Learning Objectives:

This course provides the fundamental principles and theories in Human Resource Management (HRM) and how they align with an organization’s mission and strategy. In doing so, this course will enable you to become an effective manager in HRM through an understanding and synthesis of the current issues, policies, and practices. Moreover, by leveraging content from other topics in business, this will enable you to apply best practices which allow human resource managers to collaborate and partner with upper management in achieving a high-performing organization.

By the end of this course, students should be able to:

- ❖ Understand the fundamental role of HRM in the strategic context including the different HR-related laws and regulations around maintaining fairness within a workplace;
- ❖ Analyze existing jobs and evaluate the effectiveness of job designs;
- ❖ Apply HRM-related concepts to solve real world problems;
- ❖ Engage with other students to critically examine the assigned work;
- ❖ Improve written and verbal communication skills.

RELATED ITEM LEVEL 2

Indicators, Criterion (KPIs), and Findings for 3330 (Masood, Fall 22, Sec 01 and 21)

Indicator Description:

Indicators: A combination of success on exams (60%, 3 quizzes and a final), application project (20%), and in-class and online participation of current human resource management issues (20%).

Exams: Three quizzes contained multiple-choice questions and the final was a comprehensive essay format (20% each).

Application Project: Based on the collection and analysis of evidence from a variety of primary and secondary sources, students were instructed to recommend the most appropriate HR solutions.

Discussion Questions: Students completed weekly discussions based on HRM theories, practices, issues, and applications. Students evaluating the arguments presented in the online articles and/or videos posted.

Criterion Description:

Criterion: 70% of all students will attain at least 70% proficiency on each sub-objective for the course.

Findings Description:

Findings: Please refer to each sub-assessment listed below.

Fall 22, Section 01 (Face-to Face)

Exams:

Quiz 1: Average was 76.1 % (4 students did not meet the benchmark; 4 met benchmark while 3 exceeded benchmark)

Quiz 2: Average was 80.9% (1 didn't meet the benchmark, 4 met benchmark while 6 exceeded benchmark)

Quiz 3: Average was 70.45% (3 didn't meet the benchmark, 5 met benchmark while 3 exceeded benchmark)

Application Project: This was a three-part assignment designed to test students' ability to apply HR-related concepts to solve organizational issues.

Application Project # 1: Average 74.4% (3 students did not meet the benchmark, 5 met benchmark 3 exceeded benchmark)

Application Project # 2: Average 76% (4 students did not meet the benchmark, 2 met benchmark, 5 exceeded benchmark)

Application Project # 3: Average 72.5% (3 students did not meet the benchmark, 5 met benchmark, 2 exceeded benchmark)

Attendance and Participation: Students were expected to engage in both in-class and online discussion activities throughout the term. The aggregate grade for this deliverable was 77%. 5 students exceeded the threshold, 3 met the threshold, while 2 didn't meet threshold.

Findings: Please refer to each sub-assessment listed below.

Fall 22, Section 21 (Online)

Exams:

Quiz 1: Average was 75.65 % (9 students did not meet the benchmark; 23 met benchmark while 13 exceeded benchmark)

Quiz 2: Average was 86.45 (3 didn't meet the benchmark, 11 met benchmark while 30 exceeded benchmark)

Quiz 3: Average was 77.7% (6 didn't meet the benchmark, 26 met benchmark while 13 exceeded benchmark)

Application Project: This was a three-part assignment designed to test students' ability to apply HR-related concepts to solve organizational issues.

Application Project # 1: Average 82% (4 students did not meet the benchmark, 23 met benchmark 15 exceeded benchmark)

Application Project # 2: Average 79% (11 students did not meet the benchmark, 13 met benchmark, 12 exceeded benchmark)

Application Project # 3: Average 72.5% (11 students did not meet the benchmark, 14 met benchmark, 15 exceeded benchmark)

Discussion: Students were expected to engage in 10 (worth 2% each) discussion activities throughout the term. After the initial post, students were expected to comment on two other posts. Students were given extensive feedback on their weekly submissions. They also received comments and feedback from their peers. Therefore, those who regularly engaged in discussion activity exceeded threshold. However, given the small percentage associated with frequent submissions, a lot of students missed certain submissions. Completion of Average grades for all 10 discussion assignments in 77.25%.

Week 1a (Average – 90% - 2 students didn't meet threshold - 3 met threshold - 24 exceeded threshold)

Week 1b (Average 90% - 2 students didn't meet threshold, 3 met threshold, 24 exceeded threshold)

Week 2 (Average 84% - 9 didn't meet threshold - 2 met threshold, 26 exceeded threshold)

Week 3 (Average 85% - 8 didn't meet threshold, 0 met threshold, 29 exceeded threshold)

Week 6 (Average 81% - 10 didn't meet threshold, 1 met threshold, 22 exceeded threshold)
Week 8 (Average 88.5% - 3 didn't meet threshold, 6 met threshold, 25 exceeded threshold)
Week10 (Average 53% - 22 didn't meet threshold, 3 met threshold, 19 exceeded threshold)
Week11 (Average 64%- 15 didn't meet threshold, 12 met threshold, 12 exceeded threshold)
13 & 14 (Average 59.75% - 17 didn't meet threshold, 15 met, 5 exceeded threshold)

Students' introduction to the broad base foundation knowledge and principles of the profession of Human Resource Management (HRM).

Goal Description:

Assessment for Introduction to Human Resource Management (HRM) Program

Allan Grogan

Please note that prior year data has not been available. Data from Fall 2022 has been collected and uploaded

Students demonstrate acceptable proficiency on basic HRM knowledge, skills and abilities. This HRM course is an introduction to the HRM profession, the HRM degree, and serves as a foundation of human resource management knowledge and principles to help executives become more effective organizational actors. The goals of Sam Houston State University's Bachelor of Business Administration degree (BBA) in Human Resource Management are threefold: to provide an academic foundation in Human Resource Management (HRM) for future practitioners' successful careers, to prepare students for advanced graduate HRM degree programs, and to provide the knowledge needed to pass the HRM profession's first certification exam, the Professional in Human Resources, PHR, offered through the Society for Human Resource Management (SHRM) Certification Institute. Globally the Sam Houston State University's Bachelor of Business Administration degree in Human Resource Management is one of less than 200 undergraduate HRM degrees worldwide that is aligned completely with all of SHRM's requirements. In 2017, the HRM degree's SHRM alignment was recently reapproved for another five years, instead of the customary two. Our strategy is continuous improvement guided by the HRM professional society, SHRM, and supported by the required HRM topics on their PHR certification exam.

MAT Revision: The MAT has been revised for the 2022-2023 academic year to reflect a change measuring objectives. All baseline data with plans for continuous improvement will be updated next fall term. This assessment was designed to replace selecting only multiple-choice test questions from random students (typically 20 students) for each objective, which could lead to significant variation across years due to the high-stakes nature of relying on exam questions solely. This assessment cycle uses multiple indicators (exams, assignments, participation, and projects) to assess both individual and aggregate learning objectives. This was designed to replace selecting only multiple-choice test questions from random students (typically 20 students) for each objective.

Providing Department: Human Resource Management BBA

RELATED ITEMS/ELEMENTS -----

RELATED ITEM LEVEL 1

Learning Objectives for Managing Human Resources (Supports HRM LO1), MGMT 3330 (Belsito)

Learning Objective Description:

Course Learning Objectives

Gain a basic *understanding* of human resource management theories, methods, and principles

1. Topics include:
 1. Job Analysis
 2. Recruitment/selection/staffing practices
 3. Career development/training/performance management
 4. Total rewards (pay/benefit) structures and decisions

5. Employee labor relations/laws
2. Learn to apply human resource management theories, methods, and principles to improve decision-making and problem-solving

RELATED ITEM LEVEL 2

Indicators, Criterion (KPIs), and Findings for 3330 (Belsito, Fall 22, Sec 02)

Indicator Description:

Indicators: A combination of exams (80%: 4 total – 15%, 25%, 20%, 20%), cases (10%: 12 total – 1.2%), and exercises (10%)

Exams: Exams contain both multiple-choice and short-answer questions. Short-answer questions increase student synthesis of the material for each major section in the course.

Cases: Cases allow students to apply content. Cases can be individual in nature or group oriented, but are designed to be low stakes and allow students to practice what they're learning.

Exercises: Exercises include both individual and group work. Some are done in-class and some are done outside of class. Exercises allow us to check both understanding and application.

Criterion Description:

Criterion: 70% of all students will attain at least 70% proficiency on each sub-objective (indicator) for the course.

Findings Description:

Section 02

Exams:

Exam 1: 52% scored 70% or higher (did not meet threshold)

Exam 2: 64% scored 70% or higher (did not meet threshold)

Exam 3: 86% scored 70% or higher (met threshold)

Exam 4: 77% scored 70% or higher (met threshold)

Cases:

Case 1: 94% scored 70% or higher (met threshold)

Case 2: 84% scored 70% or higher (met threshold)

Case 3: 81% scored 70% or higher (met threshold)

Case 4: 94% scored 70% or higher (met threshold)

Case 5: 94% scored 70% or higher (met threshold)

Case 6: 94% scored 70% or higher (met threshold)

Case 7: 94% scored 70% or higher (met threshold)

Case 8: 81% scored 70% or higher (met threshold)

Case 9: 90% scored 70% or higher (met threshold)

Case 10: 90% scored 70% or higher (met threshold)

Case 11: 94% scored 70% or higher (met threshold)

Case 12: 94% scored 70% or higher (met threshold)

Exercises:

100% of students scored 70% or higher (met threshold)



Course and Section	Learning objective (and sub-objectives)	Instructor	Modality (Main, TWC, Online)	Day or Night	Date(s) of assessment	Method of assessment	Total # of students	Avg Score	No. students below standard (less than 70% correct)	No. students meet standard (70%-89% correct)	No. students exceed standard (more than 90% correct)
3330 (02) FA 22	1 (exams)	Belsito	Main	Day	Fall 2022	Exams (aggregate)	31	74%	36 (across all exam attempts)	50 (across all exam attempts)	29 (across all exam attempts)
	2 (cases)				Fall 2022	Cases	31	90%	34 (across all cases)	0 (across all cases)	336 (across all cases)
	3 (exercises)				Fall 2022	Exercises	31	92%	1	11	19



RELATED ITEM LEVEL 3

Action Item for 3330 (Belsito)

Action Description:

Section 02

Exams: Averages across all exams was 74%. Overall, this is typical for an intro level class that has students across multiple majors. The exam averages trended upward as the semester went on – this is also typical as students learn how to prepare better and the instructor learns how to reach the unique student population better. As there is always room for improvement, the following methods are recommended:

- Helping students understand how to hit the ground running – more time covering concepts and application and more practice with content before we take Exam 1 and 2.
- Encouraging students to start reviewing early and to use the practice reviews and study tools provided for the course.
- Encourage students to utilize the Academic Success Center.

Cases: Average across all cases was 90%. Cases are designed to be low stakes and allow students more practice with concepts and application. It appears that students are embracing the cases and doing well!

Exercises: Average across all exercises was 92%. Exercises are designed to be enjoyable and to allow students to practice concepts and application. It appears that students are embracing the exercises and doing well!

New Update to Previous Cycle's Plan for Continuous Improvement Item

Previous Cycle's Plan For Continuous Improvement (Do Not Modify):

We are reevaluating the entire assessment process and are creating a new set of Learning Objectives, Indicators, and Criteria to better assess the HRM BBA degree. The new plan will be implemented in the 2022-2023 cycle.

Update of Progress to the Previous Cycle's PCI:

We are reevaluating the entire assessment process and are creating a new set of Learning Objectives, Indicators, and Criteria to better assess the HRM BBA degree. The new plan will be implemented in the 2022-2023 cycle.

New Plan for Continuous Improvement Item (3330) Belsito

Closing Summary:

Improvement for Exams

As there is always room for improvement, the following methods are recommended:

- Helping students understand how to hit the ground running – more time covering concepts and application and more practice with content before we take Exam 1 and 2.
- Encouraging students to start reviewing early and to use the practice reviews and study tools provided for the course.
- Encourage students to utilize the Academic Success Center.

This will be updated next assessment cycle

New Plan for Continuous Improvement Item (4330) Grogan

Closing Summary:

Improving Exam Scores

- Continue to post and synthesize more material from each chapter using external sources such as video, web articles, and other newsworthy events related to each topic.
- Encourage more students to download and consult the posted study guide for exams.
- Since this is my first time teaching the course, this assessment will serve as a benchmark for further sections of 4330.
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New Plan for Continuous Improvement Item (4335) Grogan

Closing Summary:

Improving Exam Scores

Exams: Averages across all three exams were 75%. This fall, 28% of students had averages under 70% (7/25) while 64% (16/24) had averages under 80%. This suggests room for improvement. Finally, 16% of students scored above 90%. The following methods are recommend:

- Spending more time in class synthesizing the material from each chapter using external sources such as video, web articles, and other newsworthy events related to each topic.
- Encouraging more students to addend the review session for exams. Given the transition to remote learning, students should be reminded more often to attend synchronous lectures and in particular, exam reviews.

New Plan for Continuous Improvement Item (4355) Masood

Closing Summary:

Improve Exam Scores

Exams: Averages across all three exams were 80.45%. While satisfactory, fine-grained analysis showed that student performance on objective exams needed significant improvement. This shows interesting insights on helping students perform better in the following ways:

- Students should be continued to assess in a plurality of ways.
- Students should be continued to engage in course content in multiple ways.
- Continued partnerships with the writing center and other support staff to facilitate student success.
- Since this is my first time teaching the course, this assessment will serve as a benchmark for future sections of 4355.

Group Project: Overall, students showed satisfactory performance in group projects. There were some interpersonal conflicts in certain groups. However, all student conflicts in groups were handled with tact. To improve student performance in groups, the following measures will be taken:

- Peer – rating
- Periodic check-ins

Plan for Continuous Improvement Item 3330 (Masood)

Closing Summary:

Actions: Please refer to each sub-assessment listed below.

Fall 2022, Section 01 (In-person)

Exams: Averages across all three exams were 75.8%. Those students with a proficiency below 70% can be addressed by the following methods:

- Continued access to study guides.
- Continued review resources
- Since this is my first time teaching the course, this assessment will serve as a benchmark for further sections of 3330.

Application Project: These findings suggest students' ability to effectively understand and apply HR -related concepts to practice based on the aggregate average of 74.3%.

- In addition to scaffolding, students will be encouraged to engage in teamwork to collaborate on application projects.

Attendance and Participation: Aggregate score for this deliverable was 77%. Therefore, those who regularly engaged in discussion activity exceeded threshold. However, given the small percentage associated with frequent submissions, a lot of students missed certain submissions. Encourage greater in-person and online participation on the course discussion board and during class exercises.

- Incentivize class attendance through bonus marks
- Invest in in-class student engagement resources

Fall 2022, Section 21 (Online)

Exams: Averages across all three exams were 79.9%. Those students with a proficiency below 70% can be addressed by the following methods:

- Continued access to study guides.
- Continued review resources
- Since this is my first time teaching the course, this assessment will serve as a benchmark for further sections of 3330.

Application Project: These findings suggest students' ability to effectively understand and apply HR -related concepts to practice based on the aggregate average of 77.8%.

- In addition to scaffolding, students will be encouraged to engage in teamwork to collaborate on application projects.

Discussion: Aggregate score for this deliverable was 77.25%. Therefore, those who regularly engaged in discussion activity exceeded threshold. However, given the small percentage associated with frequent submissions, a lot of students missed certain submissions. Encourage greater in-person and online participation on the course discussion board and during class exercises.

- Frequent reminders to students to regularly check Blackboard course page for the due dates.
- Clearly outline due dates in the course outline.
- Make students work on less number of discussion entries while increasing the weight for each submission.