

## **Syllabus**

### **Course Overview**

This course focuses on the dynamics of creating a mutually beneficial relationship between employer and employee. Topics include maintaining legal compliance and cultivating positive employee morale. You will explore factors that affect the relationships between employees and organizations, and how workplace policies can influence ethically and legally sound human resource (HR) management practices. You will also examine the impact of labor unions on the organization.

### **Course Competencies**

**(Read Only)**

To successfully complete this course, you will be expected to:

- 1 Define the employee relations function of an organization and human resources' role in its development.
- 2 Analyze human resource practices that promote positive employee relations and legal compliance.
- 3 Explain the components of managing employee performance for organizational and personal success.
- 4 Describe the grievance process, dispute resolution options, and protection of employees from retaliation.
- 5 Examine the impact of labor unions on employee-employer relationships.
- 6 Communicate professionally with all stakeholders.

### **Course Prerequisites**

Prerequisite(s): BUS3040; BUS4045.



The materials listed below are required to complete the learning activities in this course.

## Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use [Journal and Book Locator](#). Refer to the [Journal and Book Locator library guide](#) to learn how to use this tool.

- Adams, T. (2018). [Should employers establish a policy on romantic relationships in the office?](#) *HR Magazine*, 63(1), 9.
- Armstrong, M., & Taylor, S. (2017). [Armstrong's handbook of human resource management practice \(14th ed.\)](#). London, UK: Kogan Page.
- Avgar, A. C., Lamare, J. R., Lipsky, D. B., & Gupta, A. (2013). [Unions and ADR: The relationship between labor unions and workplace dispute resolution in U.S. corporations](#). *Ohio State Journal on Dispute Resolution*, 28, 63.
- Bainbridge, K. (2016). [Plan for improved performance](#). *Supervision*, 77(12), 9–11.
- Barrington, L. (2015). [Ageism and bias in the American workplace](#). *Generations*, 39(3), 34–38.
- Barth, A. L., & de Beer, W. (2018). [Performance management success: A best practices and implementation guide for leaders and managers of all organizations](#). West Chester, PA: Springer.
- Bates, S. (2016). [Top 10 employee handbook updates for 2016](#). *HR Magazine*, 61(1), 40–45.
- Buckingham, M., & Goodall, A. (2015). [Reinventing performance management](#). *Harvard Business Review*, 93(4), 40–50.
- Bulkeley, A. (2017). [An imperfect union](#). *Oregon Business Magazine*, 40(4), 32–36.
- Castanheira, F., & Story, J. (2016). [Making good things last longer: The role of savoring on the relationship between HRM and positive employee outcomes](#). *Human Resource Management*, 55(6), 985–1000.
- Cecchi-Dimeglio, P. (2017, April 12). [How gender bias corrupts performance reviews, and what to do about it](#). *Harvard Business Review Digital Articles*, 2–5.
- [Employers may want to consider cyberbullying policies](#). (2016). *HR Focus*, 93(2), 12–13.
- Fishman, A. A. (2016). [How generational differences will impact America's aging workforce: Strategies for dealing with aging millennials, generation X, and baby boomers](#). *Strategic HR Review*, 15(6), 250–257.
- Foreman, A. M., Glenn, M. K., Meade, B. J., & Wirth, O. (2017). [Dogs in the workplace: A review of the benefits and potential challenges](#). *International Journal of Environmental Research and Public Health*, 14(5), 498–518.
- Grenig, J. E. (2016). [Evolution of the role of alternative dispute resolution in resolving employment disputes](#). *Dispute Resolution Journal*, 71(2), 99–139.
- GTS Learning Courseware Company. (2013). [Conflict resolution: Dealing with difficult people](#). Bristol, UK: Author.
- GTS Learning Courseware Company. (2013). [Conflict resolution: Getting along in the workplace, study guide, student edition](#). Bristol, UK: Author.
- Guest, D. E. (2017). [Human resource management and employee well-being: Towards a new analytic framework](#). *Human Resource Management Journal*, 27(1), 22–38.

- Jones, B., Smith, K., & Rock, D. (2018, June 20). [3 biases that hijack performance reviews, and how to address them](#). *Harvard Business Review Digital Articles*, 2–5.
- Kamin, M. (2013). [Soft skills revolution: A guide for connecting with compassion for trainers, teams, and leaders](#). Greensboro, NC: Center for Creative Leadership.
- Krasman, M. (2015). [Three must-have onboarding elements for new and relocated employees](#). *Employment Relations Today (Wiley)*, 42(2), 9–14.
- Liddle, D. (2017). [Managing conflict: A practical guide to resolution in the workplace](#). London, UK: Kogan Page.
- Lipsky, D. B., Seeber, R. L., & Avgar, A. C. (2015). [From the negotiating arena to conflict management \[PDF\]](#). *Negotiation Journal*, 31(4), 405–413.
- Mencl, J., & Lester, S. W. (2014). [More alike than different: What generations value and how the values affect employee workplace perceptions](#). *Journal of Leadership & Organizational Studies*, 21(3), 257–272.
- Mishra, N., Dimri, R. P., & Chaubey, D. S. (2017). [Employer employee relationship and impact on organization strategy](#). *Splint International Journal of Professionals*, 4(2), 56–65.
- Posthuma, R. A., Flores, G. L., Dworkin, J. B., & Pavel, S. (2016). [Social context and employment lawsuit dispute resolution](#). *International Journal of Conflict Management*, 27(4), 547–569.
- Pruitt, A.-S., Brinkworth, C., Young, J., & Aponte, K. L. (2018, March 30). [5 things we learned about creating a successful workplace diversity program](#). *Harvard Business Review Digital Articles*, 2–7.
- Riker, C. N. (2018). [Protecting employers by protecting employees](#). *Indiana Lawyer*, 29(1), 19–20.
- Scott, M. (2017). [Protect your business: The cost of employment lawsuits and how to avoid them](#). *Smart Business Cleveland*, 29(1), 76.
- Tews, M. J., Michel, J., Xu, S., & Drost, A. J. (2015). [Workplace fun matters . . . but what else?](#). *Employee Relations*, 37(2), 248–267.
- Townsend, K., Wilkinson, A., & Burgess, J. (2014). [Routes to partial success: Collaborative employment relations and employee engagement](#). *International Journal of Human Resource Management*, 25(6), 915–930.
- Tulgan, B. (2015). [Bridging the soft skills gap: How to teach the missing basics to today's young talent](#). Indianapolis, IN: Jossey Bass.
- Valizade, D., Ogbonnaya, C., Tregaskis, O., & Forde, C. (2016). [A mutual gains perspective on workplace partnership: Employee outcomes and the mediating role of the employment relations climate](#). *Human Resource Management Journal*, 26(3), 351–368.
- Vardiman, P., Shepherd, I. J., & Jinkerson, D. (2014). [A policy of zero tolerance with exceptions: Writing organizational policy in a changing environment](#). *Journal of Management Policy and Practice*, 15(5), 32–43.
- Veazie, J. I. (2016). [Developing and writing policy](#). *Receivables Report for America's Health Care Financial Managers*, 31(11), 3–6.
- Watson, M. A., & Lopiano, G. R. (2015, December 11). [Case study: Should he be fired for that Facebook post?](#). *Harvard Business Review Digital Articles*, 2–8.
- Wilkinson, A., Dundon, T., Donaghey, J., & Colvin, A. J. S. (Eds.) (2018). [The Routledge companion to employment relations](#). New York, NY: Taylor and Francis.
- Wilson, F. (2015). [Romantic relationships at work: Why love can hurt](#). *International Journal of Management Reviews*, 17(1), 1–19.

- Woodrow, C., & Guest, D. E. (2014). [When good HR gets bad results: Exploring the challenge of HR implementation in the case of workplace bullying](#). *Human Resource Management Journal*, 24(1), 38–56.

## External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- Bahler, K. (2017). [Workplaces are more segregated than 40 years ago. What gives?](#) Retrieved from <http://time.com/money/5064098/workplaces-are-more-segregated-than-40-years-ago-what-gives/>
- Best Buy. (Producer). (n.d.). [Workplace accommodations at Best Buy \[Video\]](#). | [Transcript](#) Retrieved from [https://www.youtube.com/watch?v=GekS\\_aOx64c](https://www.youtube.com/watch?v=GekS_aOx64c)
- Biro, M. M. (2016). [The harsh reality of diversity in today's workplace](#). Retrieved from [https://www.huffingtonpost.com/meghan-m-biro-/the-harsh-reality-of-dive\\_b\\_8408654.html](https://www.huffingtonpost.com/meghan-m-biro-/the-harsh-reality-of-dive_b_8408654.html)
- CBS Los Angeles. (Producer). (n.d.). [Expert tips for overcoming conflicts in the workplace \[Video\]](#). | [Transcript](#) Retrieved from <https://www.youtube.com/watch?v=WUVDSHMzaOA>
- Connor, J., Fisher, J., Guszczka, J., & Hogan, S. K. (2018). [Positive technology: Designing work environments for digital well-being](#). Retrieved from <https://www2.deloitte.com/insights/us/en/focus/behavioral-economics/negative-impact-technology-business.html>
- Doherty, J. (2018). [Bathrooms, federal laws, and HR](#). Retrieved from <https://infinitehr.com/bathrooms-federal-laws-and-hr/>
- Dyson, E. (2017). [The shifting definition of diversity in the workplace](#). Retrieved from <https://www.peoplescout.com/getting-right-understanding-managing-diversity-in-workplace/>
- Gepp, R. (2017). [Religious accommodation in the workplace: Guidance for avoiding legal trouble](#). Retrieved from <https://hrdailyadvisor.blr.com/2017/05/23/religious-accommodation-workplace-guidance-avoiding-legal-trouble/>
- Gregg Learning. (Producer). (n.d.). [HR basics: Employee relations \[Video\]](#). | [Transcript](#) Retrieved from <https://www.youtube.com/watch?v=j2WsfhSIEHI>
- Gurchiek, K. (2017). [Religion and work: 'A hot topic and getting hotter every day'](#). Retrieved from <https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/religion-and-work-a-hot-topic-and-getting-hotter-every-day.aspx>
- Hood, A. (n.d.). [7 biggest diversity issues in the workplace](#). Retrieved from <https://www.thiswayglobal.com/blog/diversity/top-diversity-issues-in-the-workplace/>
- hrsimple (2019). [Gender and workplace bathrooms](#). Retrieved from <https://www.hrsimple.com/blog/workplace-bathroom-gender-requirements-transgender-lgbq>
- Impraise Blog. (n.d.). [Performance reviews: How to remove the top 4 biases found in performance appraisals \[Blog post\]](#). Retrieved from <https://blog.impraise.com/360-feedback/4-factors-hurting-your-performance-appraisals-performance-review>
- Klipfel, M. (2018). [Navigating nonbinary gender employee needs: It's more than bathrooms](#). Retrieved from <https://www.forbes.com/sites/forbeshumanresourcescouncil/2018/05/17/navigating-nonbinary->

gender-employee-needs-its-more-than-bathrooms/#1ce357d44b15

- Letke, A. N. (2016). [Tips for employers: Breastfeeding mothers in the workplace](https://integrityhr.com/hrblog/tips-employers-breastfeeding-mothers-workplace/). Retrieved from https://integrityhr.com/hrblog/tips-employers-breastfeeding-mothers-workplace/
- Mayhew, R. (2017). [Employee relations & human resources](https://bizfluent.com/info-7846188-employee-relations-human-resources.html). Retrieved from https://bizfluent.com/info-7846188-employee-relations-human-resources.html
- McIntire, M. (2014). [How to overcome language and cultural barriers in the workplace](https://www.linkedin.com/pulse/20140603143206-20499125-how-to-overcome-language-and-cultural-barriers-in-the-workplace). Retrieved from https://www.linkedin.com/pulse/20140603143206-20499125-how-to-overcome-language-and-cultural-barriers-in-the-workplace
- Men, L. R. (2015). [10 ways to create a corporate culture for employee engagement](https://instituteforpr.org/10-ways-create-corporate-culture-employee-engagement/). Retrieved from https://instituteforpr.org/10-ways-create-corporate-culture-employee-engagement/
- Mercer. (Producer). (n.d.). [Inside employees' minds the multi-generational workplace \[Video\]](https://www.youtube.com/watch?v=DKqFDwXqqs0). | [Transcript](https://www.youtube.com/watch?v=DKqFDwXqqs0) Retrieved from https://www.youtube.com/watch?v=DKqFDwXqqs0
- Mitrefinch. (2017). [How to manage bias in your organization for better decisions](https://advancesystemsinc.com/manage-bias-organization-better-decisions/). Retrieved from https://advancesystemsinc.com/manage-bias-organization-better-decisions/
- Morency, M.-N. (2016). [Technology and work relationships: Knock, knock, who's there?](https://www.randstad.ca/workforce360-trends/archives/how-technology-impacts-work-relationships_418/) Retrieved from https://www.randstad.ca/workforce360-trends/archives/how-technology-impacts-work-relationships\_418/
- O'Donnel, R. (2017). [Giving new moms a break: Employers slow to accommodate nursing mothers](https://www.hrdiver.com/news/giving-new-moms-a-break-employers-slow-to-accommodate-nursing-mothers/446283/). Retrieved from https://www.hrdiver.com/news/giving-new-moms-a-break-employers-slow-to-accommodate-nursing-mothers/446283/
- Parikh, N. (2018). [Diversity and inclusion matters to the workforce of the future](https://www.forbes.com/sites/forbeshumanresourcescouncil/2018/05/09/diversity-and-inclusion-matters-to-the-workforce-of-the-future/#92ea725771bb). Retrieved from https://www.forbes.com/sites/forbeshumanresourcescouncil/2018/05/09/diversity-and-inclusion-matters-to-the-workforce-of-the-future/#92ea725771bb
- Petesch, P., & Phillis, M. (2017). [Who let the dogs in? Possibly HR: Service animal requests in the workplace](https://hrdailyadvisor.blr.com/2017/08/10/dogs-hr-service-animal-requests-workplace/). Retrieved from https://hrdailyadvisor.blr.com/2017/08/10/dogs-hr-service-animal-requests-workplace/
- Rhodes, R. (2015). [How does company culture impact employees?](https://good.co/blog/company-culture-impact-employees/) Retrieved from https://good.co/blog/company-culture-impact-employees/
- Sathe, S. (2017). [The power of positive employee relationships: Realizing your ROI](https://www.risesmart.com/blog/power-positive-employee-relationships-realizing-your-roi). Retrieved from https://www.risesmart.com/blog/power-positive-employee-relationships-realizing-your-roi
- Scott, S. (2018). [Examples of employee relations issues](https://smallbusiness.chron.com/examples-employee-relations-issues-11538.html). Retrieved from https://smallbusiness.chron.com/examples-employee-relations-issues-11538.html
- Seitter-Buffer, C. (2018). [The three-step process to curtail bias in performance reviews](https://www.fastcompany.com/40529714/the-three-step-process-to-curtaill-bias-in-performance-reviews). Retrieved from https://www.fastcompany.com/40529714/the-three-step-process-to-curtaill-bias-in-performance-reviews
- Shriar, J. (2017). [The 4 pillars of employee relations](https://www.officevibe.com/blog/4-pillars-of-employee-relations). Retrieved from https://www.officevibe.com/blog/4-pillars-of-employee-relations
- Singh, H., & Jain, S. (2013). [Emerging technologies & the impact on employee relations](https://www.mbaskool.com/business-articles/human-resource/8343-emerging-technologies-a-the-impact-on-employee-relations.html). Retrieved from https://www.mbaskool.com/business-articles/human-resource/8343-emerging-technologies-a-the-impact-on-employee-relations.html
- The BraudCast. (Producer). (n.d.). [What should be included in an employee social media policy? \[Video\]](https://www.youtube.com/watch?v=zZRB65XgNg). | [Transcript](https://www.youtube.com/watch?v=zZRB65XgNg) Retrieved from https://www.youtube.com/watch?v=zZRB65XgNg
- Wojtaś-Jakubowska, A. (2017). [7 performance management best practices to follow](https://emplo.com/blog/performance-management-best-practices#.W6opCDpKg8p). Retrieved from https://emplo.com/blog/performance-management-best-practices#.W6opCDpKg8p

## Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

## Optional

The following optional materials are offered to provide you with a better understanding of the topics in this course. These materials are not required to complete the course.

## Unit 1 >> Employee Relations Policies

### Introduction

According to Mayhew (2017), "the basic purpose of an employee relations area within the human resources department is to maintain solid working relationships between the employer and employees." Employee relations can encompass many aspects of a business. As we begin the course, we will study the many policies that are needed to keep the relationship between the employer and employees running smoothly. Clear communication is an important element in this initiative as policies can change, evolve, and be created anew due to advancements in technology, changes in laws, or other external influences. We will research some current policies within organizations today, review their strengths and areas of opportunity, as well as create policies that would incorporate today's trends or changes in the workplace.

### Reference

Mayhew, R. (2017). Employee relations & human resources. Retrieved from <https://bizfluent.com/info-7846188-employee-relations-human-resources.html>

### Learning Activities

#### u01s1 - Studies

## Readings

The following readings provide some possible HR policy topics for your first assessment:

- Adams, T. (2018). [Should employers establish a policy on romantic relationships in the office?](#). *HR Magazine*, 63(1), 9.
- [Employers may want to consider cyberbullying policies](#). (2016). *HR Focus*, 93(2), 12–13.
- Watson, M. A., & Lopiano, G. R. (2015, December 11). [Case study: Should he be fired for that Facebook post?](#). *Harvard Business Review Digital Articles*, 2–8.
- Wilson, F. (2015). [Romantic relationships at work: Why love can hurt](#). *International Journal of Management Reviews*, 17(1), 1–19.
- Woodrow, C., & Guest, D. E. (2014). [When good HR gets bad results: Exploring the challenge of HR implementation in the case of workplace bullying](#). *Human Resource Management Journal*, 24(1), 38–56.

The following readings are focused on various aspects related to employee relations:

- Rhodes, R. (2015). [How does company culture impact employees?](#). Retrieved from <https://good.co/blog/company-culture-impact-employees/>
- Mayhew, R. (2017). [Employee relations & human resources](#). Retrieved from <https://bizfluent.com/info-7846188-employee-relations-human-resources.html>
- Men, L. R. (2015). [10 ways to create a corporate culture for employee engagement](#). Retrieved from <https://instituteforpr.org/10-ways-create-corporate-culture-employee-engagement/>
- Scott, S. (2018). [Examples of employee relations issues](#). Retrieved from <https://smallbusiness.chron.com/examples-employee-relations-issues-11538.html>
- Shriar, J. (2017). [The 4 pillars of employee relations](#). Retrieved from <https://www.officevibe.com/blog/4-pillars-of-employee-relations>

Throughout the course, we will integrate the importance of soft skills when communicating with others and how this is beneficial to fostering the employee-employer relationship as well as relationships among teams. Please read the introduction and first chapter of the e-book to familiarize yourself with topics that will be forthcoming as the course progresses. You will find that there are activities at the end of the chapters in the e-book. While these are not required for the course, you may find the activities helpful to solve problems within your place of work or to utilize for future work responsibilities.

- Kamin, M. (2013). [Soft skills revolution: A guide for connecting with compassion for trainers, teams, and leaders](#). Greensboro, NC: Center for Creative Leadership.
  - Introduction.
  - Chapter 1, "What Are Soft Skills?."

The following e-book chapter offers information on employee relations and relevant laws. **Note:** You may find that other chapters in this e-book provide additional foundational reading on employment relations that can support your discussion posts and assignments in this course.

- Wilkinson, A., Dundon, T., Donaghey, J., & Colvin, A. J. S. (Eds.) (2018). [The Routledge companion to employment relations](#). New York, NY: Taylor and Francis.
  - Chapter 4, "Employment Relations & the Law."

## u01s1 - Learning Components

- Identify examples of factors that may influence the need for new policies or changes to existing policies in the workplace.
- Identify examples of policy issues in the workplace.
- Explore current trends related to creating employee relations policies.
- Create an organizational policy that incorporates legal compliance and regulations.

## u01s2 - Assignment Preparation

In preparation for your first assignment due in Unit 2, Workplace Policies and Regulatory Issues, select a policy issue that is relevant in today's workplace. Examples include, but are not limited to, dress code, employee privacy, social media usage, and workplace romance. Conduct research on your selected policy, including legal implications, and find at least two scholarly or professional resources to support your work.

## u01d1 - Setting the Stage: Employee Relations

For this discussion, address the following:

- What comes to mind when you hear *employee relations*?
- How do you define employee relations?
- How do an organization's mission, vision, values, and culture influence its relationship with employees?

Be sure to support your work with two current (not more than 3 years old) articles from scholarly or academic sources, and one must come from the *Wall Street Journal*.

## Response Guidelines

Respond to at least two learners by comparing your definitions and sharing work experiences.

**Note:** Unless otherwise stated, the expectation for each course discussion in this course is that you respond to two of your peers' initial posts by the end of the unit.

Course Resources

Undergraduate Discussion Participation Scoring Guide

## u01d1 - Learning Components

- Identify examples of policy issues in the workplace.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

## u01d2 - Workplace Policies

There are many policies in today's workplace. For this discussion, think of one policy that is especially relevant today and discuss why. What has been your observations about this policy in the workplace? How do you think this policy will continue to evolve over the next few years?

It is suggested that you select a workplace policy topic for this discussion that you plan to use for the Unit 2 assignment, Workplace Policies and Regulatory Issues. See the assignment instructions and scoring guide criteria for more information.

## Response Guidelines

Respond to at least two other learners who have chosen policies different from your selection. Discuss your experiences with their policy selections.

### Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

## u01d2 - Learning Components

- Identify examples of factors that may influence the need for new policies or changes to existing policies in the workplace.
- Explore current trends related to creating employee relations policies.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

## Unit 2 >> Legal Compliance and Regulations

### Introduction

To ensure the organization is compliant to laws and regulations, HR needs standards against which it measures behaviors, decisions, and policies. Employment laws are examples of those standards. It is HR's responsibility to uphold them, educate the organization about them, and engage actively with lawmakers to shape them. Depending on the industry, location, company size, and other factors, this can be quite a broad area to study. It is also necessary to understand the consequences, for an employee as well as the organization, for not following policies, laws, and regulations.

## Learning Activities

### u02s1 - Studies

## Readings

The following readings focus on policy writing and employment law for HR professionals:

- Armstrong, M., & Taylor, S. (2017). [\*Armstrong's handbook of human resource management practice \(14th ed.\)\*](#). London, UK: Kogan Page.
  - Chapter 62, "Employment Law."
    - **Note:** You may find that other chapters in this e-book provide additional foundational readings on key HR functional areas that can support your discussion posts and assignments in this course.
- Bates, S. (2016). [\*Top 10 employee handbook updates for 2016\*](#). *HR Magazine*, 61(1), 40–45.
- Veazie, J. I. (2016). [\*Developing and writing policy\*](#). *Receivables Report for America's Health Care Financial Managers*, 31(11), 3–6.
- Vardiman, P., Shepherd, I. J., & Jinkerson, D. (2014). [\*A policy of zero tolerance with exceptions: Writing organizational policy in a changing environment\*](#). *Journal of Management Policy and Practice*, 15(5), 32–43.

The following video discusses tips for creating social media policies:

- The BraudCast. (Producer). (n.d.). [\*What should be included in an employee social media policy? \[Video\] | Transcript\*](#). Retrieved from <https://www.youtube.com/watch?v=zZRBY65XgNg>

### u02s1 - Learning Components

- Identify examples of factors that may influence the need for new policies or changes to existing policies in the workplace.
- Identify examples of policy issues in the workplace.
- Explore current trends related to creating employee relations policies.
- Create an organizational policy that incorporates legal compliance and regulations.

## u02a1 - Workplace Policies and Regulatory Issues

By successfully completing this assessment, you will demonstrate your proficiency in the following course competencies and assessment criteria:

- Competency 1: Define the employee relations function of an organization and human resources' role in its development.
  - Describe the identified policy issue and its relevancy in the workplace.
- Competency 2: Analyze human resource practices that promote positive employee relations and legal compliance.
  - Articulate how HR professionals would implement and manage the policy.
- Competency 3: Explain the components of managing employee performance for organizational and personal success.
  - Develop a policy establishing employee expectations and consequences for violating.
  - Describe additional information relevant to the policy implementation.
- Competency 6: Communicate professionally with all stakeholders.
  - Write in a clear, well-organized manner with the required number of resources to support a central idea, with no technical writing errors, as expected of a business professional.

## Assignment Instructions

Select a workplace policy and include the following in an executive summary to organizational leadership:

- Describe the identified policy issue and its relevancy in the workplace.
- Develop a policy establishing employee expectations and consequences for violating.
- Describe additional information relevant to the policy implementation. Why is the policy beneficial to employees and an organization?
- Articulate how HR professionals would implement and manage the policy. Consider relevant laws and regulations that may impact the adoption of the policy.

Refer to the Workplace Policies and Regulatory Issues Scoring Guide to ensure you have met all the requirements of the assignment before submitting it.

## Assignment Requirements

Your assignment should meet the following requirements:

- **Length:** 2–3 double-spaced pages, including a references page.
- **Written communication:** Communicate in a manner that is scholarly and professional. Your writing should be:
  - Concise and logically organized.
  - Free of errors in grammar and mechanics.

- **Validation and support:** Provide at least two relevant and credible scholarly or professional resources such as the *Wall Street Journal*.
- **APA formatting:** Format all citations and references in accordance with current APA guidelines.

**Note:** Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources

[APA Style and Format](#)

[Writing Feedback Tool](#)

## u02d1 - External Regulations

When policies are written in the workplace, there is typically a supporting external regulation or law that influences the policy. For this discussion, state one of these laws or regulations and then, in your own words, discuss its meaning and implication to employers.

## Response Guidelines

Respond to at least two other learners and discuss your awareness of this regulation or law. How could this law be better communicated to employees?

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

## u02d1 - Learning Components

- Identify examples of factors that may influence the need for new policies or changes to existing policies in the workplace.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

## u02d2 - Legal Influences

Based on your awareness of the laws and regulations you wrote about in this unit's first discussion, speak about how an organization, or the employee, can be at risk for not following the law or regulation you discussed. Within the discussion, also speak about the way in which HR professionals should or could become aware that there is a risk involved. How might they mitigate these risks?

## Response Guidelines

Respond to at least two other learners and discuss your workplace experiences. Share any of your observations about consequences for violating their selected law or regulation.

### Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

### u02d2 - Learning Components

- Create an organizational policy that incorporates legal compliance and regulations.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

## Unit 3 >> Diversity in Today's Workplace

### Introduction

It is possible, even commonplace, for organizations to comply with a myriad of U.S. anti-discrimination employment laws but not enjoy or benefit from the resulting diversity. An important aspect of employee relations is shaping a culture around acceptance, where differences are not only acknowledged, but sought out and valued. Going far beyond tolerating differences, diversity allows all individuals to contribute to an organization through their unique knowledge, skills, abilities, and experiences. There are many benefits to having diversity in the workplace. Dyson (2017) identifies the following benefits: the forming of creative new ideas and perspectives informed by cultural experiences, a better understanding of target demographics and what moves them, better alignment of organizational culture, and increased customer satisfaction by improving how employees interact with a diverse clientele and the public. In turn, the organization's unique identify provides a competitive advantage that cannot be duplicated.

### Reference

Dyson, E. (2017). The shifting definition of diversity in the workplace. Retrieved from <https://www.peoplescout.com/getting-right-understanding-managing-diversity-in-workplace/>

## Learning Activities

### u03s1 - Studies

## Readings

The following readings will support your understanding of diversity and inclusion in the workplace:

- Bahler, K. (2017). [Workplaces are more segregated than 40 years ago. What gives?](http://time.com/money/5064098/workplaces-are-more-segregated-than-40-years-ago-what-gives/). Retrieved from <http://time.com/money/5064098/workplaces-are-more-segregated-than-40-years-ago-what-gives/>
- Barrington, L. (2015). [Ageism and bias in the American workplace](#). *Generations*, 39(3), 34–38.
- Biro, M. M. (2016). [The harsh reality of diversity in today's workplace](https://www.huffingtonpost.com/meghan-m-biro-/the-harsh-reality-of-dive_b_8408654.html). Retrieved from [https://www.huffingtonpost.com/meghan-m-biro-/the-harsh-reality-of-dive\\_b\\_8408654.html](https://www.huffingtonpost.com/meghan-m-biro-/the-harsh-reality-of-dive_b_8408654.html)
- Connor, J., Fisher, J., Guszczka, J., & Hogan, S. K. (2018). [Positive technology: Designing work environments for digital well-being](https://www2.deloitte.com/insights/us/en/focus/behavioral-economics/negative-impact-technology-business.html). Retrieved from <https://www2.deloitte.com/insights/us/en/focus/behavioral-economics/negative-impact-technology-business.html>
- Dyson, E. (2017). [The shifting definition of diversity in the workplace](https://www.peoplescout.com/getting-right-understanding-managing-diversity-in-workplace/). Retrieved from <https://www.peoplescout.com/getting-right-understanding-managing-diversity-in-workplace/>
- Fishman, A. A. (2016). [How generational differences will impact America's aging workforce: Strategies for dealing with aging millennials, generation X, and baby boomers](#). *Strategic HR Review*, 15(6), 250–257.
- Hood, A. (n.d.). [7 biggest diversity issues in the workplace](https://www.thiswayglobal.com/blog/diversity/top-diversity-issues-in-the-workplace/). Retrieved from <https://www.thiswayglobal.com/blog/diversity/top-diversity-issues-in-the-workplace/>
- Krasman, M. (2015). [Three must-have onboarding elements for new and relocated employees](#). *Employment Relations Today (Wiley)*, 42(2), 9–14.
- Mencl, J., & Lester, S. W. (2014). [More alike than different: What generations value and how the values affect employee workplace perceptions](#). *Journal of Leadership & Organizational Studies*, 21(3), 257–272.
- Singh, H., & Jain, S. (2013). [Emerging technologies & the impact on employee relations](https://www.mbaskool.com/business-articles/human-resource/8343-emerging-technologies-a-the-impact-on-employee-relations.html). Retrieved from <https://www.mbaskool.com/business-articles/human-resource/8343-emerging-technologies-a-the-impact-on-employee-relations.html>
- Morency, M.-N. (2016). [Technology and work relationships: Knock, knock, who's there?](https://www.randstad.ca/workforce360-trends/archives/how-technology-impacts-work-relationships_418/). Retrieved from [https://www.randstad.ca/workforce360-trends/archives/how-technology-impacts-work-relationships\\_418/](https://www.randstad.ca/workforce360-trends/archives/how-technology-impacts-work-relationships_418/)
- Parikh, N. (2018). [Diversity and inclusion matters to the workforce of the future](https://www.forbes.com/sites/forbeshumanresourcescouncil/2018/05/09/diversity-and-inclusion-matters-to-the-workforce-of-the-future/#92ea725771bb). Retrieved from <https://www.forbes.com/sites/forbeshumanresourcescouncil/2018/05/09/diversity-and-inclusion-matters-to-the-workforce-of-the-future/#92ea725771bb>

- Pruitt, A.-S., Brinkworth, C., Young, J., & Aponte, K. L. (2018, March 30). [5 things we learned about creating a successful workplace diversity program](#). *Harvard Business Review Digital Articles*, 2–7.

The following e-book chapter focuses on managing diversity and inclusion in the workplace.

- Armstrong, M., & Taylor, S. (2017). [Armstrong's handbook of human resource management practice \(14th ed.\)](#). London, UK: Kogan Page.
  - Chapter 30, "Managing Diversity & Inclusion."

The following e-book chapter continues discussing the importance of soft skills in communication:

- Kamin, M. (2013). [Soft skills revolution: A guide for connecting with compassion for trainers, teams, and leaders](#). Greensboro, NC: Center for Creative Leadership.
  - Chapter 2, "The Hidden Side of Communication."

In the following video, Dr. Elissa Perry looks at managing a multi-generational workforce:

- Mercer. (Producer). (n.d.). [Inside employees' minds the multi-generational workplace \[Video\] | Transcript](#). Retrieved from <https://www.youtube.com/watch?v=DKqFDwXqqso>

## Multimedia

Complete the following Capella multimedia:

- [Age Discrimination](#).
- [Religious Discrimination and Workplace Litigation](#).

### u03s1 - Learning Components

- Identify trends that could influence diversity and inclusion.
- Identify HR practices for soft skills that can be used for communicating with employees.
- Identify HR practices for managing social and demographic changes that promote positive employer-employee relationships.

### u03s2 - Assignment Preparation

In preparation for your next assignment due in Unit 4, Diversity and Inclusion, select a cultural, demographic, or social trend that is relevant in today's workplace. Examples include, but are not limited to, the following:

- Language, religion, or other cultural differences in a global organization.
- Generational differences within workforce teams.
- Remote employees.
- Four-day work weeks or other types of work scheduling.

- Transgender restrooms and name changes.
- Individuals with disabilities.
- Service animals in the workplace.

Find 3–4 scholarly or professional resources to support your assignment work.

### u03d1 - Generational Differences or Technological Influences on Employee Relations

For this discussion, choose *one* of the following to complete your post:

- Today's workplace is filled with people of all ages and experiences. How do you think the generational differences in the workplace can be facilitated by HR professionals? What are some best practices that you have seen to have each generation learn from one another? In your post, share your experiences of working with a different generation and what you took away from the working relationship.
- Today, with the advancements in technology, organizations are allowing employees the opportunity to work from home. Discuss how you think this impacts a team relationship within an organization. Identify the pros and cons of today's technological advances on employee relations. What are some best practices for making sure the remote employees still feel included and engaged?

## Response Guidelines

Respond to at least two other learners, one who chose the same discussion question and one who chose the other discussion question. Discuss your workplace experiences with their thoughts about generational differences and the influence of technology.

### Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

### u03d1 - Learning Components

- Identify trends that could influence diversity and inclusion.
- Identify HR practices for managing social and demographic changes that promote positive employer-employee relationships.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

## u03d2 - Workplace Diversity

In this discussion, research one aspect of diversity that is of particular interest to you. Locate one article from a scholarly or academic source, including the *Wall Street Journal*, about a current event involving that aspect of diversity in the workplace. Then respond to the following:

- What are some of the employee relations issues HR might be called upon to address regarding the situation?
- Which soft skills would be the most important? Why?
- How would you handle, address, identify, and diffuse the situation?

If you have experience with a similar situation at work, feel free to include those insights.

## Response Guidelines

Respond to at least two other learners and provide your relevant experiences. What suggestions could you provide for handling their situations differently?

### Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

## u03d2 - Learning Components

- Identify trends that could influence diversity and inclusion.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

## Unit 4 >> Strategies for Inclusion

### Introduction

Part of having a diverse organization is offering accommodations that may be needed to assist employees. Many of these accommodations are legally required. For example, the Americans with Disabilities Act of 1990 (ADA) sets rules for organizations to accommodate those with mental or physical disabilities. We will study how HR is involved in managing these accommodations, promoting inclusion in the workplace, incorporating inclusion into onboarding activities, and creating new policies that may be needed.

## Readings

The following readings cover a number of relevant topics on accommodating employees in today's workplace:

- Doherty, J. (2018). [Bathrooms, federal laws, and HR](https://infinitehr.com/bathrooms-federal-laws-and-hr/). Retrieved from <https://infinitehr.com/bathrooms-federal-laws-and-hr/>
- Foreman, A. M., Glenn, M. K., Meade, B. J., & Wirth, O. (2017). [Dogs in the workplace: A review of the benefits and potential challenges](#). *International Journal of Environmental Research and Public Health*, 14(5), 498–518.
- Gepp, R. (2017). [Religious accommodation in the workplace: Guidance for avoiding legal trouble](https://hrdailyadvisor.blr.com/2017/05/23/religious-accommodation-workplace-guidance-avoiding-legal-trouble/). Retrieved from <https://hrdailyadvisor.blr.com/2017/05/23/religious-accommodation-workplace-guidance-avoiding-legal-trouble/>
- Gurchiek, K. (2017). [Religion and work: 'A hot topic and getting hotter every day'](https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/religion-and-work-a-hot-topic-and-getting-hotter-every-day.aspx). Retrieved from <https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/religion-and-work-a-hot-topic-and-getting-hotter-every-day.aspx>
- hrsimple (2019). [Gender and workplace bathrooms](https://www.hrsimple.com/blog/workplace-bathroom-gender-requirements-transgender-lgbq). Retrieved from <https://www.hrsimple.com/blog/workplace-bathroom-gender-requirements-transgender-lgbq>
- Klipfel, M. (2018). [Navigating nonbinary gender employee needs: It's more than bathrooms](https://www.forbes.com/sites/forbeshumanresourcescouncil/2018/05/17/navigating-nonbinary-gender-employee-needs-its-more-than-bathrooms/#1ce357d44b15). Retrieved from <https://www.forbes.com/sites/forbeshumanresourcescouncil/2018/05/17/navigating-nonbinary-gender-employee-needs-its-more-than-bathrooms/#1ce357d44b15>
- Letke, A. N. (2016). [Tips for employers: Breastfeeding mothers in the workplace](https://integrityhr.com/hrblog/tips-employers-breastfeeding-mothers-workplace/). Retrieved from <https://integrityhr.com/hrblog/tips-employers-breastfeeding-mothers-workplace/>
- McIntire, M. (2014). [How to overcome language and cultural barriers in the workplace](https://www.linkedin.com/pulse/20140603143206-20499125-how-to-overcome-language-and-cultural-barriers-in-the-workplace). Retrieved from <https://www.linkedin.com/pulse/20140603143206-20499125-how-to-overcome-language-and-cultural-barriers-in-the-workplace>
- O'Donnell, R. (2017). [Giving new moms a break: Employers slow to accommodate nursing mothers](https://www.hrdive.com/news/giving-new-moms-a-break-employers-slow-to-accommodate-nursing-mothers/446283/). Retrieved from <https://www.hrdive.com/news/giving-new-moms-a-break-employers-slow-to-accommodate-nursing-mothers/446283/>
- Petesch, P., & Phillis, M. (2017). [Who let the dogs in? Possibly HR: Service animal requests in the workplace](https://hrdailyadvisor.blr.com/2017/08/10/dogs-hr-service-animal-requests-workplace/). Retrieved from <https://hrdailyadvisor.blr.com/2017/08/10/dogs-hr-service-animal-requests-workplace/>

The following video provides a workplace example of making employee accommodations:

- Best Buy. (Producer). (n.d.). [Workplace accommodations at Best Buy \[Video\] | Transcript](https://www.youtube.com/watch?v=GekS_aOx64c). Retrieved from [https://www.youtube.com/watch?v=GekS\\_aOx64c](https://www.youtube.com/watch?v=GekS_aOx64c)

## Multimedia

Complete the following Capella multimedia:

- [Disability Discrimination](#).
- [Sexual Discrimination and Workplace Litigation](#).

## u04s1 - Learning Components

- Identify trends that could influence diversity and inclusion.
- Identify laws that influence the creation of HR policies.
- Identify HR practices for soft skills that can be used for communicating with employees.
- Identify HR practices for managing social and demographic changes that promote positive employer-employee relationships.

## u04a1 - Diversity and Inclusion

By successfully completing this assessment, you will demonstrate your proficiency in the following course competencies and assessment criteria:

- Competency 1: Define the employee relations function of an organization and human resources' role in its development.
  - Explain the selected trend and its influence on the workplace.
- Competency 2: Analyze human resource practices that promote positive employee relations and legal compliance.
  - Describe how the selected trend impacts employee relations.
  - Analyze strategies for overcoming challenges related to the trend with diverse teams.
  - Assess relevant laws for the selected trend and the legal impact to the organization.
- Competency 6: Communicate professionally with all stakeholders.
  - Write in a clear, well-organized manner with the required number of resources to support a central idea, with no technical writing errors, as expected of a business professional.

## Assignment Instructions

Select a cultural, demographic, or social trend relevant in today's workplace. Complete the following to create a research report to your HR manager:

- Explain the selected trend and its influence on the workplace.
- Describe how the selected trend impacts employee relations. For example, on-boarding activities and team dynamics.
- Analyze strategies for overcoming challenges with diverse teams. What are some best practices for creating an inclusive workplace?
- Assess relevant laws for the selected trend and the legal impact to the organization.

Refer to the Diversity and Inclusion Scoring Guide to ensure you meet the grading criteria for this assignment.

# Assignment Requirements

Your assignment should meet the following requirements:

- **Length:** 4–6 double-spaced pages, including a references page.
- **Written communication:** Communicate in a manner that is scholarly and professional. Your writing should be:
  - Concise and logically organized.
  - Free of errors in grammar and mechanics.
- **Validation and support:** Use 3–4 relevant and credible scholarly or professional resources such as the *Wall Street Journal*.
- **APA formatting:** Format all citations and references in accordance with current APA guidelines.

**Note:** Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources

[APA Style and Format](#)

[Writing Feedback Tool](#)

## u04d1 - Workplace Inclusion Strategies

There are many different strategies for on boarding new employees, building teams, or conducting training initiatives. Think back to some of your own workplace experiences. What did you like, what did you not like, and how did it impact your perception of the organization? Based on your experiences, discuss what you think are the three most important things for assimilating new employees and how do these strategies impact employee relations?

## Response Guidelines

Respond to at least two other learners by comparing your experiences for similar and different workplace activities. What suggestions do you have for enhancing an employee's experience as they become integrated into a new workplace?

Course Resources

### u04d1 - Learning Components

- Identify HR practices for soft skills that can be used for communicating with employees.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

### u04d2 - Workplace Accommodations

In this unit's studies, you were given examples of accommodations that can be made for individuals with disability. Discuss your experiences and observations with workplace accommodations. For example, have you seen an organization not making an accommodation that should have been made? If so, how can this put the employer at legal risk? Also, discuss the process that should be in place for an employee to request an accommodation.

## Response Guidelines

Respond to at least two other learners and share your experiences and observations with similar and different workplace accommodations.

### Course Resources

Undergraduate Discussion Participation Scoring Guide

### u04d2 - Learning Components

- Identify laws that influence the creation of HR policies.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

## Unit 5 >> Performance Management

### Introduction

Measuring and developing employee performance presents rich opportunities to foster positive employee relations while supporting organizational goals and strategies. Wojtaś-Jakubowska (2017) defines performance management as:

An ongoing process that provides feedback, accountability, and documentation for performance outcomes to ensure that employees, teams, and departments are meeting strategic organizational goals. Performance management is that step further from a simple annual review. It requires both employee and manager buy in to be effective. An effective performance management practices ensures that an employee receives regular, valuable feedback to assist in the pursuit of furthering career goals and supporting the organization.

Many different systems and strategies can be used to measure performance. HR has the privilege of designing and implementing performance measures that encourage employee growth, while aligning with organizational strategy, and promoting positive employer-employee relations in the process.

## Reference

Wojtaś-Jakubowska, A. (2017). 7 performance management best practices to follow. Retrieved from <https://emplo.com/blog/performance-management-best-practices#.W6opCDpKg8p>

## Learning Activities

### u05s1 - Studies

## Readings

The following readings focus on performance management:

- Mitrefinch. (2017). [How to manage bias in your organization for better decisions](https://advancesystemsinc.com/manage-bias-organization-better-decisions/). Retrieved from <https://advancesystemsinc.com/manage-bias-organization-better-decisions/>
- Bainbridge, K. (2016). [Plan for improved performance](#). *Supervision*, 77(12), 9–11.
- Buckingham, M., & Goodall, A. (2015). [Reinventing performance management](#). *Harvard Business Review*, 93(4), 40–50.
- Seitter-Buffer, C. (2018). [The three-step process to curtail bias in performance reviews](https://www.fastcompany.com/40529714/the-three-step-process-to-curtail-bias-in-performance-reviews). Retrieved from <https://www.fastcompany.com/40529714/the-three-step-process-to-curtail-bias-in-performance-reviews>
- Impraise Blog. (n.d.). [Performance reviews: How to remove the top 4 biases found in performance appraisals \[Blog post\]](https://blog.impraise.com/360-feedback/4-factors-hurting-your-performance-appraisals-performance-review). Retrieved from <https://blog.impraise.com/360-feedback/4-factors-hurting-your-performance-appraisals-performance-review>
- Wojtaś-Jakubowska, A. (2017). [7 performance management best practices to follow](https://emplo.com/blog/performance-management-best-practices#.W6opCDpKg8p). Retrieved from <https://emplo.com/blog/performance-management-best-practices#.W6opCDpKg8p>

The following e-books provide insight on various aspects of performance management and the importance of soft skills in communication:

- Armstrong, M., & Taylor, S. (2017). [\*Armstrong's handbook of human resource management practice \(14th ed.\)\*](#). London, UK: Kogan Page.
  - Chapter 41, "Performance Management Fundamentals."
  - Chapter 42, "The Process of Performance Management."
- Barth, A. L., & de Beer, W. (2018). [\*Performance management success: A best practices and implementation guide for leaders and managers of all organizations\*](#). West Chester, PA: Springer.
  - Chapter 6, "Coaching and Feedback."
  - Chapter 7, "Performance and Development Review."
  - Chapter 8, "Recognition and Reward."
  - Chapter 9, "People-Focused – Respect and Trust."
- Kamin, M. (2013). [\*Soft skills revolution: A guide for connecting with compassion for trainers, teams, and leaders\*](#). Greensboro, NC: Center for Creative Leadership.
  - Chapter 3, "The Power of Positive Intentions."
  - Chapter 4, "Tact and Diplomacy."
- Tulgan, B. (2015). [\*Bridging the soft skills gap: How to teach the missing basics to today's young talent\*](#). Indianapolis, IN: Jossey Bass.
  - Pages 123–138 of Part Two, "How to Teach the Missing Basics to Today's Young Talent."

## Multimedia

Complete the following Capella multimedia:

- [Employment Termination Scenario](#).

u05s1 - Learning Components

- Identify potential bias that could influence communication with an employee.
- Explore basic performance management concepts.
- Apply soft skills to deliver feedback and other communication strategies with employees.
- Identify cultural, demographic, and social factors that influence performance management.

### u05s2 - Assignment Preparation

In preparation for your next assignment in Unit 6, Managing Performance Improvement, assume the role of an HR specialist and develop a performance improvement plan. You may either select one scenario from the [Scenarios for Unit 6 Assignment \[PDF\]](#), or you may choose to use your own workplace example.

## u05d1 - Hidden Bias

As an HR professional, it is important to remain neutral when interacting with employees, vendors, and others. You do not want to be accused of bias, nor does your organization want to defend itself against charges of bias.

Whether we realize it or not, everyone is biased in some way. Maybe, you secretly do not like people with accents, people who have tattoos or body piercings, people who smoke, or those who look, act, and dress differently from what you consider the norm.

Discuss how a hidden bias could impact your ability to conduct a performance review. What could you do to eliminate the bias to ensure a fair performance management process?

## Response Guidelines

Respond to at least two other learners and offer additional tips for eliminating personal biases and ensuring fair performance reviews.

### Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

## u05d1 - Learning Components

- Identify potential bias that could influence communication with an employee.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

## u05d2 - Performance Management Systems

Differences in an organization's performance management system can have an impact on employee relations. For this discussion, identify a performance management system and how it works to measure performance. Examples of performance management systems include 360 degree, management by objectives, forced ranking/distribution, et cetera. Based on how this system is communicated and implemented, discuss the impact on employee relations. Examples might be objectives that are used to measure performance, the frequency of the review, the delivery method, the communication style of the evaluator.

# Response Guidelines

Respond to at least two other learners and convey additional ways their identified performance management system works to measure performance. What impact have you observed that this performance management system has on employee relations?

## Course Resources

Undergraduate Discussion Participation Scoring Guide

### u05d2 - Learning Components

- Explore basic performance management concepts.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

## Unit 6 >> Delivering Performance Feedback

### Introduction

For some managers and HR professionals, delivering negative feedback can be one of the worse parts of a job. In this unit, we will study soft skills that can be helpful for delivering feedback as well as determining what the real issue is that may be contributing to an employee not meeting expectations. We will also discuss how soft skills can be used to help facilitate positive employee relations throughout teams and entire organizations.

### Learning Activities

#### u06s1 - Studies

## Readings

The following readings focus on performance feedback:

- Cecchi-Dimeglio, P. (2017, April 12). [How gender bias corrupts performance reviews, and what to do about it](#). *Harvard Business Review Digital Articles*, 2–5.
- GTS Learning Courseware Company. (2013). [Conflict resolution: Getting along in the workplace, study guide, student edition](#). Bristol, UK: Author.

- Jones, B., Smith, K., & Rock, D. (2018, June 20). [3 biases that hijack performance reviews, and how to address them](#). *Harvard Business Review Digital Articles*, 2–5.

The following e-book chapter continues to look at the importance of soft skills when communicating:

- Kamin, M. (2013). [Soft skills revolution: A guide for connecting with compassion for trainers, teams, and leaders](#). Greensboro, NC: Center for Creative Leadership.
  - Chapter 8, "Taking the Sting Out of Feedback."

## u06s1 - Learning Components

- Identify potential bias that could influence communication with an employee.
- Explore basic performance management concepts.
- Apply soft skills to deliver feedback and other communication strategies with employees.

## u06a1 - Managing Performance Improvement

By successfully completing this assessment, you will demonstrate your proficiency in the following course competencies and assessment criteria:

- Competency 2: Analyze human resource practices that promote positive employee relations and legal compliance.
  - Assess legal compliance and awareness of legal risk for the selected HR scenario.
- Competency 3: Explain the components of managing employee performance for organizational and personal success.
  - Describe the goal of the conversation for the selected HR scenario.
  - Articulate personal bias or preconceived assumptions for the selected HR scenario.
  - Develop best practices for delivering performance feedback to employees.
- Competency 6: Communicate professionally with all stakeholders.
  - Summarize the selected HR scenario.
  - Write in a clear, well-organized manner with the required number of resources to support a central idea, with no technical writing errors, as expected of a business professional.

## Assignment Instructions

Based on the information provided in either the selected scenario or a workplace example, prepare a performance improvement plan. Complete the following using sub-headings to organize the assignment requirements:

- Summarize the selected HR scenario. What is the issue to be addressed by the employer with the employee?

- Describe the goal of the conversation for the selected HR scenario. What outcomes are you seeking?
- Articulate personal bias or preconceived assumptions for the selected HR scenario. How would you try to overcome these biases or assumptions, if faced with these feelings in the workplace?
- Develop best practices for delivering performance feedback to employees. Identify at least three best practices that are relevant to the selected scenario.
- Assess legal compliance and awareness of legal risk for the selected HR scenario. What actions would you take to be compliant with ADA, FMLA, ADEA, or other relevant legislation?

Refer to the Managing Performance Improvement Scoring Guide to ensure you meet the grading criteria for this assignment.

## Assignment Requirements

Your assignment should meet the following requirements:

- **Length:** 5–6 double-spaced pages, including a references page.
- **Written communication:** Communicate in a manner that is scholarly and professional. Your writing should be:
  - Concise and logically organized.
  - Free of errors in grammar and mechanics.
- **Validation and support:** Use 3–4 relevant and credible scholarly or professional resources such as the *Wall Street Journal*.
- **APA formatting:** Format all citations and references in accordance with current APA guidelines.

**Note:** Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Course Resources

[APA Style and Format](#)

[Writing Feedback Tool](#)

Scenarios for Unit 6 Assignment [PDF]

### u06d1 - Trends in Delivering Performance Management Feedback

There are many changing trends in performance management today. Conduct research to identify one of these trends. Discuss how this trend impacts employee relations and either an HR professional or manager's

strategy for conducting a performance review. Examples could include, but not be limited to, using technology such as apps or social media to track performance, having a more peer-based performance review system, or getting rid of formal performance management systems. Be sure to attach the article you used to the discussion area.

## Response Guidelines

Respond to at least two other learners and add information you found while conducting research about trends in performance management.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u06d1 - Learning Components

- Explore basic performance management concepts.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

### **u06d2 - Best Practices for Delivering a Performance Review**

When managers or HR professionals deliver a performance review, there are many things to consider such as location, time, possible distractions, communication style, or soft skills needed. Discuss how these factors influence the success of delivering a performance review, the impact these factors would have on how the employee perceives the review, and how the performance review feedback ensures legal compliance for the organization.

## Response Guidelines

Respond to at least two other learners by comparing his or her key ideas about delivering performance reviews with yours.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u06d2 - Learning Components

- Describe current accommodations that organizations are required to provide employees.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Identify the purpose of the conversation.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Apply soft skills to deliver feedback and other communication strategies with employees.
- Use feedback from instructor and peers to improve writing skills.

## Unit 7 >> Investigations, Managing Disputes, and Conflict Resolution

### Introduction

Two of the most daunting responsibilities for the employee relations professional are conducting workplace investigations and helping employees resolve conflict. In both cases, documentation and having a process to follow are important. These are necessary because the findings of an investigation and outcomes of conflict can result in disciplinary action or termination. The results can also be used in legal proceedings against the employer or employee. It is crucial to adopt and follow a process for conducting fair and impartial investigations. Positive employee relations are cultivated by a willingness to get rid of assumptions, a commitment to uncover facts, and a determination to preserve an employee's dignity while helping to resolve disputes. The 2013 book *Conflict Resolution: Dealing With Difficult People* states:

Success comes from understanding how we behave, as well as how we can influence others. If difficult interactions are necessary, and we approach those conversations with a plan, we will find that we have less difficult people to deal with. More often than not, we will also have more meaningful and significant conversations.

### Reference

GTS Learning Courseware Company. (2013). *Conflict resolution: Dealing with difficult people*. Bristol, UK: Author.

### Learning Activities

#### u07s1 - Studies

## Readings

The following readings will support your understanding of managing disputes and conflict resolutions:

- Grenig, J. E. (2016). [Evolution of the role of alternative dispute resolution in resolving employment disputes](#). *Dispute Resolution Journal*, 71(2), 99–139.
- GTS Learning Courseware Company. (2013). [Conflict resolution: Dealing with difficult people](#). Bristol, UK: Author.

- Liddle, D. (2017). [\*Managing conflict: A practical guide to resolution in the workplace\*](#). London, UK: Kogan Page.
  - Chapter 4, "Managing Conflict: A Legal Perspective."
  - Chapter 7, "The Resolution Spectrum."
  - Chapter 8, "Developing a Resolution Policy to Replace Your Traditional Grievance Procedure."
  - Chapter 12, "Total Conflict Management: A Whole System's Approach for Preventing and Resolving Conflict."
- Lipsky, D. B., Seeber, R. L., & Avgar, A. C. (2015). [\*From the negotiating arena to conflict management \[PDF\]\*](#). *Negotiation Journal*, 31(4), 405–413.
- Posthuma, R. A., Flores, G. L., Dworkin, J. B., & Pavel, S. (2016). [\*Social context and employment lawsuit dispute resolution\*](#). *International Journal of Conflict Management*, 27(4), 547–569.
- Riker, C. N. (2018). [\*Protecting employers by protecting employees\*](#). *Indiana Lawyer*, 29(1), 19–20.

The following e-book chapter continues discussing the importance of soft skills in communication:

- Kamin, M. (2013). [\*Soft skills revolution: A guide for connecting with compassion for trainers, teams, and leaders\*](#). Greensboro, NC: Center for Creative Leadership.
  - Chapter 5, "The Challenge of Problem Solving."

The following video features Dr. Michele D'Amico discussing conflict resolution in the workplace:

- CBS Los Angeles. (Producer). (n.d.). [\*Expert tips for overcoming conflicts in the workplace \[Video\] | Transcript\*](#). Retrieved from <https://www.youtube.com/watch?v=WUVDSHMzaOA>

## u07s1 - Learning Components

- Define mediation, arbitration, fact finder, or other alternate dispute resolution processes.
- Explain processes and key issues in conducting effective and legally defensible workplace investigations.

## u07d1 - ADR Processes

For this discussion, explain and describe your employer's (or a former employer's, or an organization you are familiar with) ADR process by addressing the following:

- How is this process communicated to employees?
- How does the policy impact the organization's culture?
- Does it promote positive employee relations? Why or why not?
- What is one recommendation you can make for improving the system?

## Response Guidelines

Respond to at least two other learners and compare key ideas about ADR processes using cited sources to support your views.

## Course Resources

### Undergraduate Discussion Participation Scoring Guide

#### u07d1 - Learning Components

- Define mediation, arbitration, fact finder, or other alternate dispute resolution processes.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

#### **u07d2 - Best Practices in Investigation**

When conducting a workplace investigation, we often go through a process that helps us make a decision. For this discussion, address the following questions about workplace investigation:

- How is information gathered?
- How is the information interpreted?
- How is this information used to make your decision?  
How is the decision communicated to those involved?

## Response Guidelines

Respond to at least two other learners and share your experiences and best practices with conducting investigations in the workplace.

## Course Resources

### Undergraduate Discussion Participation Scoring Guide

#### u07d2 - Learning Components

- Explain processes and key issues in conducting effective and legally defensible workplace investigations.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.

- Use feedback from instructor and peers to improve writing skills.

## Unit 8 >> Impacts of Labor Unions on ADR

### Introduction

When an employer and an employee enter a dispute, several processes can be used to settle the dispute to avoid litigation. These can include, but are not limited to, mediation, arbitration, and a fact-finder process. If some or all of the employees of an organization are represented by a union, this could change the way disputes are reported, investigated, and resolved. It could be said that poor employee relations gave rise to the perceived need for labor unions.

### Learning Activities

#### u08s1 - Studies

## Readings

The following readings provides information on labor unions and alternative dispute resolution:

- Avgar, A. C., Lamare, J. R., Lipsky, D. B., & Gupta, A. (2013). [Unions and ADR: The relationship between labor unions and workplace dispute resolution in U.S. corporations](#). *Ohio State Journal on Dispute Resolution*, 28, 63.
- Bulkeley, A. (2017). [An imperfect union](#). *Oregon Business Magazine*, 40(4), 32–36.

The following e-book chapter continues discussing the importance of soft skills in communication:

- Kamin, M. (2013). [Soft skills revolution: A guide for connecting with compassion for trainers, teams, and leaders](#). Greensboro, NC: Center for Creative Leadership.
  - Chapter 9, "Conflict and Cooperation."

#### u08s1 - Learning Components

- Explain the impact of labor unions on employee-employer relationships.
- Describe how the presence of a union may impact alternative dispute resolution processes.

#### u08s2 - Assignment Preparation

In Part 1 of this unit's assignment, Legal Workplace Investigation, ADR, and Union Involvement, you will analyze processes and issues for conducting workplace investigations. Read the [Sexual Harassment Workplace Scenarios \[PDF\]](#) and select one scenario to use in your assignment.

Additionally, in preparation for receiving instructor and peer feedback in a Unit 9 discussion, identify and draft two best practices for employee relations, workplace disputes, or union relationships. You will be including this discussion's thoughtful feedback and suggestions for improvement in your final assignment due in Unit 10. Refer to the Managing Employee Relations assignment instructions and scoring guide for more information.

## **u08a1 - Legal Workplace Investigation, ADR, and Union Involvement**

By successfully completing this assessment, you will demonstrate your proficiency in the following course competencies and assessment criteria:

- Competency 4: Describe the grievance process, dispute resolution options, and protection of employees from retaliation.
  - Analyze processes and key issues for conducting a legal workplace investigation.
  - Compare alternative dispute resolution processes.
- Competency 5: Examine the impact of labor unions on employee-employer relationships.
  - Assess the impact of unions on the alternative dispute resolution process.
- Competency 6: Communicate professionally with all stakeholders.
  - Write in a clear, well-organized manner with the required number of resources to support a central idea, with no technical writing errors, as expected of a business professional.

## **Assignment Instructions**

For this assessment, analyze the value of efficient workplace investigations, effective ADR processes, and the impact unions have on ADRs.

### **Part 1: Hostile Work Environment Investigation**

Complete the following:

- Analyze processes and key issues for conducting a legal workplace investigation.
  - Select one scenario from the Sexual Harassment Workplace Scenarios document linked in the resources and complete the following:

- Brainstorm some investigatory questions you would like to ask the employees involved.
- Discuss if the employee's actions rise to the level of hostile workplace harassment.
- Explain how the interview questions you would like to ask would be legally compliant with a hostile work environment investigation.

## Part 2: Alternative Dispute Resolutions

Complete the following:

- Compare ADRs.
  - Address the following using your current organization as the context, if possible, so that you can include your insights into organizational culture and norms:
    - What are the three most important things you would be concerned about if charged with creating a new ADR process for an organization?
    - How would you ensure that employees would not face retaliation?
    - How would you compare ADR practices, including negotiation, mediation, and arbitration? In what ways are these practices similar and different?

## Part 3: Different Unions, Different Issues

Complete the following:

- Assess the impact of unions on the ADR process.
  - Address the following questions, using your current organization for context or another organization that is unionized:
    - How might having a union involved help or hinder the process for investigations?
    - Does the issue change with the presence of a union?
    - What are the benefits to the organization and employee for having a union?

Refer to the Legal Workplace Investigation, ADR, and Union Involvement Scoring Guide to ensure you meet the grading criteria for this assignment.

## Assignment Requirements

Your assignment should meet the following requirements:

- **Length:** Your analysis should consist of three distinct sections. Use headings to organize each section of 2–3 double-spaced pages. Include a references page at the end.
- **Written communication:** Communicate in a manner that is scholarly and professional. Your writing should be:
  - Concise and logically organized.
  - Free of errors in grammar and mechanics.
- **Validation and support:** Use 3–4 relevant and credible scholarly or professional resources such as the *Wall Street Journal*.
- **APA formatting:** Format all citations and references in accordance with current APA guidelines.

**Note:** Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

## Course Resources

[APA Style and Format](#)

[Writing Feedback Tool](#)

Sexual Harassment Workplace Scenarios [PDF]

### **u08d1 - Union Influence on Alternative Dispute Resolution Processes**

Whether conflicts arise from disputes among co-workers or dissatisfied employees who believe they have not been treated fairly, maintaining positive employee relations requires the HR professional to recommend and sometimes provide mechanisms for resolving complaints and disputes. This process can vary when a union is present within an organization. For this discussion, explain how the process may be different in a union environment, and how a union could influence which process is used for settling the conflict.

## **Response Guidelines**

Respond to at least two other learners by comparing the similarities and differences of views about settling disputes and how your processes may be similar.

## Course Resources

Undergraduate Discussion Participation Scoring Guide

### u08d1 - Learning Components

- Explain the impact of labor unions on employee-employer relationships.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Describe how the presence of a union may impact alternative dispute resolution processes.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

## u08d2 - Adopting a New Alternative Dispute Resolution Process

For this discussion, consider all of the information you have read about different dispute resolution processes. What are the three most important things you would be concerned about if charged with the adoption of a new ADR process for an organization? Also, discuss the benefit to the organization, particularly employee relations. If possible, use your current organization as the focus, so your post includes insights about culture and norms.

### Response Guidelines

Respond to at least two other learners by comparing your views and workplace examples on what is important for new dispute resolution processes and the organizational outcomes.

#### Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

#### u08d2 - Learning Components

- Define mediation, arbitration, fact finder, or other alternate dispute resolution processes.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

## Unit 9 >> Employee Relations & the Impact on Business

### Introduction

Besides the relationship with the employee, positive employee relations can trickle over into other areas of the business. According to Sathe (2017):

Fostering positive employee relationships does more than keep workers happy; it improves your bottom line. When you invest in employees, you're guaranteed a return on that investment through increased employee engagement and productivity, better talent retention, and improved brand reputation. Organizations that focus on building positive employee relationships from within quickly realize a positive impact on every facet of the business—from recruiting to results.

A common impact is customer service. If an employee is not happy, they are more than likely going to take it out on the customer. Suppliers, vendors, and other business relationships could also be negatively affected. HR must be made aware of an issue early on before it spreads and creates more problems. Within the

employee relationship, positive employee relations can lead to an increase in production, retention, and overall satisfaction.

## Reference

Sathe, S. (2017). The power of positive employee relationships: Realizing your ROI. Retrieved from <https://www.risesmart.com/blog/power-positive-employee-relationships-realizing-your-roi>

## Learning Activities

### u09s1 - Studies

## Readings

The following readings look at employee relations management:

- Mishra, N., Dimri, R. P., & Chaubey, D. S. (2017). [Employer employee relationship and impact on organization strategy](#). *Splint International Journal of Professionals*, 4(2), 56–65.
- Sathe, S. (2017). [The power of positive employee relationships: Realizing your ROI](#). Retrieved from <https://www.risesmart.com/blog/power-positive-employee-relationships-realizing-your-roi>
- Scott, M. (2017). [Protect your business: The cost of employment lawsuits and how to avoid them](#). *Smart Business Cleveland*, 29(1), 76.
- Tews, M. J., Michel, J., Xu, S., & Drost, A. J. (2015). [Workplace fun matters . . . but what else?](#) *Employee Relations*, 37(2), 248–267.
- Valizade, D., Ogbonnaya, C., Tregaskis, O., & Forde, C. (2016). [A mutual gains perspective on workplace partnership: Employee outcomes and the mediating role of the employment relations climate](#). *Human Resource Management Journal*, 26(3), 351–368.

The following e-books explore employment relations in depth, including the importance of soft skills as well as the history and future of unions:

- Armstrong, M., & Taylor, S. (2017). [Armstrong's handbook of human resource management practice \(14th ed.\)](#). London, UK: Kogan Page.
  - Chapter 50, "The Basis of Employee Relations."
  - Chapter 51, "The Employment Relationship."
- Kamin, M. (2013). [Soft skills revolution: A guide for connecting with compassion for trainers, teams, and leaders](#). Greensboro, NC: Center for Creative Leadership.
  - Chapter 6, "Soft Skills and Teams."
  - Chapter 7, "The Personality Factor."
- Wilkinson, A., Dundon, T., Donaghey, J., & Colvin, A. J. S. (Eds.) (2018). [The Routledge companion to employment relations](#). New York, NY: Taylor and Francis.
  - Chapter 12, "Unions."

The following video discusses managing employee relationships with other employees and within organizations:

- Gregg Learning. (Producer). (n.d.). [HR basics: Employee relations \[Video\] | Transcript](https://www.youtube.com/watch?v=j2WsfhSIEHI). Retrieved from <https://www.youtube.com/watch?v=j2WsfhSIEHI>

#### u09s1 - Learning Components

- Explain the positive and negative impacts employee relations has on a business.
- Identify strategies for communication, including soft skills.
- Describe HR best practices relating to employee documentation.
- Describe how best practices will promote HR as a strategic employee relations partner.
- Identify behaviors or actions that may lead to workplace disputes.

#### u09s2 - Assignment Preparation

For the Unit 10 assignment, Managing Employee Relations, you will create a PowerPoint presentation, examining common HR practices affecting employee relations.

Use the following resources to learn some best practices for creating PowerPoint slides and speaker notes:

- [Guidelines for Effective PowerPoint Presentations \[PPTX\]](#).
  - This PowerPoint presentation covers a number of topics from organizing your writing to keeping your audience in mind and including speaker notes.
- [Microsoft Office Software](#).
  - This Campus page provides basic tips and in-depth tutorials for PowerPoint.

#### u09d1 - The Impact of Employee Relations on Business Relationships

Employee relations does not stop with the employee and the employer. Employee relations and associated practices can also impact relationships with customers, vendors, and other individuals who come in contact with the organization. Locate an article that discusses employee relations and its relationship to another area of the business. In your post, summarize the article and also discuss how you think these relationships may vary when a union is involved.

## Response Guidelines

Respond to at least two other learners and compare their articles and findings on the impact of employee relations on other business relationships.

## Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

### u09d1 - Learning Components

- Identify strategies for communication, including soft skills.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

### **u09d2 - Employee Relations PowerPoint Presentation Feedback**

For this discussion, share two of your best practices that relate to employee relations, workplace disputes, or union relationships that you are considering for your PowerPoint presentation due in Unit 10. What questions do you have that you would like feedback on from your instructor and peers? This is a great opportunity to ask specific questions, request advice, or obtain recommendations on content that may be missing.

## Response Guidelines

Respond to at least two other learners by providing thorough reviews of their best practices. Be sure to review the content as it relates to employee relations and their overall ability to deliver a successful presentation. Give specific and thoughtful feedback as well as suggestions for improvement.

## Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[Peer Review](#)

### u09d2 - Learning Components

- Identify strategies for communication, including soft skills.
- Describe HR best practices relating to employee documentation.
- Identify behaviors or actions that may lead to workplace disputes.
- Apply bachelors-level skill in critical thinking, research, and writing.

- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

## Unit 10 >> Promoting and Maintaining Positive Employee Relations

### Introduction

Looking back over the past nine weeks of the course, we can appreciate the impact employee relations has on organizational and employee success. In this unit, you will apply what you have learned about best practices that promote and maintain positive employee relations and could be shared with other HR professionals.

### Learning Activities

#### u10s1 - Studies

### Readings

The following readings highlight the relationship between HR professionals and their role in sustaining positive employee relations:

- Castanheira, F., & Story, J. (2016). [Making good things last longer: The role of savoring on the relationship between HRM and positive employee outcomes](#). *Human Resource Management*, 55(6), 985–1000.
- Guest, D. E. (2017). [Human resource management and employee well-being: Towards a new analytic framework](#). *Human Resource Management Journal*, 27(1), 22–38.
- Kamin, M. (2013). [Soft skills revolution: A guide for connecting with compassion for trainers, teams, and leaders](#). Greensboro, NC: Center for Creative Leadership.
  - Chapter 10, "Conclusion."
    - **Note:** You will use this reading in the second discussion in this unit.
- Townsend, K., Wilkinson, A., & Burgess, J. (2014). [Routes to partial success: Collaborative employment relations and employee engagement](#). *International Journal of Human Resource Management*, 25(6), 915–930.

#### u10s1 - Learning Components

- Explain the positive and negative impacts employee relations has on a business.
- Identify strategies for communication, including soft skills.
- Describe how best practices will promote HR as a strategic employee relations partner.

## u10a1 - Managing Employee Relations

By successfully completing this assessment, you will demonstrate your proficiency in the following course competencies and assessment criteria:

- Competency 1: Define the employee relations function of an organization and human resources' role in its development.
  - Identify HR's role in building a diverse and inclusive workplace environment.
- Competency 2: Analyze human resource practices that promote positive employee relations and legal compliance.
  - Describe best practices that promote positive employee relations and legal compliance.
- Competency 3: Explain the components of managing employee performance for organizational and personal success.
  - Explain cultural, demographic, and social impacts on workplace performance management.
- Competency 4: Describe the grievance process, dispute resolution options, and protection of employees from retaliation.
  - Explore best practices that effectively manage workplace disputes.
- Competency 5: Examine the impact of labor unions on employee-employer relationships.
  - Examine best practices that improve relationships between unions and employees.
- Competency 6: Communicate professionally with all stakeholders.
  - Describe communication strategies for explaining and implementing workplace best practices.
  - Write in a clear, well-organized manner with the required number of resources to support a central idea, with no technical writing errors, as expected of a business professional.

## Assignment Instructions

Examine common HR practices affecting employee relations and explain how you will apply them to your current organization. If you are not currently employed, select a former employer and adapt those practices to that organization. Include the following in your PowerPoint presentation to organizational leadership, using detailed speaker notes:

- Describe best practices that promote positive employee relations and legal compliance.
  - Identify five HR practices, including one ADR technique and one labor relations practice.
  - Identify employment laws and regulations that may impact the best practices.
- Identify HR's role in building a diverse and inclusive workplace environment.
- Explain cultural, demographic, and social impacts on performance management.
- Explore best practices that effectively manage workplace disputes.
- Examine best practices that improve relationships between unions and employees.
  - How do these practices promote HR as a strategic employee relations partner?

- Describe communication strategies for explaining and implementing workplace best practices.
  - What messages could reflect an organization's commitment to positive employee relations?

Refer to the Managing Employee Relations Scoring Guide to ensure you meet the grading criteria for this assignment.

## Assignment Requirements

Your assignment should meet the following requirements:

- **Length:** 12–18 PowerPoint slides, including title and reference slides.
  - Select a PowerPoint template appropriate for a professional presentation. Include the content of the slides as well as the supporting narrative in the speaker notes. Slide content should support your main points and ideas. Do not overbuild your slides; information that supports what you are saying should appear at the lower portion of each slide as notes.
    - **Note:** Save your finished PowerPoint presentation in Notes view as a PDF. Instead of File>Save As, use **File>Print>Adobe PDF**. Look for the Settings dropdown menu to change it from slides to **Notes Pages**. Be sure you can see both the slides and your notes in the preview of your saved file. Upload *only* the PDF to this assignment.
- **Written communication:** Communicate in a manner that is scholarly and professional. Your writing should be:
  - Concise and logically organized.
  - Free of errors in grammar and mechanics.
- **Validation and support:** Use 5–6 relevant and credible scholarly or professional resources such as the *Wall Street Journal*.
- **APA formatting:** Format all citations and references in accordance with current APA guidelines.

**Note:** Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

### Course Resources

[APA Style and Format](#)

[Guidelines for Effective PowerPoint Presentations \[PPTX\]](#)

[Microsoft Office Software](#)

[Writing Feedback Tool](#)

## u10d1 - The Big Three

After reviewing all of the concepts and issues we have studied in this course, address the following questions:

- What are the three most compelling issues HR professionals should be proactive about in their organizations to support and promote positive employee relations?
- What would you say if you could give two pieces of advice to organizational leaders about the importance of a diverse and inclusive workplace?

## Response Guidelines

Respond to at least two other learners by comparing your responses with theirs and adding further questions and insight to deepen the conversation.

### Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

## u10d1 - Learning Components

- Explain the positive and negative impacts employee relations has on a business.
- Describe how best practices will promote HR as a strategic employee relations partner.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

## u10d2 - Soft Skills and Employee Relations

Throughout the course, we studied soft skills and their importance for strong employee-employer relationships. In Chapter 10 of his *Soft Skills Revolution* 2013 e-book, Kamin presents a neat summary of those main concepts.

For this discussion, reflect on the course in its entirety, carefully weighing the material you have studied and the ideas to which you have been exposed. Then select one of the eight concepts from Kamin's e-book that is most significant to you and share with your instructor and fellow learners:

- Your thoughts about why that concept resonates with you.
- How the course has benefited you on academic and professional levels.
- How you plan to incorporate and apply what you have learned to your work responsibilities.
- A final thought about employee relations as an HR discipline.

# Response Guidelines

Respond to at least two other learners. Consider the following in your responses:

- What you knew before the course about the topics covered compared with what you know now.
- The main concepts and ideas you will apply to future work.
- Your overall opinion of the course.

## Reference

Kamin, M. (2013). *Soft skills revolution: A guide for connecting with compassion for trainers, teams, and leaders*. Greensboro, NC: Center for Creative Leadership.

## Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

## u10d2 - Learning Components

- Explain the positive and negative impacts employee relations has on a business.
- Describe how best practices will promote HR as a strategic employee relations partner.
- Apply bachelors-level skill in critical thinking, research, and writing.
- Cite and reference resources, using APA style and format, giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.