

**OL 645: Article Analysis Instructions and Rubrics**

**Overview**

This course includes three Article Analyses. These exercises are designed to actively involve you in HR considerations and decision making, and help you understand how the concepts covered in the course apply to complex real-world situations. These exercises also provide practice communicating your reasoning in a professional manner.

**3-3 HR Article Analysis: Crisis Management**

Students will demonstrate their knowledge of HR's role in and influence on legal and environmental risk mitigation, as well as the integration of ethical practices.

Read the article:

“Crisis Management: Prevention, Diagnosis and Intervention” by Toby J. Kash and John R. Darling (SNHU Library online)

<http://ezproxy.snhu.edu/login?url=http://search.proquest.com/docview/226915167?accountid=3783>

Write a 3- to 5-page analysis (approximately 3,000 words) on the companies in the assigned case study. In your analysis, do the following:

- a. Briefly summarize the article (1-3 paragraphs).
- b. Identify 3 different companies in the article.
  - a. Discuss whether the risk management approach taken by each company was a preventive or intervention measure.
  - b. Consider whether or not the risks change when events are addressed in a proactive manner instead of a reactive manner. Explain your reasoning.
  - c. Compare the different types of leadership approaches, and suggest how an HR department might implement strategies to mitigate risk or manage a crisis event.
- d. Discuss ethical ways for mitigating risks with key stakeholders, considering practical implications to executive leaders.

**Guidelines**

The article analysis must follow these formatting guidelines: double spacing, 12-point Times New Roman font, one-inch margins, and [APA citations](#). Page length requirements: 3-5 pages, not including cover page and references.

**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 for Article Analysis One/Module Three**

Critical Elements	Exemplary	Proficient	Needs Improvement	Not Evident	Value
<b>Summary of the article</b>	N/A	Includes a brief summary of the article (100%)	N/A	Does not include a summary of the article (0%)	5
<b>3 different companies</b>	N/A	Identifies 3 different companies in the article (100%)	Identifies 1 or 2 different companies in the article (70%)	Does not identify any companies in the article (0%)	5
<b>Preventive or intervention</b>	Submission meets "Proficient" and extends explanation to include supporting evidence from scholarly resources (100%)	Evaluates whether the risk management approach was a preventive or intervention measure and clearly explains why (90%)	Evaluates whether the risk management approach was a preventive or intervention measure, but is not correct, or does not clearly explain why (70%)	Does not evaluate whether the risk management approach was a preventive or intervention measure (0%)	10
<b>Explain whether risks change when addressed proactively as opposed to reactively</b>	Submission meets "Proficient" and provides illustrative examples (100%)	Explains clearly whether the risks change when events are addressed in a proactive vs. a reactive manner (90%)	Attempts to explain whether the risks change when events are addressed in a proactive manner, but is not clear or correct (70%)	Does not explain whether the risks change when events are addressed in a proactive manner (0%)	15
<b>Leadership approaches to mitigate risk or manage a crisis</b>	Submission meets "Proficient" and extends explanation to include supporting evidence from scholarly resources (100%)	Compares different leadership approaches, and suggests how to implement strategies to mitigate risk or manage a crisis event (90%)	Compares different leadership approaches, but does not suggest how to implement strategies to mitigate risk or manage a crisis event; or compares different leadership approaches, and makes illogical suggestions for how to implement strategies to mitigate risk or manage a crisis event (70%)	Does not compare leadership approaches, or suggest how to implement strategies to mitigate risk or manage a crisis event (0%)	20
<b>Ethics implications for leaders</b>	Meets "Proficient" and provides in-depth discussion of ethical concerns in mitigating risks; considers practical implications in detail (100%)	Discusses ethical ways for mitigating risks with key stakeholders in detail; considers at least 3 practical implications for leaders (90%)	Only weakly or does not discuss ethical ways for mitigating risks with key stakeholders; considers few or incorrect practical implications for leaders (70%)	Does not discuss ethical ways for mitigating risks with key stakeholders; does not consider practical implications for leaders (0%)	20
<b>Course Vocabulary</b>	Meets "Proficient" and integrates the course vocabulary into all aspects of the analysis (100%)	Applies vocabulary for HR throughout case study (90%)	Uses some vocabulary or phrases, but it is not connected to the context of the questions (70%)	Does not include appropriate vocabulary (0%)	10

<b>Articulation of Response</b>	Submission is free of errors related to grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format (100%)	Submission has no major errors related to grammar, spelling, syntax, or organization (90%)	Submission has major errors related to grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas (70%)	Submission has critical errors related to grammar, spelling, syntax, or organization that prevent understanding of ideas (0%)	15
<b>Total</b>					<b>100%</b>

### 6-3 HR Article Analysis: Improving Performance

Review the article “Mutual Perception of Russian and French Managers” from *The International Journal of Human Resource Management* (Muratbekova-Touron, 2011)

<http://ezproxy.snhu.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&AuthType=cookie,ip,url,cpid&custid=shapiro&db=bth&AN=60610752&site=ehost-live>

(Must be logged into Shapiro Library at SNHU to access.)

Consider the characteristics studied by these researchers, such as hierarchy, time, neutral vs. emotional, human nature, and so forth. Write a 3-5 page essay outlining tactics an HR manager can take to improve work performance, considering differences in cultural perception and stereotypes. Use your experience, the research, and the lecture to create a plan to approach these differences as an HR Manager.

In your article analysis:

- a. Briefly summarize the article (1-3 paragraphs).
- b. Identify and describe the characteristics studied by the researchers
- c. Consider differences in cultural perception and stereotypes.
- d. Create a management plan outlining tactics an HR manager can implement to improve work performance, based on readings, research, and your experience.

### Guidelines

The article analysis must follow these formatting guidelines: double spacing, 12-point Times New Roman font, one-inch margins, and [APA citations](#). Page length requirements: 3-5 pages, not including cover page and references.

**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 for Article Analysis Two/Module Six**

Critical Elements	Exemplary	Proficient	Needs Improvement	Not Evident	Value
<b>Summary of the article</b>	N/A	Includes a brief summary of the article (100%)	N/A	Does not includes a summary of the article (0%)	10
<b>Discussion of research characteristics</b>	Submission meets “Proficient” and includes other characteristics in addition to those listed (100%)	Discusses characteristics studied by the researchers: hierarchy, time, neutral vs. emotional, human nature (90%)	Only discusses 1-2 of the characteristics studied by the researchers (70%)	Does not discuss characteristics studied by the researchers (0%)	20
<b>Differences in cultural perception and stereotypes</b>	Submission meets “Proficient” and includes illustrative examples (100%)	Considers differences in cultural perception and stereotypes, and how they might be overcome (90%)	Considers differences in cultural perception and/or stereotypes in only a basic manner (70%)	Does not consider differences in cultural perception and stereotypes (0%)	20
<b>Management plan/tactics for improving performance around researched characteristics</b>	Submission meets “Proficient” and extends explanation to include supporting evidence from scholarly resources (100%)	Suggests 2-4 tactics in a plan for improving performance (90%)	Suggests only a single tactic for improving performance, or the tactic(s) suggested are not appropriate (70%)	Does not suggests tactics for improving performance (0%)	20
<b>Course Vocabulary</b>	Meets “Proficient” and integrates the course vocabulary into all aspects of the analysis (100%)	Applies vocabulary for HR throughout case study (90%)	Lists some vocabulary or phrases, but it is not connected to the context of the questions (70%)	Does not include HR vocabulary (0%)	15
<b>Articulation of Response</b>	Submission is free of errors related to grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format (100%)	Submission has no major errors related to grammar, spelling, syntax, or organization (90%)	Submission has major errors related to grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas (70%)	Submission has critical errors related to grammar, spelling, syntax, or organization that prevent understanding of ideas (0%)	15
<b>Total</b>					<b>100%</b>

### 7-3 HR Article Analysis: Downsizing

One outcome of downsizing must be to preserve the organization's intellectual capital. Used sparingly and with planning, downsizing can be an organizational lifesaver, but when layoffs are used repeatedly without a thoughtful strategy, downsizing can destroy an organization's effectiveness.

Read the article “Downsizing With Dignity: You Can Downsize With Care—for People and the Business” by Alan Downs.

<http://humanresources.about.com/od/layoffsd downsizing/a/downsizing.htm>

This article presents an Executive Summary regarding how to treat people during a downsizing, including both the people who leave and the people who remain. Throughout the article the author mentions different considerations during the downsizing process and the impact on the remaining employees. Utilizing the information presented in this module, summarize an effective downsizing, citing your research on employment law, readings, and your experience.

In your article analysis:

- a. Briefly summarize the article (1-3 paragraphs).
- b. Identify considerations for the downsizing process.
- c. Explain the impact of downsizing on employees remaining with the organization.
- d. Outline the requirements for an effective downsizing, based on readings, research, and your experience.

### Guidelines

The article analysis must follow these formatting guidelines: double spacing, 12-point Times New Roman font, one-inch margins, and [APA citations](#). Page length requirements: 3-5 pages, not including cover page and references.

**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 for Article Analysis Three/Module Seven**

Critical Elements	Exemplary	Proficient	Needs Improvement	Not Evident	Value
<b>Summary of the article</b>	N/A	Includes a brief summary of the article (100%)	N/A	Does not includes a summary of the article (0%)	20
<b>Considerations for the downsizing process</b>	Submission meets “Proficient” and explains why they are important (100%)	Identifies at least 3 considerations for the downsizing process (90%)	Only identifies 1-2 considerations for the downsizing process (70%)	Identifies no considerations for the downsizing process (0%)	20
<b>Impact on employees</b>	Submission meets “Proficient” and includes examples of supported	Explains the impact of downsizing on employees remaining with the organization (90%)	Insufficient explanation of the impact of downsizing on employees	No explanation of the impact of downsizing on employees	20

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	claims in real life or from research (100%)		remaining with the organization (70%)	remaining with the organization (0%)	
<b>Evaluation of Claims</b>	Submission meets “Proficient” and includes examples of supported claims from real life, research, and/or course readings (100%)	Outlines the requirements for an effective downsizing (90%)	Outlines only some of the requirements for an effective downsizing, or lists factors that are not required (70%)	Does not outline the requirements for an effective downsizing (0%)	20
<b>Course Vocabulary</b>	Meets “Proficient” and integrates the course vocabulary into all aspects of the analysis (100%)	Applies vocabulary for HR throughout case study (90%)	Lists some vocabulary or phrases, but it is not connected to the context of the questions (70%)	Does not include HR vocabulary (0%)	10
<b>Articulation of Response</b>	Submission is free of errors related to grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format (100%)	Submission has no major errors related to grammar, spelling, syntax, or organization (90%)	Submission has major errors related to grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas (70%)	Submission has critical errors related to grammar, spelling, syntax, or organization that prevent understanding of ideas (0%)	10
<b>Total</b>					<b>100%</b>