

## **Syllabus**

### **Course Overview**

In this course, you will examine concepts, principles, and processes for the management of human capital to create employee-centered health care organizations. The course focuses on the following areas:

- Functions and activities that comprise the human resources (HR) management role and how they fit within the structure of a health care organization.
- Manager–employee relationships.
- The legal framework of contemporary human resource management and the impact of legislation such as the Family and Medical Leave Act, the National Labor Relations Act, the Americans With Disabilities Act, and the Civil Rights Act on core HR functions.
- Labor relations and collective bargaining.
- Recruitment, selection, and retention processes in human resource management.
- Compensation, employee benefits, motivation, and succession planning in organizations.
- The performance appraisal process, uses, and methods.
- Employee training and development in organizations.
- Skills and knowledge relevant to daily operations within human resource management.
- Future directions and trends in human resource management.

### **Course Competencies**

**(Read Only)**

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

- 1 Develop a human capital strategy for a health care organization that considers organizational need, budgets, and environmental forces. (L8.2, L17.2, L24.2, L11.4)
- 2 Analyze core functions of human capital management in health care organizations. (L9.1, L9.3, L25.3)

- 3 Examine the relationship between the work environment and employee satisfaction. (L5.4, L19.2, L15.3)
- 4 Apply professional and personal skills to influence organizational action and build relationships with key stakeholders. (L10.5, L22.4, L21.4)
- 5 Communicate in a manner that is scholarly, professional, and consistent with expectations for professionals in health care administration. (L6.1, L6.2, L6.3, L6.4)

### **Course Prerequisites**

Prerequisite(s): MHA5004, MHA5006, MHA5008, MHA5010.

## Syllabus >> Course Materials

### 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.

#### Book

Fallon, L. F., Jr., & McConnell, C. R. (2014). *Human resource management in health care: Principles and practices* (2nd ed.). Burlington, MA: Jones & Bartlett Learning. ISBN: 9781449688837.

### 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.

- Colvin, A. J. S. (2003). [Institutional pressures, human resource strategies, and the rise of nonunion dispute resolution procedures](#). *Industrial and Labor Relations Review*, 56(3), 375–392.

- Davis, K. K., Capozzoli, J., & Parks, J. (2009). [Implementing peer review: Guidelines for managers and staff](#). *Nursing Administration Quarterly*, 33(3), 251–257.

## 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.

- Disability.gov. (n.d.). [Americans With Disabilities Act \(ADA\)](#). Retrieved from <https://www.disability.gov/americans-disabilities-act/>
- Job Accommodation Network. (n.d.). [The Americans With Disabilities Act: A brief overview](#). Retrieved from <http://askjan.org/links/adasummary.htm>
- National Labor Relations Board. (n.d.). [National Labor Relations Act](#). Retrieved from <https://www.nlr.gov/resources/national-labor-relations-act>
- NOAA. (n.d.). [Title VII of Civil Rights Act of 1964](#). Retrieved from [http://www.eeo.noaa.gov/legal\\_regulatory\\_requirements/titlevii-civil-rights-act-of-1964.html](http://www.eeo.noaa.gov/legal_regulatory_requirements/titlevii-civil-rights-act-of-1964.html)
- U.S. National Archives and Records Administration. (n.d.). [Teaching with documents: The Civil Rights Act of 1964 and the Equal Employment Opportunity Commission](#). Retrieved from <http://www.archives.gov/education/lessons/civil-rights-act/>
- United States Department of Labor. (n.d.). [Family and Medical Leave Act \(FMLA\)](#). Retrieved from <http://www.dol.gov/general/topic/benefits-leave/fmla>

## 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.

## Library

The following optional readings may be available in the Capella University Library. 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. If the full text is not available, you may be able to request a copy through the [Interlibrary Loan](#) service.

- Jaksic, M., & Jaksic, M. (2013). [Performance management and employee satisfaction](#). *Montenegrin Journal of Economics*, 9(1), 85–92.

## Unit 1 >> Overview of Human Capital Management in Health Care

### Introduction

Welcome to the first unit of the course! It is devoted to studies and discussion questions related to the broad spectrum of functions and activities that comprise the human resources management role and how they fit within the structure of a health care organization. The evolution of human resources departments, the expanding scope of functions and activities, and the organization and relationship of human resources to other organizational departments are considered.

### Learning Activities

#### u01s1 - Studies

### Readings

Use your *Human Resource Management in Health Care* text to complete the following reading:

- Chapter 1, "An Overview of Human Resources."
- Chapter 2, "How Human Resources Fits Into an Organization."

### Research

Explore the following guides from the Capella University Library to learn how to find scholarly, peer-reviewed research in the fields of health care administration and human resource management

- [Health Administration \(MHA\) Research Guide](#).
- [How Do I Find Peer-Reviewed Articles?](#)

## u01d1 - Benefits of Centralized HR Functions

In some companies, the HR functions are decentralized so that many core HR functions (such as hiring, promotion, recruitment, and appraisal) are conducted at the department level. In other companies, the HR functions are centralized in a human resources department.

- What are the primary benefits of a centralized human resources department?
- What are the disadvantages?
- What are the criteria a company should consider when deciding to centralize its HR functions?

## Initial Post Guidelines

Initial posts should be based upon peer-reviewed, evidence-based literature. In your post, include at least one APA-formatted in-text citation and the accompanying, congruent APA-formatted reference. Your source can be a course textbook, assigned reading, or other scholarly source.

## Response Guidelines

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. If possible, respond to one learner who has a perspective, background, or goals that are similar to yours and then to one learner whose perspective, background, or goals are different.

Peer responses should be substantive and must include one peer-reviewed source (in current APA style) that aligns with the discussion thread. You may feel free to add an additional source that is new or provides a completely different perspective. "I agree" and "Thanks for sharing your insights" are examples of unacceptable responses that do not contribute content for enhanced learning. The goal is quality, substantive feedback that demonstrates higher-order critical thinking and evaluation of peers' initial posts.

Course Resources

Graduate Discussion Participation Scoring Guide

[Capella University Library](#)

[How Do I Find Peer-Reviewed Articles?](#)

## u01d2 - Case Study: What Shall It Be and Where Do We Put It?

Read the case study on pages 18–19 of your *Human Resource Management in Health Care* text. Then address the following questions in your post as they relate to the case:

- What model of HR organization would be most appropriate to address the needs depicted in this scenario? Why?
- What areas should Sharon focus on first as she develops the department? Why?

## Initial Post Guidelines

Initial posts should be based upon peer-reviewed, evidence-based literature. In your post, include at least one APA-formatted in-text citation and the accompanying, congruent APA-formatted reference. Your source can be a course textbook, assigned reading, or other scholarly source.

## Response Guidelines

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Course Resources

Graduate Discussion Participation Scoring Guide

[Capella University Library](#)

[How Do I Find Peer-Reviewed Articles?](#)

[APA Style and Format](#)

## Unit 2 >> Organization of Human Capital Management and Employee Relationships

### Introduction

This unit focuses on human resource activities and manager–employee relationships. The differing perspectives of human resource management, human resource organization, employee participation, diversity in the work group, and the people-centered manager are considered.

### Learning Activities

#### u02s1 - Studies

## Readings

Use your *Human Resource Management in Health Care* text to complete the following reading:

- Chapter 4, "Human Resource Activities and Managers."
- Chapter 5, "The Manager-Employee Relationship."

#### u02s2 - Assignment Preparation

In the next unit, you will have an assignment in which you consider the impact of relevant elements of the [Family and Medical Leave Act \(FMLA\)](#) on teamwork and your choice of one other core function of a human resources department. In preparation for the assignment, you should review the assignment in Unit 3 and choose from the following HR functions:

- Hiring—employment and recruitment activities.
- Retention—employee relations activities.
- Compensation—compensation and benefits activities.
- Training—employee training and development activities.

Then research the effect of FMLA on teamwork and your chosen function. Use the information in the [Health Administration \(MHA\) Research Guide](#) to help you find quality, peer-reviewed resources in the Capella University Library as well as professional or academic resources on the Internet.

## u02d1 - Teamwork

Teamwork is a critically important function in contemporary health care organizations. Why, then, should there be such strong emphasis on one-to-one relationships between supervisors and each of their employees? What is the connection between teamwork and individual cultivation of positive relationships?

### Initial Post Guidelines

Your initial post must meet the requirements according to the Faculty Expectations Response Guidelines.

### Response Guidelines

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. If possible, respond to one learner who has a perspective, background, or goals that are similar to yours and then to one learner whose perspective, background, or goals are different.

Peer responses should be substantive. "I agree" and "Thanks for sharing your insights" are examples of unacceptable responses that do not contribute content for enhanced learning. The goal is quality, substantive feedback that demonstrates higher-order critical thinking and evaluation of peers' initial posts.

#### Course Resources

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## u02d2 - Authoritarianism in Modern Management

Explain what the following statement means: "Authoritarianism in modern management stifles participation."

Describe an alternative approach that management could consider that would alleviate the conflicts associated with autocratic management styles.

### Initial Post Guidelines

Initial posts should be based upon peer-reviewed, evidence-based literature. In your post, include at least one APA-formatted in-text citation and the accompanying, congruent APA-formatted reference. Your source can be a course textbook, assigned reading, or other scholarly source.

### Response Guidelines

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. If possible, respond to one learner who has a perspective, background, or goals that are similar to yours and then to one learner whose perspective, background, or goals are different.

Peer responses should be substantive and must include one peer-reviewed source (in current APA style) that aligns with the discussion thread. You may feel free to add an additional source that is new or provides a completely different perspective. "I agree" and "Thanks for sharing your insights" are examples of unacceptable responses that do not contribute content for enhanced learning. The goal is quality, substantive feedback that demonstrates higher-order critical thinking and evaluation of peers' initial posts.

Course Resources

Graduate Discussion Participation Scoring Guide

[Capella University Library](#)

[How Do I Find Peer-Reviewed Articles?](#)

## Unit 3 >> The Legal Framework of Contemporary Human Resources

### Introduction

This unit introduces the legal framework of contemporary human resource management and the significance of legislation such as the Family and Medical Leave Act, the National Labor Relations Act, the Americans With Disabilities Act, and the Civil Rights Act on core HR functions. The nature and extent of the regulated work environment and the resultant increase in responsibilities and costs for organizations will be the focus of this unit's activities. For the assignment in this unit, you will analyze the impact of the Family and Medical Leave Act (FMLA) on teamwork and core HR functions.

### Learning Activities

#### u03s1 - Studies

### Readings

Use your *Human Resource Management in Health Care* text to complete the following reading:

- Chapter 3, "The Legal Framework of Contemporary Human Resources."

#### u03a1 - Family and Medical Leave Act and Core HR Functions

### Preparation

In this assignment, you consider the impact of relevant elements of the Family and Medical Leave Act (FMLA) on teamwork and your choice of one other core function of a human resources department. In preparation for the assignment, you must choose from the following HR functions:

- Hiring—employment and recruitment activities.
- Retention—employee relations activities.
- Compensation—compensation and benefits activities.
- Training—employee training and development activities.

Use the Capella University Library and professional or academic resources on the Internet to research the effect of FMLA on both teamwork and your chosen function.

## Deliverable

**Note:** Be sure to read the preparation section of this assignment.

**Part 1:** Analyze how FMLA has affected **both teamwork and one of the following** core functions of a human resources department. Your analysis should include both positive and negative consequences of the act.

- Hiring.
- Retention.
- Compensation.
- Training.

**Part 2:** Complete the following:

1. Discuss two strategies that human resource managers have employed to successfully mitigate the negative effects of the act on teamwork.
2. Explain how these strategies have effected employee satisfaction.

## Additional Requirements

- **APA formatting:** Resources and citations are formatted according to APA style and formatting standards.
- **Number of resources:** Include a minimum of three resources.
- **Page length:** 5–6 pages.
- **Font and font size:** Times New Roman, 12 point.

Course Resources

[Family and Medical Leave Act \(FMLA\)](#)

[Capella University Library](#)

[How Do I Find Peer-Reviewed Articles?](#)

[Capella Writing Center](#)

[APA Style and Format](#)

[APA Style Paper Tutorial \[DOCX\]](#)

[APA Style Paper Template \[DOCX\]](#)

### **u03d1 - Civil Rights Act and the Department Manager**

A female employee complains to you (a supervisor) that she is being paid less than a male who is doing the same work and has the same seniority. What approach would you take in dealing with this complaint? What are the legal considerations involved?

## **Initial Post Guidelines**

Your initial post must meet the requirements according to the Faculty Expectations Response Guidelines.

## **Response Guidelines**

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Peer responses should be substantive. "I agree" and "Thanks for sharing your insights" are examples of unacceptable responses that do not contribute content for enhanced learning. The goal is quality, substantive feedback that demonstrates higher-order critical thinking and evaluation of peers' initial posts.

Course Resources

Graduate Discussion Participation Scoring Guide

## Unit 4 >> Labor Relations and Collective Bargaining

### Introduction

This unit is devoted to studies and discussion questions associated with labor relations and collective bargaining. Organizational relationships with labor unions, the legal framework of unionization, reasons for unionization, management's role, negotiations, conflict resolution, and arbitration are considered.

### Learning Activities

#### u04s1 - Studies

### Readings

Use your *Human Resource Management in Health Care* text to complete the following reading:

- Chapter 19, "Relations With Labor Unions."
- Chapter 21, "Human Resources Arbitration."

#### u04s2 - National Labor Relations Act

The National Labor Relations Act is landmark legislation in the business and industry in the United States and has significant impact on the responsibilities and placement of human resource management functions in organizations with respect to union formation and regulation.

### Readings

In the [National Labor Relations Act](#), review sections 203–205 under Functions of the Service, specifying the purpose and functions of the National Labor Relations Board in relation to a legal

organizing campaign and certification.

### **u04d1 - Case Study: Is That a Union Forming?**

The employees in your company have stated that they are forming a union. Address the following:

- Suggest first steps for HR management to take in anticipation of the unionization.
- Describe why those steps are appropriate.
- Discuss what information you would consider critical to gather to make your recommendation.

Reference relevant provisions of the National Labor Relations Act to support your suggestions.

## **Initial Post Guidelines**

Initial posts should be based upon peer-reviewed, evidence-based literature. In your post, include at least one APA-formatted in-text citation and the accompanying, congruent APA-formatted reference. Your source can be a course textbook, assigned reading, or other scholarly source.

## **Response Guidelines**

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. If possible, respond to one learner who has a perspective, background, or goals that are similar to yours and then to one learner whose perspective, background, or goals are different.

Peer responses should be substantive and must include one peer-reviewed source (in current APA style) that aligns with the discussion thread. You may feel free to add an additional source that is new or provides a completely different perspective. "I agree" and "Thanks for sharing your insights" are examples of unacceptable responses that do not contribute content for enhanced learning. The goal is quality, substantive feedback that demonstrates higher-order critical thinking and evaluation of peers' initial posts.

Course Resources

Graduate Discussion Participation Scoring Guide

[National Labor Relations Act](#)

[Capella University Library](#)

[How Do I Find Peer-Reviewed Articles?](#)

[APA Style and Format](#)

## **u04d2 - Unionizing: A Communication to Stakeholders**

When a union first forms, communication is a critical component of the process on all sides. Imagine you are a union organizer considering your communication plan. You have decided to introduce your intention to unionize your workplace to various stakeholders.

- Identify the key stakeholders in the community, management, and employees that should be considered when developing a communication plan.
- Draft a communication that states your intention to create a union to one of the stakeholders that you have identified. As you craft your communication, consider your initial objectives for the communication as well as the audience, message, and tone.

## **Initial Post Guidelines**

Your initial post must meet the requirements according to the Faculty Expectations Response Guidelines and be formatted appropriately for the type of communication described.

## **Response Guidelines**

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. If possible, respond to one learner who has a perspective, background, or goals that are similar to yours and then to one learner whose perspective, background, or goals are different. The goal is quality, substantive feedback that demonstrates higher-order critical thinking and evaluation of peers' initial posts.

Course Resources

Graduate Discussion Participation Scoring Guide

## Unit 5 >> Employee Recruitment, Selection, and Retention

### Introduction

This unit is devoted to studies and discussion questions related to the recruitment, selection, and retention processes in human resource management. Manager and staff roles in these processes as well as legal concerns, procedures, and promotions from within the organization are considered.

### Learning Activities

#### u05s1 - Studies

### Readings

Use your *Human Resource Management in Health Care* text to complete the following reading:

- Chapter 11, "Department Managers and the Recruiting Process."
- Chapter 13, "Conducting a Successful and Legal Selection Interview."

Use the Capella University Library to complete the following reading:

- Colvin's 2003 article, "[Institutional Pressures, Human Resource Strategies, and the Rise of Nonunion Dispute Resolution Procedures](#)," from *Industrial and Labor Relations Review*, volume 56, issue 3, pages 375–392.

### Multimedia

View the [Types of Employee Recruitment](#) presentation.

#### u05s2 - Americans With Disabilities Act

The Americans With Disabilities Act (ADA) is also landmark legislation for business and industry in the United States. The ADA has significant impact on the responsibilities and placement of human resource management functions in organizations with respect to equal employment rights for individuals with disabilities. Take time now to familiarize yourself with the ADA.

## Readings

The following sources are starting points for your exploration of the ADA. Be sure to investigate the links on these pages to gain further insight and information on topics of interest. Your second discussion in this unit asks you to consider elements of the ADA. Review that discussion before doing your reading to better focus your efforts.

Click the links below and read the following:

- Disability.gov's [Americans With Disabilities Act \(ADA\)](#).
- Job Accommodation Network's [The Americans With Disabilities Act: A Brief Overview](#).

### **u05d1 - Case Study: It Wouldn't Be Fair to Her**

Read the case study on pages 240–241 of your *Human Resource Management in Health Care* text.

For your post, use content from the readings and address the following issues. Consider Carrie Taylor's reasoning. Was it sound? Should she have offered the position to Lynn? How would you respond to the allegations in the complaint?

## Initial Post Guidelines

Your initial post must meet the requirements according to the Faculty Expectations Response Guidelines.

## Response Guidelines

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. If possible, respond to one learner who has a perspective, background, or goals that are similar to

yours and then to one learner whose perspective, background, or goals are different.

Peer responses should be substantive. "I agree" and "Thanks for sharing your insights" are examples of unacceptable responses that do not contribute content for enhanced learning. The goal is quality, substantive feedback that demonstrates higher-order critical thinking and evaluation of peers' initial posts.

## Course Resources

Graduate Discussion Participation Scoring Guide

### **u05d2 - Americans With Disabilities Act and HR Functions**

The Americans With Disabilities Act (ADA) requires that persons with disabilities have equal access and opportunities in employment, services, facilities, and telecommunications, whether under private or public auspices.

What types of disabilities covered in the ADA are related to the recruitment, selection, and promotion processes? Discuss examples of remedies that might be employed for each and how they meet the requirements outlined in the ADA.

### **Initial Post Guidelines**

Your initial post must meet the requirements according to the Faculty Expectations Response Guidelines.

### **Response Guidelines**

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. If possible, respond to one learner who has a perspective, background, or goals that are similar to yours and then to one learner whose perspective, background, or goals are different.

Peer responses should be substantive. "I agree" and "Thanks for sharing your insights" are examples of unacceptable responses that do not contribute content for enhanced learning. The goal is quality, substantive feedback that demonstrates higher-order critical thinking and evaluation of peers' initial posts.

## Course Resources

Graduate Discussion Participation Scoring Guide

[Americans With Disabilities Act \(ADA\)](#)

## Unit 6 >> Motivating and Compensating Employees

### Introduction

This unit is devoted to studies, assignment preparation, and discussion questions related to compensation, employee benefits, motivation, and succession planning in organizations. The nature of compensation systems, the value of job worth, the importance of motivation, and the principles of sound succession planning and promotion are considered.

### Learning Activities

#### u06s1 - Studies

## Readings

Use your *Human Resource Management in Health Care* text to complete the following reading:

- Chapter 8, "Compensation and Benefits."
- Chapter 10, "Succession Planning."

#### u06s2 - Assignment Preparation

The assignment in the next unit asks you to pretend you are a human resource manager in a health care organization where it has come to your attention from a variety of sources that morale and employee satisfaction are on the decline in one of your company's organizational units.

Prepare for this assignment by conducting research on tactics and strategies for addressing low employee satisfaction. Use the information in the [Health Administration \(MHA\) Research Guide](#) to help you find quality, peer-reviewed resources in the Capella University Library as well as professional or academic resources on the Internet.

## Optional Readings

You may choose to complete the following optional reading from the Capella University Library:

- Jaksic and Jaksic's 2013 article, "[Performance Management and Employee Satisfaction](#)," from *Montenegrin Journal of Economics*, volume 9, issue 1, pages 85–92.

### **u06d1 - Case Study: Structuring Benefits**

Read the case study on page 144 of your *Human Resource Management in Health Care* text.

For your post, use content from the readings and address the following questions:

- What steps should be taken to develop a plan?
- What factors would you consider in the development of this plan?
- Who should be consulted? Why?

## Initial Post Guidelines

Your initial post must meet the requirements according to the Faculty Expectations Response Guidelines.

## Response Guidelines

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. If possible, respond to one learner who has a perspective, background, or goals that are similar to

yours and then to one learner whose perspective, background, or goals are different.

Peer responses should be substantive. "I agree" and "Thanks for sharing your insights" are examples of unacceptable responses that do not contribute content for enhanced learning. The goal is quality, substantive feedback that demonstrates higher-order critical thinking and evaluation of peers' initial posts.

## Course Resources

Graduate Discussion Participation Scoring Guide

### **u06d2 - Succession Planning**

Pretend you are an executive planning to retire in 12 months and you have identified a successor within your organization. Discuss the steps you would take to influence the organization and other stakeholders to improve the chances of your designated successor assuming your position.

### **Initial Post Guidelines**

Initial posts should be based upon peer-reviewed, evidence-based literature. In your post, include at least one APA-formatted in-text citation and the accompanying, congruent APA-formatted reference. Your source can be a course textbook, assigned reading, or other scholarly source and meet the requirements according to the Faculty Expectations Response Guidelines.

### **Response Guidelines**

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Peer responses should be substantive and must include one peer-reviewed source (in current APA style) that aligns with the discussion thread. You may feel free to add an additional source that is new or provides a completely different perspective. "I agree" and "Thanks for sharing your insights" are examples of unacceptable responses that do not contribute content for enhanced learning. The goal is quality, substantive feedback that demonstrates higher-order critical thinking and evaluation of peers' initial posts.

## Course Resources

Graduate Discussion Participation Scoring Guide

[Capella University Library](#)

[How Do I Find Peer-Reviewed Articles?](#)

[APA Style and Format](#)

## Unit 7 >> Employee Performance and Appraisals

### Introduction

This unit focuses on the performance appraisal process, uses, and methods. The nature and purposes of performance appraisals and the role of human resources are considered, along with the obstacles, procedures, legal framework, and documentation involved.

### Learning Activities

#### u07s1 - Studies

## Readings

Use your *Human Resource Management in Health Care* text to complete the following reading:

- Chapter 9, "Performance Appraisals."
- Chapter 16, "Documentation."

## Optional Readings

You may choose to complete the following optional reading from the Capella University Library:

- Jaksic and Jaksic's 2013 article, "[Performance Management and Employee Satisfaction](#)," from *Montenegrin Journal of Economics*, volume 9, issue 1, pages 85–92.

## u07a1 - Management and Employee Satisfaction

### Preparation

Use the Capella University Library and professional or academic resources on the Internet to research tactics and strategies for addressing low employee satisfaction.

### Scenario

Pretend you are a human resource manager in a health care organization and it has come to your attention from a variety of sources that morale and employee satisfaction are on the decline in one of your company's organizational units. Employees have been working 50% longer shifts for several months to address an increase in patient demand and you suspect it is beginning to take its toll. You are considering the issue and how to address it.

### Deliverable

Complete the following two parts of this assignment based upon your research and understanding of methods of addressing the scenario described above.

**Part 1:** Suggest and support three ways you would determine the nature and extent of the problem and its source. What indicators would you examine?

**Part 2:** It has been determined that the dip in employee satisfaction is indeed due to long hours, uneven scheduling practices, and no clear end in sight. Complete the following:

- Recommend a plan to address the issue (based upon your stated assumptions regarding the specific nature of the problem) that includes:
  - Short-term tactics to address the acute aspects of the problem.
  - Long-term strategy to permanently address the problem.
- Discuss the role of stakeholders in determining the nature of the issue and developing a plan for its resolution.
- Explain which core human resource function is the most critical to the success of your plan.

## Additional Requirements

- **APA formatting:** Resources and citations are formatted according to APA style and formatting standards.
- **Number of resources:** Include a minimum of five resources.
- **Page length:** 5–7 pages.
- **Font and font size:** Times New Roman, 12 point.

### Course Resources

[Capella University Library](#)

[How Do I Find Peer-Reviewed Articles?](#)

[Capella Writing Center](#)

[APA Style and Format](#)

[APA Style Paper Tutorial \[DOCX\]](#)

[APA Style Paper Template \[DOCX\]](#)

### u07d1 - Consistency in Performance Appraisals

Managers may not always provide consistent appraisals. How can you tell if this is a problem in an organization? How can this problem be addressed?

### Initial Post Guidelines

Initial posts should be based upon peer-reviewed, evidence-based literature. In your post, include at least one APA-formatted in-text citation and the accompanying, congruent APA-formatted reference. Your source can be a course textbook, assigned reading, or other scholarly source.

### Response Guidelines

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. If possible, respond to one learner who has a perspective, background, or goals that are similar to yours and then to one learner whose perspective, background, or goals are different.

Peer responses should be substantive and must include one peer-reviewed source (in current APA style) that aligns with the discussion thread. You may feel free to add an additional source that is new or provides a completely different perspective. "I agree" and "Thanks for sharing your insights" are examples of unacceptable responses that do not contribute content for enhanced learning. The goal is quality, substantive feedback that demonstrates higher-order critical thinking and evaluation of peers' initial posts.

## Course Resources

Graduate Discussion Participation Scoring Guide

[Capella University Library](#)

[How Do I Find Peer-Reviewed Articles?](#)

[APA Style and Format](#)

## u07d2 - Performance Appraisal Strategies

Address the following questions:

- How can performance appraisals be used in the development of a retention strategy?
- How can they be used as a part of a dismissal strategy?

## Initial Post Guidelines

Your initial post must meet the requirements according to the Faculty Expectations Response Guidelines.

## Response Guidelines

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. If possible, respond to one learner who has a perspective, background, or goals that are similar to yours and then to one learner whose perspective, background, or goals are different.

Peer responses should be substantive. "I agree" and "Thanks for sharing your insights" are examples of unacceptable responses that do not contribute content for enhanced learning. The goal is quality, substantive feedback that demonstrates higher-order critical thinking and evaluation of peers' initial posts.

## Course Resources

Graduate Discussion Participation Scoring Guide

## Unit 8 >> Employee Training and Development

### Introduction

The unit is devoted to studies and discussion questions related to employee training and development in organizations. The nature and role of employee training and development, new employee orientation, training to correct performance issues and problems, assessment of department learning needs, and types of learning methods and venues are considered.

### Learning Activities

#### u08s1 - Studies

## Readings

Use your *Human Resource Management in Health Care* text to complete the following reading:

- Chapter 7, "Employee Training."
- Chapter 22, "Using Human Resource Consultants."

## u08s2 - Assignment Preparation

The assignment in the next unit requires you to create a training plan to address an HR challenge. Review the Unit 9 assignment and its associated scoring guide and begin conducting your research. Use the information in the [Health Administration \(MHA\) Research Guide](#) to help you find quality, peer-reviewed resources in the Capella University Library as well as professional or academic resources on the Internet.

## u08d1 - Training and Employee Satisfaction

Describe a training program or activity, appropriate for a health care environment, that would increase employee satisfaction. Consider the delivery mechanism and content. How would you get executive buy-in to conduct this training?

## Initial Post Guidelines

Your initial post must meet the requirements according to the Faculty Expectations Response Guidelines.

## Response Guidelines

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. If possible, respond to one learner who has a perspective, background, or goals that are similar to yours and then to one learner whose perspective, background, or goals are different.

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## u08d2 - Employee Cross-Training

How you would implement a program for cross-training three or four roughly comparable positions? Use actual or hypothetical positions as examples.

### Initial Post Guidelines

Your initial post must meet the requirements according to the Faculty Expectations Response Guidelines.

### Response Guidelines

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. If possible, respond to one learner who has a perspective, background, or goals that are similar to yours and then to one learner whose perspective, background, or goals are different.

Peer responses should be substantive. "I agree" and "Thanks for sharing your insights" are examples of unacceptable responses that do not contribute content for enhanced learning. The goal is quality, substantive feedback that demonstrates higher-order critical thinking and evaluation of peers' initial posts.

Course Resources

Graduate Discussion Participation Scoring Guide

## Unit 9 >> Human Resource Day-to-Day Management

### Introduction

This unit focuses on the types of skills and knowledge relevant to daily operations within human resource management. Creating communications, correcting performance and behavioral issues, applying disciplinary action, and improving employee satisfaction and the work environment are considered. For the assignment in this unit, you will create a training plan to address an HR challenge.

## Learning Activities

### u09s1 - Studies



#### [Employee Termination Scenario](#)

#### [Transcript](#)

## Readings

Use your *Human Resource Management in Health Care* text to complete the following reading:

- Chapter 14, "Managers and Employee Problems."
- Chapter 15, "Addressing Problems Before Taking Critical Action."

Use the Capella University Library to complete the following reading:

- Davis, Capozzoli, and Parks's 2009 article, "[Implementing Peer Review: Guidelines for Managers and Staff](#)," from *Nursing Administration Quarterly*, volume 33, issue 3, pages 251–257.

## Multimedia

Click **Employee Termination Scenario** to launch the presentation.

Course Resources

Employee Termination Scenario

## u09a1 - Training Plan

### Preparation

Choose one of the challenges below (or one of your own) as the focus of an HR training or development plan for a department in a health care organization.

Possible challenges:

- Teamwork is lacking in some functional units. Many employees are operating as individuals in areas where teamwork is essential. Poor or inadequate goals and objective setting seems to be a key issue.
- There is a lack of preparation and orientation for newly hired employees. Many are not prepared for their job within the organization because of inadequate job-related training on company policies or procedures.
- Employees appear to be wasting time and working inefficiently. Time management seems to be a problem for many.
- Burnout is a very significant issue in the organization, especially among nursing staff. Supervisors are struggling to deal with the issue.
- Or choose and define a comparable challenge of your own.

Use the Capella University Library and professional or academic resources on the Internet to research training and development strategies for addressing human resource needs.

### Deliverable

Prepare a training and development plan for your chosen challenge that would be appropriate to present for executive approval. Include the following:

- A description of how the proposed training addresses the identified challenge within an organization of your choice.
- A list of employee types who should be included in the training and why.
- A detailed description of the training topics and vector (seminar, online, conference, workshop, brown bag, et cetera). The budget and schedule should accurately reflect this choice.
- A budget (personnel, equipment, supplies, et cetera). Make sure to document any assumptions you make.
- A schedule with milestones associated with content creation and training delivery.

## Additional Requirements

- **APA formatting:** Resources and citations are formatted according to APA style and formatting standards.
- **Number of resources:** Include a minimum of three resources.
- **Page length:** 5–7 pages, not including the budget table or worksheet.
- **Font and font size:** Times New Roman, 12 point.

### Course Resources

[Capella University Library](#)

[How Do I Find Peer-Reviewed Articles?](#)

[Capella Writing Center](#)

[APA Style and Format](#)

[APA Style Paper Tutorial \[DOCX\]](#)

[APA Style Paper Template \[DOCX\]](#)

### u09d1 - Personal Problems

Although employees have personal problems, many managers feel these are not within the realm of concern of management. This may not always be a good approach. Under what conditions, and to what extent, should managers be concerned when an employee has a personal problem not directly related to work?

### Initial Post Guidelines

Your initial post must meet the requirements according to the Faculty Expectations Response Guidelines.

### Response Guidelines

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. If possible, respond to one learner who has a perspective, background, or goals that are similar to yours and then to one learner whose perspective, background, or goals are different.

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## Course Resources

Graduate Discussion Participation Scoring Guide

## Unit 10 >> Changes and Future Directions in Human Capital Management

### Introduction

This unit is devoted to studies and discussion questions related to future directions and trends in human resource management. Long-term trends in organizational management, perspectives of employees, channels of communication, organizational efficiency, and future directions toward a more effective human resources management department will be considered.

### Learning Activities

#### u10s1 - Studies

## Readings

Use your *Human Resource Management in Health Care* text to complete the following reading:

- Chapter 20, "Directions in Employee Relations."
- Chapter 23, "Maintaining an Effective Human Resources Department."
- Chapter 12, "Civil Services Systems."

## u10s2 - Civil Rights Act

The Civil Rights Act of 1964, particularly Title VII, and subsequent legislation have had a significant impact on the responsibilities and limitations of human resource management functions with respect to equal employment rights and opportunities for individuals.

## Readings

Click the links below and read the following:

- U.S. National Archives and Records Administration's [Teaching With Documents: The Civil Rights Act of 1964 and the Equal Employment Opportunity Commission](#).
- NOAA's [Title VII of Civil Rights Act of 1964](#).

## u10d1 - Case Study: The Buck Stops Here

Read the case study on page 384 of your *Human Resource Management in Health Care* text. For your post, use content from the readings to answer the following question:

- How would you advise Mary to proceed to address the situation, while avoiding unintentional unlawful employment discrimination practices under Title VII of the Civil Rights Act?

## Initial Post Guidelines

Your initial post must meet the requirements according to the Faculty Expectations Response Guidelines.

## Response Guidelines

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. If possible, respond to one learner who has a perspective, background, or goals that are similar to yours and then to one learner whose perspective, background, or goals are different.

Peer responses should be substantive. "I agree" and "Thanks for sharing your insights" are examples of unacceptable responses that do not contribute content for enhanced learning. The goal is quality, substantive feedback that demonstrates higher-order critical thinking and evaluation of peers' initial posts.

## Course Resources

Graduate Discussion Participation Scoring Guide

### **u10d2 - Legalism to Humanism in Human Resources Management**

Some experts believe organizational management will evolve from legalism to humanism in the future. What might be the primary forces that contribute to the evolution?

Others disagree. What forces might oppose it?

### **Initial Post Guidelines**

Initial posts should be based upon peer-reviewed, evidence-based literature. In your post, include at least one APA-formatted in-text citation and the accompanying, congruent APA-formatted reference. Your source can be a course textbook, assigned reading, or other scholarly source. Your initial post must meet the requirements according to the Faculty Expectations Response Guidelines.

### **Response Guidelines**

Respond to the posts of other learners according to the Faculty Expectations Response Guidelines. If possible, respond to one learner who has a perspective, background, or goals that are similar to yours and then to one learner whose perspective, background, or goals are different.

Peer responses should be substantive and must include one peer-reviewed source (in current APA style) that aligns with the discussion thread. You may feel free to add an additional source that is new or provides a completely different perspective. "I agree" and "Thanks for sharing your insights" are examples of unacceptable responses that do not contribute content for enhanced learning. The goal is quality, substantive feedback that demonstrates higher-order critical thinking and evaluation of peers' initial posts.

## Course Resources

Graduate Discussion Participation Scoring Guide

[Capella University Library](#)

[How Do I Find Peer-Reviewed Articles?](#)

[APA Style and Format](#)

### **u10d3 - Your Favorite Post**

Choose a favorite post made by one of your classmates during this course and explain what you valued in it. How will it aid you in your career?

### **Response Guidelines**

No responses are required for this post.