



Assignment specification (BA Program)

英语专业必修课程作业要求（专升本课程）

Cou r s e :	<i>Pr a c t i c a l B u s i n e s s P r o j e c t D e s i g n</i>
A s s i g n m e n t :	<i>0 2 (U n i t s 6-1 0)</i>
A s s i g n m e n t t i t l e :	<i>Data C o l l e c t i o n / A p p e n d i c e s , P r o j e c t I m p l e m e n t a t i o n , D i s c u s s i o n , C o n c l u s i o n , I n t r o d u c t i o n , A b s t r a c t s , a n d t h e f i r s t d r a f t o f t h e w h o l e p a p e r</i>

重要声明: 本课程的各阶段作业要求以网院在平台上发布的作业要求为准, 而不是根据教材中的作业要求完成作业。

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Based on the project design you have completed in the previous stage, you are asked to implement your project and then compose the core parts of your BA degree paper in this assignment. Please refer to units 6-10 of *Practical Business Project Design* for guidance and support to this assignment. The information in brackets indicate the

specific unit you can refer to.

There are SIX parts in this assignment.

Part One Data Collection/Appendices (Unit 6 > Activity 2)

DIRECTIONS FOR STUDENTS:

In your online courseware, two categories of forms/methods are introduced to collect primary data:

- Observation and logs
- Surveys and interviews

Please present the types of forms you plan to use to collect data in this project, which are going to be attached as appendices in your BA degree paper. You should give a title to each of the form, such as “Focus Group Discussion Outline”, “Training Evaluation Form” and “Questionnaire”.

But first, please restate your project objective and hypothesis to which your tutor can refer while they evaluate the types of data you are going to collect.

Project objective: The problem I am facing is that using traditional human resource management in CEI can't make employees satisfied. The goal of my project is to use NINE STAGE STAFF PROJECE to reduce employee turnover from 50% to 10%._____

Project hypothesis: Project hypothesized that the main reason of high staff turnover is discrepant between personal goals and company management idea ,dissatisfaction with fair pay and promotion opportunities In CEI. That lead to morn than 40% employees leaved the company. (according to the survey in preamble). If we carry out our project, the employees will understand the company management idea preferably. We adjust incentive mechanisms so that employees can feel satisfied. then the 80% of potential leaving employees will decide staying here. So we can lower the staff turnover from 50% to 10%.

Insert your description after the prompts in the space below.

Form I :

Questionnaire 1

员工离职调查问卷 (Questionnaire)

本问卷旨在分析员工离职原因及工作因素,而不影响公司日后对
阁下之重新招聘。

部门 (department): _____ 职位 (post):

入职日期 (join date): _____ 离职日期 (leave date): _____

1、什么因素促使您申请离职 (reasons) ?

☐ 薪资福利 salary and benefits ☐ 晋升机会 promotion prospect ☐ 工作环境 work environment ☐ 个人目标与公司目标
差异 Team Goals and Individual Objectives ☐ 人际关系
relationship ☐ 个人因素 personal reasons

☐ 其他, 请说明 (others) _____

2、您认为公司给您现在的职位是否合理? Is it reasonable
that the company offer you position?

☐ 合理的 reasonable ☐ 不合理的 unreasonable
原因 reasons

是: _____

3、您喜欢您的同事吗?为什么? Are you like your co-workers? Why?

☐ 喜欢 ☐ 不喜欢

原因 reasons

是: _____

4、您觉得在公司是否得到公平的对待？哪些方面？Did You be treated fairly in company? What aspects?

☐得到公平的对待 got fairly treated

☐没有得到公平的对待 didn't got fairly treated

5、您觉得您的上司和您在工作方面的沟通是否顺利?Did you think that the communication between your boss and you is successfully?

☐非常顺利 very successfully ☐比较顺利 successfully

☐一般general ☐沟通困难 difficultly

6、目前的工作环境是否是您所期望的?如果不是，您认为本公司应该怎样来改善工作环境？

☐是 ☐不是

具体是哪

些：_____

。

7、您认为应该被给予更多的培训吗？

☐需要 ☐不需要

应该提供：☐管理方面的 ☐技术方面的 ☐管理和技术方面的

8、您觉得您所在部门的士气和氛围是否是您所期望的吗？您所期望的是什么样的？

☐是 ☐不是

您的期望

9、您对公司的薪资福利满意吗？

☐非常满意 ☐比较满意 ☐一般 ☐不满意

不满意，您目前的标准是_____，您期望的标准是_____。

10、公司的相关政策、制度与程序能让您充分了解吗？如果不是，为什么？

☐能 ☐一般 ☐不能

原因

是：_____

。

11、您觉得促使您离职的哪些原因公司是可以改进的？

☐ 薪资福利 ☐ 晋升 ☐ 工作环境 ☐ 工作性质 ☐ 人际关系
☐ 健康因素
☐ 其他, 请说明: _____

12、您认为公司应该采取哪些措施能更加有效地吸引和留住人才?

13、您选择工作最看重的三样是什么?

接见者: _____ 部 门: _____

职 位: _____ 日 期: _____

Form II:

Training Evaluation Form

培训效果评估表 Training Evaluation Form

培训结果调查表—反映层

说 明:此表是为了评估员工培训工作的效果,进而为我们培训工作的持续改善提供参照,请完整而诚实地回答,并在相应的数字上划圈。

评 分 标 准: 5=非常同意 4=同意 3=中立 2=不同意
非常不同意

项目名称 九段员工项目 培训日期

举办部门 人力资源部 培训地点

课程目标

5 4 3 2 1

这个课程目标与我工作的相关					
课程内容达到我的期望程度	5	4	3	2	1
课程设计					
与安排					
课程内容组织符合逻辑,易于学习	5	4	3	2	1
课程的程序安排妥当	5	4	3	2	1
课程难易适中	5	4	3	2	1
课程讲授的时间安排	5	4	3	2	1
	5	4	3	2	1
培训讲师					
课前的准备	5	4	3	2	1
专业水平	5	4	3	2	1
讲课亲切度	5	4	3	2	1
课程内容表达	5	4	3	2	1
课程中使用技巧、案例分析的有效	5	4	3	2	1
有机会让学员参	5	4	3	2	1

加

学员参与度

本人很认真的参 与了	5	4	3	2	1
其他学员积极参 与了	5	4	3	2	1
您对这次培训的 整体评价	5	4	3	2	1
您觉得此次培训 最有价值的三点 是什么？					
您觉得此次培训 最不喜欢的三点 是什么？					
您建议我们以后 的同类培训作哪 些调整？					

Form III:

Group Discussion record

小组讨论记录表Group Discussion record

项目名称	九段员工项目
项目阶段	

讨论主题

时间、地点、参

加人员

讨论情况记录

发现主要问题

解决方式

FOR TU T O R S:

Y o u a r e r e q u i r e d t o p r o v i d e b e t w e e n - t e x t c o m m e n t s o n t h e s t u d e n t ' s w r i t i n g b y u s i n g t h e “ E d i t ” f u n c t i o n o r a c o n t r a s t i n g f o n t c o l o r t o h i g h l i g h t y o u r c o m m e n t s o r s u g g e s t i o n s . P l e a s e t i c k i n t h e p r o p e r c e l l a n d w r i t e y o u r o v e r a l l c o m m e n t s i n t h e b o x o f “ T u t o r ' s C o m m e n t s ” b e l o w .

评价指标 Asses sment Cr i t e r i a	评估 (A c c e p t a b l e / R e v i s e) 请打勾进行评估(√)	
	合格	需修
用了不同的工具来采集数据。 A v a r i e t y o f t o o l s a r e u s e d t o c o l l e c t d a t a .		
通过这些表格 / 工具等可获取充分的数据。 S u f f i c i e n t r e s u l t s c a n b e o b t a i n e d b y u s i n g t h e s e f o r m s .		
表格中的题项或问题设计严谨，有助于检验项目假设。 T h e i t e m s o r q u e s t i o n s i n t h e f o r m s a r e w e l l - d e s i g n e d t o h e l p v e r i f y t h e c r e d i b i l i t y o f t h e p r o j e c t h y p o t h e s i s .		
语言正确、准确,无歧义。 E a c h f o r m i s e x p r e s s e d i n c l e a r , a c c u r a t e a n d u n a m b i g u o u s E n g l i s h .		

T u t o r' s C o m m e n t s:

Part Two Data Presentation (units 6 & 9)

DIRECTIONS FOR STUDENTS:

After having implemented your project and analyzed the data collected, you are now asked to describe in detail what you have found. You should describe your findings with the support of necessary graphs, charts, tables, etc. This important part will later on be presented in your BA degree paper under the heading such as “Data Presentation” or “Project Findings”.

Write your text under the following blank space according to the above areas. (Suggested length: no fewer than 800 words.)

Results

1 Changes in the number of new customer recruits and sales ranking

By having a comparison of the employees turnover intention last year and this year , it is obvious that more employees want work at the company for long time . We could see from Table 1 below that the employees want leaving form 100 down to after one year.

Table 1 : Results Comparison (Before Promotion and After Promotion)

	Number of employees who want leaving	Number of employees who want stay long
2011.4—5	100	100
2012.1-2	50	150
2012.2-3	30	200
2012.3-4	20	250
2012.4—5	10	300

FOR TUTORS:

You are required to provide between-text comments on the student's writing by using the "Edit" function or a contrasting font color to highlight your comments or suggestions. Please tick in the proper cell and write your overall comments in the box of "Tutor's Comments" below.

评价指标 Assessment Criteria	评估 (Acceptable/Revises) 请打勾进行评估 (✓)	
	合格	需修
简要概括了项目实际实施情况，包括是否调整了原设计方案。 A brief summary of the actual implementation is given, including any deviations from the original design.		

明确描述数据收集的方法、时间、对象以及数量。 Conditions for collecting the data are specified, including dates, times, research subjects and quantity.		
用图表或表格呈现数据，每个图表或表格有编号和标题。 Tables or charts are used to compile the data and show trends. Tables and charts have proper titles and numbers so that variables are clearer.		
数据描述清楚、呈现方式恰当。 The data is clearly and properly presented.		
语言正确、准确,无歧义。 This whole part is expressed in clear, accurate and unambiguous English.		

Tutor's Comments :

Part Three Discussion and Conclusion (Unit 10)

DIRECTIONS FOR STUDENTS:

Based on the data you have presented in Part Two, you are now required to select some significant facts and interpret these findings in a broader context. Instead of simply restating your results, you should draw inferences about their implications for business in general. This important part will later on be presented in your BA degree paper under the heading like "Discussion".

Write your text under the following blank space according to the above areas. (Suggested length: no fewer than 500 words.)

Discussion

1 Research Summary

As a long-term company, we need to have stable employees. Will good competitive environment, allowing employees to use their strength, at the same time, the goal of employees and the company development should be same direction.. “An organization’s Core Group is the source of its energy, drive, and direction. Without an energetic and effective Core Group, all efforts to spark creativity and enthusiasm sputter out.” According to Art Kleiner (2003).

Through the survey we found that our company’s salary is not lower than it in the similar companies. But employees turnover is high in our company, Most of the employees are not satisfied for salary. They put forward the major reason is that the company can’t provide fair opportunity about promotion and others. Personal value and Personal efforts didn’t relate closely. Herzberg’s motivation-hygiene theory and Dual-Factor Theory told us there are certain

factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction.

2 Directions for Further Research

Overall, the results of my research supported my hypothesis. Our project set up a group of scientific post evaluation mechanism, set up standard of work on every post, set up assessment system and set up a training plan, establish the core employees group, the core team construction activities. The project achieved a good result: increased employee satisfaction, reduced staff turnover, the core team had been formed.

Of course, The NINE STAGE STAFF PROJECT have not long time history. The core group in our company are not stability enough. The employees needs are different. We should adjust process when employees need. We should insist on employee training is for the long term.

Conclusion

Through this project, we found that the traditional staff management is not suitable for

modern company and high knowledge workers. We need to introducing the most advanced human resources management to keep competition advantage. The current enterprise competition is human resources competition. To keep high intellectual human resources stay out company, we must understand their needs. We can't make simple and rough management.

Through proceeding NSSP, the Core Group had been already established. the Core Group is the genuine heart of the organization. Once you understand the Core Group nature of organizations, then you can understand how to navigate and influence those organizations.

Now, we have something to do, for example, how to implement the training long-term down, and how to implement the employees eliminated, etc. Human resources management will bring great benefit to the company

FOR TUTORS:

You are required to provide between-text comments

on the student's writing by using the "Edit" function or a contrasting font color to highlight your comments or suggestions. Please tick in the proper cell and write your overall comments in the box of "Tutor's Comments" below.

评价指标 Assessment Criteria	评估 (Acceptable/Revise) 请打勾进行评估(√)	
	合格	需修
从与项目假设最相关的事实/变化入手, 对显著现象进行讨论。 Significant facts have been selected for discussion, starting with those most relevant to the hypothesis.		
数据分析与讨论充分得当。 The data is properly analyzed and discussed.		

明确阐述了数据与项目目标和假设的关系。 The meaning of the data in relation to the original objective and hypothesis is made clear.		
阐述了结论,比如项目结果是否证明假设成立。 Final conclusions, such as whether the findings support the hypothesis, are stated.		
说明了项目调研结果以及项目意义。 The significance of the results and the project has been explained.		
包含了对项目局限性的说明和/或未来更深入的调研计划。 Any limitations and directions for future research have been discussed.		
结论不少于300字。 The conclusion contains no fewer than 300 words.		

语言正确、准确,无歧义。 This part is expressed in clear, accurate and unambiguous language.		
Tutor's Comments:		

Part Four Abstracts (units 7 & 8)

DIRECTIONS FOR STUDENTS:

Your BA degree paper needs two abstracts, one in Chinese and a second in English. The Chinese abstract should have between 500 and 800 words, and the English abstract about 300 words. Although the two abstracts differ in length, their content is about the same. The abstract should concisely describe:

- the project background, problem statement, problem analysis, objective(s), hypothesis,

research subjects, key contents, implementation period, key method(s), main results and significance.

Insert your description after the prompts in the space below.

摘要（中文）

CEI 公司是一家有着 15 年历史的中外合资公司。主要从事国际教育、教育服务与培训等业务的新兴公司。是有 400 名员工的中型企业。该公司有一定资金实力，主要投资者负责公司全面管理。CEI 公司是一家典型成长期的公司。在规模扩大以后，虽然该公司薪金待遇在同行业中中等偏上，但人员流动仍然非常大。特别是一些资深员工、高层员工不满绩效考评不透明，晋升机制无章可循，完全是老板个人意志决定一切的现状。原有的考核机制令员工之间充满敌对，不能形成很好的团队凝聚力。个人的工作价值不能完全从工作中体现出来，工作的目标是为讨好老板个人还是服务公司目标不是很明确。在这种情况下职员无法将自己的人生规划与公司发展战略统一起来。

企业的竞争是市场的竞争,是技术的竞争。但归根结底是人才的竞争。在此前提下,本论文设计了九段员工项目,力求要建立一组科学的岗位考评机制,每一个岗位都有自己的可测量的工作标准,根据完成情况进行员工评价,评价与晋升及待遇直接挂钩。这样就解决了考核体系不透明,不公正的问题。该项目还要设立培训方案,内容包括将公司远期、中期、近期经营规划与理念传达给每一个员工,明确每一岗位对公司规划的意义,公司实现目标能给员工带来的价值回报,组织团队活动,培养员工团队意识、协作精神等。

本论文前期通过员工离职原因问卷调查、在职员工培训需求调查、老板访谈、PEST、S WOT 分析法等研究方法找出公司存在的主要问题,公司人力资源管理的目标方向。中期在项目实施过程中通过培训日志、每周例会等形式来检查和保证设计内容得到及时调整和如期完成。后期通过九段员工项目后的员工满意度调查等方式掌握项目实施效果。

经过前期务实的调查分析和科学合理的方案设计,并经过中期严格按照计划实施项目,切实可行的监测调控,本论文设计的九段员工计划取得了良好的效果,公司有了非常透明的人力资源管理机制,员工团队意识不断加强,满意度大大提高。

科学的人力资源管理将极大节约公司用人成本,提高人力资源利用效率,特别对公司长远发展有重要意义。

关键词:九段员工; 中型企业; 人力资源管理

A b s t r a c t (E n g l i s h)

C E I i s a C h i n e s e - F o r e i g n J o i n t V e n t u r e s w i t h a

history of 15 years . It engage in international education cooperation project, the education service and education training etc. There are more than 400 people in CEI. Staff turnover , became more serious in recent years. The company has certain financial strength, the main investors responsible for overall management of the company . CEI company is a typical growth of the company . Although the company salary is above-average, but still very high turnover. Especially some senior staff didn't feel satisfaction, employees feel dissatisfaction with fair pay and promotion opportunities

The enterprise's competitive is market competition, technology competition, But in the finally, it is human resources competition. This paper designed the NINE STAGE STAFF PROJECT . We want strive to set up a group of scientific post evaluation mechanism, There is standard of work on every post. This project would solve the assessment system problem. The project will set up a training plan.

This paper established the company's human resources

management goal direction, based on the *questionnaire survey of staff the reasons for leaving*, investigation of on-the-job training requirement, the boss interviews, PEST, SWOT analysis and others. In the middle process of project implementation, we made training log, weekly meetings so that we can check and ensure the project. By the late period of the project, we made employee satisfaction survey.

Through the the analysis of the investigation, scientific and reasonable design, and monitoring control, The project obtained good effect: the CEI have had a very transparent human resources management mechanism, the employees are satisfaction after the project.

Scientific human resource management will greatly to save the company employing cost and improve the efficiency in the use of human resources. And the project is beneficial for the company long-term development.

Key words: NINE STAGE STAFF; Medium enterprises;

Human resources management

FOR TUTORS:

You are required to provide between-text comments on the student's writing by using the "Edit" function or a contrasting font color to highlight your comments or suggestions. Please tick in the proper cell and write your overall comments in the box of "Tutor's Comments" below.

评价指标 Assessment Criteria	评估 (Acceptable / Revise) 请打勾进行评估 (✓)	
	合格	需修
介绍了项目背景。 The project background is introduced.		
明确并简要分析了项目问题。 A specific problem is identified and concisely analyzed.		

阐述了项目目标及假设。 The project objective and hypothesis are stated.		
介绍了具体的项目实施时间。 A specific implementation period is given.		
简要说明了调研对象及调研的主要内容。 The research subject and key content are briefly introduced.		
描述了主要调研方法。 The key method(s) is described.		
简要说明了主要结果及意义。 The main results and significance are concisely presented.		
附有 3 至 5 个关键词，以分号“;”分隔。 The abstract is followed by between 3 and 5 keywords, separated from each other by semi-colon “;”.		

语言正确、准确,无歧义。 The abstract is expressed in clear, accurate and unambiguous language.		
Tutor's Comments:		

Part Five Introduction (Unit 7>Activity 3)

DIRECTIONS FOR STUDENTS:

Write the Introduction of your BA degree paper under the following blank space. The Introduction should include information on: the project background, problem statement, problem analysis, rationale or cited references, objective(s), hypothesis, research subjects, key contents, and expected results.

Introduction

.

CEI is a Chinese—Foreign Joint Ventures with a history of 15 years . It engage in international education cooperation project, the education service and education training etc. There are more than 400 people in CEI. Staff turnover ,became more serious in recent years.

In order to reduce employees separation rate , I designed the NINE STAGE STAFF PROJECT . In this project, we set up a group of scientific post evaluation mechanism, set up standard of work on every post, set up assessment system and set up a training plan.

This project based on the *quest ionnaire survey of staff the reasons for leaving*, investigation of on-the-job training requirement, the boss interviews , PEST, SWOT analysis and others .

The project rationale comprise consist of Employee Training theory in book “*Human Resource Management Practices*” wrote by Wang LI jing, Herzberg's The Two—factor theory and McClelland's Need Theory.

It took fourteen weeks and cost 63,000 yuan

to implement the project.

In order to monitor and evaluate of the project, we made training log ,weekly meetings in the middle process of project implementation , we made employee satisfaction survey, by the late period of the project.

Through the the analysis of the investigation, scientific and reasonable design, and monitoring control, The project obtained good effect: the CEI have had a very transparent human resources management mechanism, the employees are satisfaction after the project. The staff turnover of CEI lowered from 50% to 10%.

FOR TUTORS:

You are required to provide between—text comments on the student's writing by using the “Edit” function or a contrasting font color to highlight your comments or suggestions. Please tick in the

proper cell and write your overall comments in the box of “Tutor’s Comments” below.

评价指标 Assessment Criteria	评估 (Acceptable / Revise) 请打勾进行评估(√)	
	合格	需修
明确了作者在项目中的角色。 The role of the writer in this project is clarified.		
描述了现状, 明确了问题, 说明了项目的意义。 The introduction explains the current situation, defines the problem clearly and shows why the research is significant.		
阐述了项目目标及假设。 The project objective and hypothesis are stated.		

简要介绍了调研对象及调研的主要内容。 The research subjects and key content are briefly introduced.		
项目理论阐述清楚,说明了研究项目的理论基础及研究方法。 The rationale clearly supports the specific conceptual theories and methodology that underlie the research project.		
适当地介绍并讨论了所引用文献,陈述了引用文献与假设的相关性。 All cited references are properly introduced and discussed. Clear connections are made between cited references and the hypothesis.		
预示了研究项目的结果及显著发现。 Expected results and significant findings of the research project are predicted.		

语言正确、准确，无歧义。 The Introduction is expressed in clear, accurate and unambiguous language.		
Tutor's Comments:		

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