Preview: MBA6242 : Building Organizational Effectiveness

Syllabus

Course Overview

In this course, you will gain an understanding of the ways in which human resource management (HRM) practices and programs contribute to organizational effectiveness. You will examine how HRM practices and programs can increase employee engagement and commitment, support cultural diversity, and help the organization comply with laws and regulations. You will also explore best practices of contemporary organizations for supporting organizational effectiveness and employee engagement.

Course Competencies   **(Read Only)**

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

1. Analyze HRM programs and other related systems within an organization that supports employee engagement and commitment.

2. Examine evidence-based HRM best practices among organizations that demonstrate an employee-centered culture.

3. Analyze HRM's role in adhering to laws and regulations that ensure employee rights and manage risk.

4. Analyze methods of supporting employee-centered culture through organizational design and workforce diversity.

Course Prerequisites

MBA6241.

Required

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

Integrated Materials

Many of your required books are available via the VitalSource Bookshelf link in the courseroom, located in your Course Tools. Registered learners in a Resource Kit program can access these materials using the courseroom link on the Friday before the course start date. Some materials are available only in hard-copy format or by using an access code. For these materials, you will receive an email with further instructions for access. Visit the Course Materials page on Campus for more information.

Miscellaneous Item

Gantz, J. (2007). Employee engagement at Modern Appliances, Inc. (Part A). Boston, MA: Harvard Business School Publishing.

Gantz, J. (2007). Employee engagement at Modern Appliances, Inc. (Part B). Boston, MA: Harvard Business School Publishing.

Gantz, J. (2007). Employee engagement at Modern Appliances, Inc. (Part C). Boston, MA: Harvard Business School Publishing.

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.

- Awbrey, S. (2007). The dynamics of vertical and horizontal diversity in organization and society. *Human Resource Development Review, 6*(1) 7–32.
- Bate, P., Khan, R., & Pye, A. (2000). Towards a culturally sensitive approach to organization structuring: Where organization design meets organizational development. *Organization Science, 11*(2), 197–211.
- Dalal, R. S., Brummel, B. J., Wee, S., & Thomas, L. L. (2008). Defining employee engagement for productive research and practice. *Industrial & Organizational Psychology, 1*(1), 52–55.
- Endres, G. M., & Mancheno-Smoak, L. (2008). The human resource craze: Human performance improvement and employee engagement. *Organizational Development Journal, 26*(1), 69–78.
- Hasnas, J., Prentice, R., & Strudler, A. (2010). New directions in legal scholarship: Implications for business ethics, research, theory, and practice. *Business Ethics Quarterly, 20*(3), 503–531.
- Lockwood, N. R. (2006). Maximizing human capital: Demonstrating HR value with key performance indications. *HRMagazine, 51*(9), 1–11.
- Lockwood, N. R. (2007). Leveraging employee engagement for competitive advantage: HR's strategic role. *HRMagazine, 52*(3), 1–11.
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Psychology, 1*(1), 3–30.

- Macey, W. H., Schneider, B., Barbera, K. M., & Young, S. A. (2009). *Employee engagement: Tools for analysis, practice, and competitive advantage.* Hoboken, NJ: Wiley.
- Raines, M. S. (2011). Engaging employees: Another step in improving safety. *Professional Safety, 56*(4), 36–43.
- Silverman, L. L. (2006). How do you keep the right people on the bus? Try stories. *Journal for Quality and Participation, 29*(4), 11–15, 39.
- Soyars, M., & Brusino, J. (2009). Essentials of engagement. *T + D, 63*(3), 62–65.
- Tyler, K. (2011). Prepare for impact: Linking Employee Engagement to Crucial Business Metrics Shows Leaders How to Improve the Bottom Line. *HR Magazine 56*(3), 53-56.
- von der Embse, T. J., Desai, M. S., Ofori-Brobbey, K. (2010). A new perspective on ethics safeguards: Where is the clout? *S.A.M. Advanced Management Journal, 75*(3), 4–10, 51.

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.

- American Society for Training and Development. (2010). ASTD. Retrieved from http://www.astd.org/
- Cable News Network. (2011). 100 Best Companies to Work For. *CNNMoney*. Retrieved from http://money.cnn.com/magazines/fortune/bestcompanies/2011/index.html
- Society for Human Resource Management. (2011). SHRM. Retrieved from http://www.shrm.org/Pages/default.aspx
- The Conference Board, Inc. (2011). The Conference Board. Retrieved from http://www.conference-board.org/
- WorldatWork. (2010). WorldatWork. Retrieved from http://www.worldatwork.org/waw/home/html/home.jsp

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.

Projects

Project >> HRM Employee Engagement Recommendation

Project Overview

In the contemporary business world, human resource management needs to be both strategic and proactive in helping to build organizational effectiveness. Evidence-based best practices provide a solid foundation for implementing effective (human resources) programs and practices. In this course, you will explore HRM best practices in employee engagement. In this project, you will apply your learning to the case study of Modern Appliances, a company that realized that increasing employee engagement in its business was the company's best opportunity for remaining competitive in the global marketplace.

Draw upon the Modern Appliance case study, the two previous assignments, the course discussions, your course readings, and any additional research you require to complete the project for this course.

The immediate role of HRM in the Modern Appliance case study that we are considering consisted of advice and counsel given by the vice president of Human Resources as a member of the management team. James Bradshaw, Modern Appliance CEO, however, understood that changing the entire culture of a company was a long-term process. Although HRM activities are not made explicit in the case study, a number of clues indicate how HR might be called upon to actively support this new model of employee engagement. Imagine that you are the HR vice president at Modern Appliance and that James Bradshaw has asked you to submit a recommendation for how HR best practices and programs will support this new initiative.

For This Project

Prepare a detailed recommendation for James Bradshaw, CEO of Modern Appliance, outlining the ways in which HR will provide support to the employee engagement efforts at Modern. Your recommendation should:

- Provide a brief analysis of the cultural shift that the company is making.
- Identify and evaluate the systems and structures of the organization that will require support.
- Evaluate the risks to the organization if support is not provided.
- Identify any challenges or resistance that the organization will face in providing this support.

- Include a prioritized recommendation of the programs and policies required to support the cultural shift to increased employee engagement. For each recommended program or policy, describe:
    - How it will address a specific need in the organization related to the cultural shift.
    - How it will mitigate a particular risk to the organization related to the cultural shift.
    - The plan for dealing with any resistance the program or policy encounters.

- Evaluate how your recommendations align to HRM industry best practices with regard to employee engagement.

Further Requirements

- The assignment should be 5–7 pages and must include at least two references.
- References and citations should follow current APA guidelines.
- Font and font size: Times Roman, 12 points.
- Your writing should be free of errors that detract from the overall message.

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

Unit 1 ›› Employee Engagement: Understanding Employee-Centered Environments

Introduction

Employee engagement has become a key factor in building organizational effectiveness. The success of organizations has been linked to fostering a culture in which employees are connected to the mission and goals of the organization.

Employees must be viewed as human assets for the organization, bringing expertise and value to the products or services through an ongoing relationship with the structures and human resource management (HRM) programs that lead to the organization's success. Employee engagement brings increased communications among employees and management staff. As a result, the culture of the organization revolves around employee satisfaction and involvement throughout the functions and processes in which employees are major stakeholders.

This unit explores various perspectives on employee engagement. The readings will provide insight in understanding the concepts of employee engagement. This unit will also provide perspectives on employee engagement from the perspectives of theory, research, and applications.

The case study assignment for the class, *Employee Engagement at Modern Appliances, Inc.* (Parts A–C), provides an interesting application of employee engagement strategies and demonstrates the close connection between employee engagement and organizational effectiveness.

Learning Activities

u01s1 - Studies

Readings

From the Capella University Library, read:

- In the course textbook, *Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage*:
    - Chapter 1, "Engaging Engagement."
    - Chapter 2, "The Feel and Look of Employee Engagement."
        - These chapters provide an introduction to employee engagement in organizations.

- Dalal, Brummel, Wee, and Thomas's 2008 article, "Defining Employee Engagement for Productive Research and Practice," in *Industrial & Organizational Psychology*, volume 1, issue 1, pages 52–55.
- Soyars and Brusino's 2009 article, "Essentials of Engagement," in *T + D*, volume 63, issue 3, pages 62–65.

Read the Gantz case study, "Employee Engagement at Modern Appliances, Inc.," parts A, B, and C. The case study applies the concepts of employee engagement to a contemporary organization. You will refer to this case study often throughout this course and it will form the basis for your course project.

- Gantz, J. (2007). [Employee engagement at Modern Appliances, Inc. (Part A)](). Boston, MA: Harvard Business School Publishing.
- Gantz, J. (2007). [Employee engagement at Modern Appliances, Inc. (Part B)](). Boston, MA: Harvard Business School Publishing.
- Gantz, J. (2007). [Employee engagement at Modern Appliances, Inc. (Part C)](). Boston, MA: Harvard Business School Publishing.

u01s2 - Course Preparation

Bloom's Taxonomy—Enhance Your Critical Thinking Skills

Critical thinking is an important skill to cultivate for both your coursework and professional development. Many learners do not initially realize that there are different ways of thinking and levels of depth in understanding. Bloom's taxonomy provides a structure to help understand these different levels. Awareness of different ways to approach information helps you to move beyond basic understanding to more effectively analyze, evaluate, and synthesize important concepts. It also helps you to clarify expectations and provide an appropriate level of response for your MBA coursework. Review the [Bloom's taxonomy presentation]() to see how the levels are defined and to explore how this can help in your academic and professional work.

Capella University Library

In today's marketplace, identifying, analyzing, and synthesizing information to support operational and strategic decisions for companies is critical. While there are many resources readily available online, it is important to use appropriate and quality information to support academic and professional activities. This process includes not only locating information but also ensuring that the information is sound, appropriate, and worthy of your use. The [Research Guide – MBA Library Guide]()provides guidance for accessing and using the rich resources available in the [Capella University Library]()and beyond.

In this course, you will use data to track trends in particular firms and industries. Capella's library is an excellent resource as you work to gather this information. You may want to use this [library guide]()to gather data on firms and industries.

Capella Graduate Online Writing Center

Professional communication is essential for a business leader. When you start the Capella MBA program, you complete a writing assessment. The purpose of this assessment is to provide input on your writing ability and also to provide feedback and resources so that you can enhance your writing skills. Visit the Capella Graduate Online Writing Center for a variety of tools to help you improve your written communication and presentation skills. You may also submit papers to Smarthinking tutoring service to receive feedback and revision suggestions prior to submitting assignments.

u01s3 - Project Preparation

Read the course project description to learn the requirements for the HRM Employee Engagement Recommendation.

u01d1 - Employee Engagement - Observations

Activity Context

This discussion helps you develop the skills to master the following course competencies:

- Analyze HRM programs and other related systems within an organization that supports employee engagement and commitment.
- Examine evidence-based HRM best practices among organizations that demonstrate an employee-centered culture.

Activity Instruction

In this discussion, you will gain experience in:

- Identifying characteristics and attributes of employee-centered cultures.
- Analyzing HRM programs and systems that enhance employee morale and satisfaction.

Reflect on your work experiences and learning from your readings:

- Based on your readings for this unit and on your personal experiences, describe the characteristics of an employee-centered culture.
- Describe two examples from your experience of HRM programs that enhanced employee morale and satisfaction. What made them successful? Based on information from your reading, is there anything that might have made the programs even more successful?
- If possible, provide an example from your experience of an HRM program that did not contribute to increased employee engagement and may have decreased it. What do you think were the reasons for this situation?

Note: When sharing personal and company-related information, share only what is appropriate to share. Respect confidential information, and when writing about personal experiences, do not identify actual companies or individuals.

Response Guidelines

Read the postings of your peers and respond to at least two. How does their understanding of employee engagement compare and contrast with yours? Do the examples they give ring true to your own experiences?

Course Resources
Graduate Discussion Participation Scoring Guide

u01d2 - Transitioning to an Employee-Centered Culture

Activity Context

This discussion helps you develop the skills to master the following course competencies:

- Analyze HRM programs and other related systems within an organization that supports employee engagement and commitment.
- Examine evidence-based HRM best practices among organizations that demonstrate an employee-centered culture.
- Analyze methods of supporting employee-centered culture through organizational design and workforce diversity.

Activity Instruction

In this discussion, you will gain experience in:

- Benchmarking best practices.
- Assessing the effectiveness of HRM systems and practices that support an employee-centered environment by leading to a higher level of employee engagement and employee commitment.
- Assessing the connection between employee effectiveness and commitment through organization design and workforce diversity.

Read the complete case study, "Employee Engagement at Modern Appliance, Inc *.,"* before responding to this discussion question.

- Identify two changes in business practices that Modern Appliance implemented in an attempt to increase employee engagement.
    - Describe the corporate culture before the changes and the corporate culture after the changes.
    - Was the attempt successful? What measures were used to evaluate its success?
- Analyze the differences between previous employee involvement initiatives at Modern and the attempt documented in the case study. What was the role of HR in each of these efforts?

Response Guidelines

Read the postings of your peers and respond to two of them. Do you agree with their analyses? Explain why or why not.

Course Resources
Graduate Discussion Participation Scoring Guide

Unit 2 ❯❯ Current Practices, Trends, and HRM Programs

Introduction

Employee engagement that contributes to organizational effectiveness is considered an important outcome for human resource leaders. For HRM to be considered a strategic partner with other

managers, it must demonstrate its deliverables to organizational objectives. Employee engagement is one of these important deliverables.

In this unit, you will analyze the research on HRM programs and best practices, exploring how both of these demonstrate the importance of employee engagement on enhanced employee job satisfaction and morale.

Employee-centered work environments provide examples of the factors that most influence successful organizations. The research highlights best practices that center on enhancing employee engagement. The results are always positive for organizations that place a high priority on HRM programs that build employee involvement and commitment. These organizations are highly productive, retain employees, and grow profits.

The focus of this unit will be to incorporate research and application in analyzing best practices in employee engagement.

Learning Activities

u02s1 - Studies

Readings

In Capella's library, read:

- Raines's 2011 article "Engaging Employees: Another Step in Improving Safety" in *Professional Safety,* volume 56, issue 4, pages 36–43.
- Macey and Schneider's 2008 article "The Meaning of Employee Engagement" in *Industrial & Organizational Psychology,* volume 1, issue 1, pages 3–30.
- Lockwood's 2007 article "Leveraging Employee Engagement for Competitive Advantage: HR's Strategic Role" in *HRMagazine*, volume 53, issue 2, pages 1–11.

The following Capella Library Guides may help you in addressing the discussion topics in this unit:

- Research Guide - MBA.
- Bibliography Mining and Cited Reference Searching.
- Google Scholar.
- How Do I Find Peer Reviewed Articles?

The following Web resources may help you in addressing the discussion topics in this unit:

- "100 Best Companies to Work For."
- *The Conference Board*.

- *SHRM* (Society for Human Resource Management).
- *World at Work*.
- *ASTD* (American Society for Training and Development).

u02a1 - The Case for Change at Modern Appliances

Activity Context

This assessment measures your progress in mastering the following course competencies:

- Examine evidence-based HRM best practices among organizations that demonstrate an employee-centered culture.
- Analyze methods of supporting employee-centered culture through organizational design and workforce diversity.

Activity Instruction

Use the *Employee Engagement at Modern Appliances, Inc.* case study (Parts A–C) to complete the following:

1. Analyze the key internal characteristics in the systems and culture of Modern Appliances that demonstrated that a change to an employee-centered environment was necessary.
   - Analyze how James Bradshaw came to understand employee engagement as a way to ensure the ongoing business effectiveness of Modern Appliances.
     1. What was no longer working in the old business model?
     2. How did globalization put pressure on the old business model?
     3. How would an engaged workforce address those issues?
   - Analyze the internal changes implied by James Bradshaw's vision of Modern's future.

2. Analyze characteristics and attributes of employee-centered cultures.
   - How does the transition that Modern Appliances employed reflect best practices in employee engagement?

3. Analyze the organizational systems, culture, and structures that impede an employee-centered environment.
   - Identify employee resistance factors that might inhibit organizational change.

4. Assess the ways that the leadership of Modern Appliances moved the organization to an employee-engaged organization.
5. Support your analysis with references to the literature.

Further Instructions

- The assignment should be 4–6 pages and must include at least two references.
- References and citations should follow current APA guidelines.
- Font and font size: Times Roman, 12 points.
- Your writing should be free of errors that detract from the overall message.

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](#)
[Employee Engagement at Modern Appliances, Inc. (Part A)](#)
[Employee engagement at Modern Appliances, Inc. (Part B)](#)
[Employee engagement at Modern Appliances, Inc. (Part C)](#)

u02d1 - Benchmarking Best Practices in Employee Engagement

Activity Context

This discussion helps you develop the skills to master the following course competency:

- Examine evidence-based HRM best practices among organizations that demonstrate an employee-centered culture.

Activity Instruction

In this discussion, you will gain experience in:

- Researching HRM professional organizations or other accrediting organizations to assess the creation of employee-centered practices and climates.
- Reviewing literature for indications of companies that are employee-centered and have high employee commitment.
- Benchmarking best practices.
- Identifying characteristics and attribute of employee-centered cultures.

In this discussion, you will research and analyze one example of an HRM best practice in employee engagement in an organization.

- Research HRM professional organizations or other accrediting organizations to identify any HR organizational guidelines for recognizing employee-centered practices and climates.
- Select an organization that represents an innovator and industry leader in employee engagement. Cite sources to support your assessment of the organization.
- Identify one example of a best practice, as defined by an HRM professional organization, in employee engagement that this organization employs.
- Evaluate the employee engagement characteristics of the best practice and assess the ways that these characteristics contribute to enhancing organizational effectiveness.

Response Guidelines

Read the responses of your peers and respond to two. In your replies, assess what characteristics demonstrate best practices that are common among organizations considered innovators and leaders in employee engagement.

Course Resources
Graduate Discussion Participation Scoring Guide

u02d2 - Concept to Application in Improving Employee Safety

Activity Context

This discussion helps you develop the skills to master the following course competency:

- Analyze HRM's role in adhering to laws and regulations that ensure employee rights and manage risk.

Activity Instruction

In this discussion, you will gain experience in:

- Evaluating the impact of effective risk management policies on employee engagement and employee satisfaction.

In this discussion, review the Raines article "Engaging Employees, Another Step in Improving Safety."

- Identify the steps taken to achieve the outcomes of this safety program.
- Analyze the issues and challenges in improving employee safety.
- Evaluate the impact of effective risk management policies on employee engagement and employee satisfaction.

Response Guidelines

Read the postings of your peers. Assess the ways that HRM is involved in this safety program and analyze the reasons why this program might be an example of a best practice.

Course Resources
Graduate Discussion Participation Scoring Guide

Unit 3 ►► Systems and Structures that Enhance the Employee-Centered Environment

Introduction

Systems and structures in organizations impact employee engagement and organizational effectiveness in many different ways. For HRM, programs and policies must enhance the organizational systems that support employee engagement and further develop an employee-centered environment. HRM programs and policies must integrate into the organizational systems and structures and are viewed as an enhancement to the success of the organization.

This unit will assess organizational systems and structures and the impact that HRM programs and best practices have in building an employee-centered work environment. The research highlights HRM programs that impact organizational systems and structures.

u03s1 - Studies

Readings

Use Capella's library to complete the following:

- In your *Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage* text, read:
  - Chapter 3, "The Key to an Engaged Workforce: An Engagement Culture."
  - Chapter 4, "Phase 1 of Creating and Executing an Engagement Campaign: Diagnostic and the Engagement Survey."
  - Chapter 5, "Phase 2 of Creating and Executing an Engagement Campaign: Action Planning and Intervention."
- Read Silverman's 2006 article, "How Do You Keep the Right People on the Bus? Try Stories," in the *Journal for Quality and Participation*, volume 29, issue 4, pages 11–15 and 39.
- Read Bate, Khan, and Pye's 2000 article, "Towards a Culturally Sensitive Approach to Organization Structuring: Where Organization Design Meets Organizational Development," in *Organization Science,* volume 1, issue 2, pages 197–211.
- Read Awbrey's 2007 article, "The Dynamics of Vertical and Horizontal Diversity in Organization and Society," in *Human Resource Development Review*, volume 6, issue 1, pages 7–32.

u03d1 - Organizational Systems and Structures

Activity Context

This discussion helps you develop the skills to master the following course competency:

- Analyze HRM programs and other related systems within an organization that supports employee engagement and commitment.

Activity Instruction

In this discussion, you will gain experience in:

- Assessing the effectiveness of HRM systems and practices that support an employee-centered environment by leading to a higher level of employee engagement and employee commitment.
- Evaluating research studies that analyze HR trends, developments, and challenges that support effective employee-centered programs and the need to create employee-oriented systems.

Systems and structures within organizations can significantly impact the level of employee engagement and by extension, the effectiveness of the organization.

- Referring to the Bate, Khan, and Pye 2000 article and the Awbrey 2007 article, discuss the relationship between organizational design (systems and processes) and organizational change.
- Analyze how HRM can participate in the processes described.
- What challenges might be encountered?
- Use Capella's library to identify two HR trends or developments that appear to support this view of organizational design. Be sure to cite your sources.

Response Guidelines

Read the postings of your peers and respond to two of them, comparing examples and evaluating their analyses to extend the discussion.

Course Resources
Graduate Discussion Participation Scoring Guide

u03d2 - Culture and Employee Engagement

Activity Context

This discussion helps you develop the skills to master the following course competency:

- Analyze methods of supporting employee-centered culture through organizational design and workforce diversity.

Activity Instruction

In this discussion, you will gain experience in:

- Assessing how effective organizations support employee satisfaction, engagement, and commitment as they relate to workplace diversity and inclusion.
- Analyzing the HRM professional's role in supporting a culture of diversity through organizational design.

The readings in your *Employee Engagement* textbook emphasize the role of culture in building employee engagement.

- Analyze the role of culture in building employee engagement and creating an employee-centered environment.
- Based on the readings in this unit and your own work experiences, evaluate the ways that an organization's culture reinforces or stifles such elements as employee engagement, employee commitment, and organizational effectiveness.
- In the "Modern Appliances" case study, how did James Bradshaw assess the culture of Modern Appliances? How did he go about shifting the culture in order to increase the effectiveness of the organization?
- What was the role of HRM in supporting this cultural shift?

Note: When sharing personal and company-related information, share only what is appropriate to share. Respect confidential information, and when writing about personal experiences, do not identify actual companies or individuals.

Response Guidelines

Respond to two posts from other learners. Assess the common characteristics of culture that lead to greater employee engagement and an employee-centered environment.

Course Resources
Graduate Discussion Participation Scoring Guide

Unit 4 ≫ Legal Compliance and Employee Engagement

Introduction

Legal compliance and managing risks in employee relations have an impact on creating and maintaining a positive climate within the organization. HRM policies and practices must demonstrate that discrimination laws are intended to create a positive work environment. This environment enhances employee engagement and organizational commitment.

This unit examines the importance of enhancing employee rights and managing risks to build an organizational culture that increases employee engagement and commitment.

Learning Activities

u04s1 - Studies

Readings

In Capella's library, read the following:

- Hasnas, Prentice, and Strudler's 2010 article "New Directions in Legal Scholarship: Implications for Business Ethics Research, Theory, and Practice" in *Business Ethics Quarterly*, volume 20, issue 3, pages 503–531.
- von der Embse, Desai, and Ofori-Brobbey's 2010 article "A New Perspective on Ethics Safeguards: Where Is the Clout?" in *S.A.M. Advanced Management Journal*, volume 75, issue 3, pages 4–10 and 51.

u04a1 - Risks and Rewards

Activity Context

This assessment measures your progress in mastering the following course competencies:

- Analyze HRM programs and other related systems within an organization that supports employee engagement and commitment.
- Analyze HRM's role in adhering to laws and regulations that ensure employee rights and manage risk.

Activity Instructions

Refer to the "Modern Appliances" case study to identify and analyze the risks associated with the broad plan to support increased employee engagement at Modern Appliances.

1. What staffing factors (teamwork, hiring decisions, retooling of current employees, et cetera) needed to be considered?
    - How might these factors, if unaddressed, contribute to organizational risk?
    - Is there evidence of how Modern addressed those challenges?
    - If so, describe how Modern addressed the challenges. If not, how might you advise them?
    - Support your recommendations with reference to current HR trends, developments, and challenges in employee engagement as described in the literature.
2. Analyze Modern's reaction to the very real risk of fraud in their new warranty procedures.
3. Analyze the relationships among regulation (controls), ethics, and employee engagement. How can HRM best manage these relationships?
4. What benefits in employee engagement and organizational effectiveness did Modern reap as a result of their new business model?
5. Support your analysis with references to the literature as appropriate.

Further Instructions

- The assignment should be 4–6 pages and must include at least two references.
- References and citations should follow current APA guidelines.
- Font and font size: Times Roman, 12 points.
- Your writing should be free of errors that detract from the overall message.

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](#)

Activity Context

This discussion helps you develop the skills to master the following course competency:

- Analyze HRM's role in adhering to laws and regulations that ensure employee rights and manage risk.

Activity Instruction

In this discussion, you will gain experience in:

- Assessing organizational best practices that best illustrate an employee environment that ensures employee rights.
- Evaluating the impact of effective risk management policies of employee engagement and employee satisfaction.

For this discussion:

- Research the literature and locate two examples of organizational best practices that illustrate an employee environment that addresses employee rights.
- Drawing upon your own experience, or providing an example of an organization that reflects these best practices, evaluate the impact of these organizational or HRM practices and programs related to employee engagement and employee satisfaction.

Note: When sharing personal and company-related information, share only what is appropriate to share. Respect confidential information, and when writing about personal experiences, do not identify actual companies or individuals.

Response Guidelines

Read the postings of your peers and respond to at least two. In your replies to other learners, identify any common characteristics for managing risks in an employee-centered work environment.

Course Resources
Graduate Discussion Participation Scoring Guide

Activity Context

This discussion helps you develop the skills to master the following course competency:

- Analyze HRM's role in adhering to laws and regulations that ensure employee rights and manage risk.

Activity Instruction

In this discussion, you will gain experience in:

- Analyzing major federal discrimination laws and applying the concepts of these laws to organizational policies and practices.

Respect for employee rights is a fundamental characteristic of an employee-centered workplace. Not only does compliance with existing laws and regulations minimize risk to the corporation, but compliance also creates an environment of respect for employees that can lead to a more engaged workforce. In addition, the demonstration of a strong business ethic and a commitment to cultural diversity can send clear messages of fairness and respect.

For this discussion, identify a major discrimination law, apply the concepts of this law to organizational policies and practices, and speak to the connections among ethics, diversity, and engagement. Use your own work experience as an example, or find an example in the literature that illustrates your points.

Note: When sharing personal and company related information, share only what is appropriate to share. Respect confidential information, and when writing about personal experiences, do not identify actual companies or individuals.

Response Guidelines

Read the postings of your peers and respond to at least two. Do you see the connections in the same way they do? Explain.

Course Resources

Graduate Discussion Participation Scoring Guide

Introduction

Human resource management has gained significant credibility among managers and employees through the ways that HR impacts many aspects of an organization. Through best practices, HRM programs and policies provides evidence-based examples of action steps needed to create employee-centered environments. HRM leaders have become strategic partners with other senior managers supporting the culture and practices that enhance employee engagement.

This unit will assess the effectiveness of HRM programs and practices that move the organization towards an employee-centered environment. In particular, the role of HRM leaders will be assessed for their contributions to creating organizational systems and cultures that support organizational effectiveness.

Learning Activities

u05s1 - Studies

Readings

In Capella's library, read:

- Endres and Mancheno-Smoak's 2008 article "The Human Resource Craze: Human Performance Improvement and Employee Engagement" in *Organizational Development Journal*, volume 26, issue 1, pages 69–78.
- Lockwood's 2006 article "Maximizing Human Capital: Demonstrating HR Value with Key Performance Indications" in *HRMagazine*, volume 51, issue 9, pages 1–11.

The following Capella Library Guides may help you in addressing the discussion topics in this unit:

- Research Guide - MBA .
- Bibliography Mining and Cited Reference Searching.
- Google Scholar.
- How Do I Find Peer Reviewed Articles?

The following Web resources may help you in addressing the discussion topics in this unit:

- "[100 Best Companies to Work For](#)."
- *[The Conference Board.](#)*
- *[SHRM](#)* (Society for Human Resource Management).
- *[World at Work](#)*.
- *[ASTD](#)* (American Society for Training and Development).

u05d1 - Transforming Organizations

Activity Context

This discussion helps you develop the skills to master the following course competencies:

- Examine evidence-based HRM best practices among organizations that demonstrate an employee-centered culture.
- Analyze methods of supporting employee-centered culture through organizational design and workforce diversity.

Activity Instruction

In this discussion, you will gain experience in:

- Analyzing an HRM professional's role in supporting a culture of diversity through organizational design.
- Researching HRM professional organizations or other accrediting organizations to assess the creation of employee-centered practices and climates.

Locate journal articles or HRM-related publications that profile HRM leaders in organizations that have a reputation for employee-centered work environments.

- Analyze the characteristics of these HRM leaders and evaluate the action steps taken to create an employee engagement environment.
- Assess the challenges, barriers, and other obstacles that existed and describe what occurred in the organization to change the culture and systems of the organization.

Response Guidelines

Read the postings of your peers and respond to at least two. In your replies to other learners, identify significant leadership characteristics of HRM professionals that transformed organizations.

u05d2 - HRM Programs

Activity Context

This discussion helps you develop the skills to master the following course competency:

- Analyze HRM programs and other related systems within an organization that supports employee engagement and commitment.

Activity Instruction

In this discussion, you will gain experience in:

- Assessing the effectiveness of HRM systems and practices that support an employee-centered environment leading to a higher level of employee engagement and employee commitment.

Research current journal articles and HRM publications to locate examples of HRM programs that contribute to an employee-centered environment. Evaluate your own work experiences in light of these examples. What have been the strengths and weaknesses (in terms of employee engagement) of the HRM programs in which you have participated?

Note: When sharing personal and company related information, share only what is appropriate to share. Respect confidential information, and when writing about personal experiences, do not identify actual companies or individuals.

Response Guidelines

Respond to two postings from your peers. Compare and contrast the ways in which HRM programs have demonstrated significant innovations and a proactive approach in creating an employee-centered environment.

Unit 6 ›› Assessing Employee Engagement

Introduction

Assessing the effectiveness of an employee-centered environment is an important responsibility for HRM leaders. In today's organization, HRM must demonstrate that evidence-based measurements are available and effective in measuring the links between employee engagement and organizational success. These links are critical in establishing that HRM deliverables make a difference in organizational effectiveness.

This unit assesses the approaches that HRM can use to measure the outcomes of employee engagement and organizational effectiveness. The emphasis will be on evidence-based approaches that build the credibility of these HRM programs and policies.

Learning Activities

u06s1 - Studies

Reading

- Tyler, K. 2011. "[Prepare for Impact: Linking Employee Engagement to Crucial Business Metrics Shows Leaders How to Improve the Bottom Line](#)" in the Human Resource Magazine, volume 56, Number 3, pages 53–56.

Activities

After reading Tyler, Kathryn "Prepare for Impact: Linking Employee Engagement to Crucial Business Metrics Shows Leaders How To Improve the Bottom Line" respond to the following questions:

- Analyze the key concepts from the article that provide different perspectives on measuring the effectiveness of employee engagement and organizational effectiveness.
- Assess from the article the measurement tools most effective in this process.
- Evaluate whether these measurement tools can be applied within your own work experiences. Provide examples.

u06a1 - HRM Employee Engagement Recommendation

This assessment measures your mastery of the course competencies:

- Analyze HRM programs and other related systems within an organization that supports employee engagement and commitment.
- Examine evidence-based HRM best practices among organizations that demonstrate an employee-centered culture.
- Analyze HRM's role in adhering to laws and regulations that ensure employee rights and manage risk.
- Analyze methods of supporting employee-centered culture through organizational design and workforce diversity.

Draw upon the "Modern Appliances" case study, the two previous assignments, the course discussions, your course readings, and any additional research you require to complete the project for this course.

In the "Modern Appliances" case study that we are considering, the immediate role of HRM consisted of advice and counsel given by the vice president of human resources as a member of the management team. James Bradshaw, Modern Appliances CEO, however, understood that changing the entire culture of a company was a long-term process. Although HRM activities are not made explicit in the case study, a number of clues indicate how HR might be called upon to actively support this new model of employee engagement. Imagine that you are the HR vice president at Modern Appliances and that James Bradshaw has asked you to submit a recommendation for how HR best practices and programs will support this new initiative.

For This Project

Prepare a detailed recommendation for James Bradshaw, CEO of Modern Appliances, outlining the ways in which HR will provide support to the employee engagement efforts at Modern. Your

recommendation should:

- Provide a brief analysis of the cultural shift that the company is making.
- Identify and evaluate the systems and structures of the organization that will require support.
- Evaluate the risks to the organization if support is not provided.
- Identify any challenges or resistance that the organization will face in providing this support.
- Include a prioritized recommendation of the programs and policies required to support the cultural shift to increased employee engagement. For each recommended program or policy, describe:
  - How it will address a specific need in the organization related to the cultural shift.
  - How it will mitigate a particular risk to the organization related to the cultural shift.
  - The plan for dealing with any resistance the program or policy encounters.
- Evaluate how your recommendations align to HRM industry best practices with regard to employee engagement.

Further Instructions

- The assignment should be 5–7 pages and must include at least two references.
- References and citations should follow current APA guidelines.
- Font and font size: Times Roman, 12 points.
- Your writing should be free of errors that detract from the overall message.

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](#)

u06d1 - Employee Engagement - Measurement Approaches

This discussion helps you develop the skills to master the following course competencies:

- Analyze HRM programs and other related systems within an organization that supports employee engagement and commitment.
- Examine evidence-based HRM best practices among organizations that demonstrate an employee-centered culture.

Activity Instruction

In this discussion, you will gain experience in:

- Assessing the effectiveness of HRM systems and practices that support an employee-centered environment by leading to a higher level of employee engagement and employee commitment.
- Benchmarking best practices.

After reading Attridge's 2009 article, "Measuring and Managing Employee Work Engagement: A Review of the Research and Business Literature," respond to the following questions:

- Analyze the key concepts from the article that provide different perspectives on measuring the effectiveness of employee engagement and organizational effectiveness.
- Assess from the article the measurement tools most effective in this process.
- Evaluate whether these measurement tools can be applied within your own work experiences. Provide examples.

Note: When sharing personal and company-related information, share only what is appropriate to share. Respect confidential
information, and when writing about personal experiences, do not identify actual companies or individuals.

Response Guidelines

Read the postings of your peers and respond to two.

Course Resources

Graduate Discussion Participation Scoring Guide

u06d2 - Rethinking Employee Engagement

Activity Context

This discussion helps you develop the skills to master the following course competency:

- Analyze methods of supporting employee-centered culture through organizational design and workforce diversity.

Activity Instruction

In this discussion, you will gain experience in:

- Describing the connection between employee effectiveness and commitment through organizational design and workforce diversity.

The last chapter of your *Employee Engagement* textbook provides an interesting perspective on employee engagement. Review the slide show in Chapter 7, "Talking Points: Introducing or Rethinking Engagement in Your Organization."

Imagine that your organization or one that you are familiar with needs to build a strong case for employee engagement. Prepare three additional slides illustrating how employee engagement can be linked to organizational effectiveness. Post the slides in this discussion.

As you do this, make sure to reference the following points:

- Specific cultural characteristics that demonstrate the need for increased employee engagement.
- Modifications in organizational systems that build organizational success.
- HRM programs representing best practices that can support the necessary organizational change.

Response Guidelines

Reply to two posts from other learners. Compare and contrast the recommendations.

Course Resources
Graduate Discussion Participation Scoring Guide

Throughout the course, you have been building toward the achievement of the following competencies:

- Analyze HRM programs and other related systems within an organization that supports employee engagement and commitment.
- Examine evidence-based HRM best practices among organizations that demonstrate an employee-centered culture.
- Analyze HRM's role in adhering to laws and regulations that ensure employee rights and manage risk.
- Analyze methods of supporting employee-centered culture through organizational design and workforce diversity.

For this discussion, reflect on the knowledge and skills you developed over the past six weeks. Address the following questions in your post:

- For each competency, how has your ability to perform these skills and apply this knowledge evolved?
- What concepts, skills, or insights were most relevant to you?
- How have you grown in your academic and professional goals? Have you made progress on any items in the action plan you developed during first course?

Response Guidelines

When responding to others, provide encouraging feedback about how learners have grown over the past six weeks. If applicable, provide recommendations for how learners may continue to develop these skills and knowledge or suggest additional strategies for leveraging the knowledge gained in the course.

Course Resources

Graduate Discussion Participation Scoring Guide