

## Instructions

Step 1: Read the Scenario

Read the Tech Titan case study and identify the key problems and challenges facing Tech Titan in human resource management.

[Open to read the Tech Titan case](#)

Tech Titan, a rapidly growing technology company, has been experiencing significant challenges in retaining its top talent. Despite offering competitive salaries and benefits, the company has seen a steady increase in employee turnover rates, particularly among its mid-level and senior staff. This has led to project disruptions, decreased productivity, and a negative impact on the company's reputation.

Background Information:

For this Touchstone, you will make the following assumptions:

### Human Resource Management Foundations

- **Organizational Culture:** Tech Titan's culture is highly competitive and demanding, with a strong emphasis on individual achievement. While this has contributed to the company's success, it has also created a stressful and demanding work environment for employees.
- **Human Resource Strategy:** The company's HR strategy is primarily reactive, focusing on addressing issues as they arise rather than proactively anticipating and preventing them.

### Talent Management

- **Recruitment and Selection:** The company's recruitment efforts are primarily focused on attracting top talent from prestigious universities and tech companies.
- **Onboarding:** The onboarding process is relatively basic and lacks a formal structure. New hires may not receive adequate training or support during their initial months at the company. There is a four-hour orientation meeting where new hires complete the required paperwork and are given a copy of the handbook.

### Performance Management/Employee Relations

- **Performance Appraisal:** Performance appraisals are conducted annually and are primarily based on subjective evaluations from supervisors. There is limited use of objective performance metrics or 360-degree feedback.

- **Employee Relations:** The company has a formal grievance procedure, but there is a perception among employees that it is difficult to raise concerns without fear of retaliation.

#### Compensation and Benefits

- **Compensation Structure:** The company's compensation is based on seniority and job level. Performance-based pay or incentives are limited, and there is no formal compensation structure or compensation plan in place.
- **Benefits:** The company offers a traditional benefits package that includes health insurance, retirement plans, and paid time off. However, some employees have expressed a desire for more flexible benefits options, but Tech Titan is concerned about what it can provide in the future due to higher costs.

#### Step 2: Review Tutorials

You should review all the course material and may use any tutorials to inform your decisions. Look for *Make the Connection* icons throughout the course for tips on content that will be most useful to this paper.

#### Step 3: Draft the Research Paper

Prepare a research paper to present to leadership at Tech Titan. The structure for the research paper will consist of four main sections plus a title and reference page. Be sure to cover all of these topics in your paper. The structure for the research paper will consist of these elements:

- **Introduction:** Briefly summarize the case and state the thesis statement. Include the key aspects of the case, such as the company's industry, its current situation (e.g., challenges, opportunities, competitive landscape), and any specific problems or issues that need to be addressed.

#### EXAMPLE

Thesis Statement:

"This paper argues that applying Maslow's Hierarchy of Needs theory to Tech Titan's employee motivation strategies can significantly improve employee engagement and productivity by addressing the unmet needs of employees at different levels, leading to increased job satisfaction and reduced turnover."

- **Analysis:** Identify Tech Titan's key problems and challenges and analyze their root causes using relevant HR concepts you learned throughout this course. Read the scenario to understand the core issues you are addressing. Consider factors such as organizational culture, talent management, performance management, employee relations, and compensation and benefits. You should support your analysis with evidence from at least 2-3 Sophia tutorials. Additional resources are optional. If you

choose to reference additional sources, be sure to use reliable sources of information such as reputable business publications.

#### HINT

Human Resource Managers use American Psychological Association (APA) format for their research. An in-text citation in APA format for a Sophia course includes the corporate author and n.d., which stands for "no date," and is used when citing sources that do not have a specified date of publication. Here is how to format an in-text APA citation for a Sophia tutorial:

(Sophia Learning, n.d.)

- Recommendations: Propose specific recommendations to address the identified problems. Make sure recommendations are consistent with one another. Your recommendations should be practical, feasible, and aligned with the company's strategic goals.
- Conclusion: Summarize your key findings and recommendations. Return to your introduction section to revise and refine your thesis statement to ensure it is clear, concise, specific, arguable, and effectively communicates the main point of your research paper.
- Reference List: Include a list of references in APA format for any resource you use, including tutorials from this course.

#### HINT

Here is how to format an APA reference entry for a Sophia tutorial:

Sophia Learning. (n.d.). *Compensation Plans*. [Types of Compensation Plans]. Human Resource Management. <https://app.sophia.org/tutorials/compensation-plans>

#### Step 4: Review Requirements & Submit Your Touchstone

Do not submit your Touchstone until it meets the expectations as described in the assignment and rubric and meets APA guidelines. The [APA Style: Citation Help](#) link includes resources that can help with APA formatting, citations, and references.

---

## Rubric

<p><b>Conventions</b></p> <p>The submission follows conventions for standard written English and assignment requirements are met. (10%)</p>	<p>There are almost no errors in grammar, punctuation, spelling, and capitalization; all requirements for the assignment are met (page/word count, title page, font, formatting, etc.)</p>	<p>There are minor errors in grammar, punctuation, spelling, and capitalization that do not impede readability; requirements for the assignment are mostly met (page/word count, title page, font, formatting, etc.)</p>	<p>There are frequent errors in grammar, punctuation, spelling, and capitalization that somewhat impede readability; requirements for the assignment are mostly met (page/word count, title page, font, formatting, etc.)</p>	<p>There are consistent errors in grammar, punctuation, spelling, and capitalization that significantly impede readability; requirements for the assignment are not met (page/word count, title page, font, formatting, etc.)</p>	<p>Submission does not meet the minimum threshold for points to be awarded.</p>
<p><b>Problem Identification and Analysis</b></p> <p>The submission accurately identifies and analyzes the key HR challenges facing Tech Titan. (25%)</p>	<p>Submission accurately identifies the 8 key HR challenges facing Tech Titan and provides a thorough and insightful analysis of the root causes.</p>	<p>Submission accurately identifies 6-7 of the key HR challenges facing Tech Titan and provides a solid analysis of the root causes.</p>	<p>Submission identifies 4-5 of the key HR challenges facing Tech Titan but may lack depth in the analysis of root causes.</p>	<p>Submission identifies 1-3 key HR challenges facing Tech Titan and provides a superficial or inaccurate analysis of the root causes.</p>	<p>Submission fails to identify any key HR challenges or provide any analysis.</p>
<p><b>Application of HR Concepts</b></p> <p>The submission demonstrates a comprehensive understanding and</p>	<p>Submission demonstrates a comprehensive understanding of relevant HR concepts and theories, applies them accurately</p>	<p>Submission demonstrates a solid understanding of relevant HR concepts and theories, applies them to the case</p>	<p>Submission demonstrates a basic understanding of relevant HR concepts and theories but may have some inaccuracies in</p>	<p>Submission demonstrates a limited understanding of relevant HR concepts and theories and struggles to apply them to the case.</p>	<p>Submission fails to demonstrate any understanding of relevant HR concepts and theories.</p>

application of relevant HR concepts. (25%)	and creatively to the case, and provides clear and insightful explanations.	with some accuracy, and provides clear explanations.	application or lack clarity in explanations.		
<b>Quality of Recommendations</b> The submission proposes recommendations that directly address the root causes of the identified problems. (30%)	Submission proposes innovative, practical, and strategic recommendations that directly address the root causes of the identified problems, align with the company's strategic goals, and are feasible to implement.	Submission proposes practical recommendations that address the identified problems, but may lack innovation or strategic alignment.	Submission proposes some relevant recommendations, but they may be superficial, impractical, or not directly address the root causes.	Submission proposes limited or irrelevant recommendations that do not address the core issues.	Submission fails to propose any meaningful recommendations.
<b>Supporting Evidence</b> The submission effectively supports the analysis and recommendations with evidence. (10%)	Submission consistently engages with and supports the analysis and recommendations with clear and specific evidence from the case and course materials.	Submission at times engages with and supports the analysis and recommendations with clear and specific evidence from the case and course materials.	Submission supports the analysis and recommendations with evidence from the case and course materials, but the evidence is more general.	Submission supports little of the analysis or recommendations with evidence, or the evidence is overly general, tangential, or misunderstood.	Submission fails to engage with or support the analysis or recommendations with evidence.

