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| **Articles****DOUBLE CLICK ON THE ICON PDF TO OPEN ARTICLE*** **Invest in Older Workers**

**Engaging the Disengaged**[**Yahoo's Latest HR Disaster: Ranking Workers on a Curve**](http://www.businessweek.com/articles/2013-11-12/yahoos-latest-hr-disaster-ranking-workers-on-a-curve)[**http://www.businessweek.com/articles/2013-11-12/yahoos-latest-hr-disaster-ranking-workers-on-a-curve**](http://www.businessweek.com/articles/2013-11-12/yahoos-latest-hr-disaster-ranking-workers-on-a-curve) |
| **Videos*** **"Why Firms Prefer Older Workers"**
	+ In previous recessions the older workers were the first to go.  However, recently employers seem to prefer those Baby Boomers over the GenYs.  This vido discusses some of the reasons why this is happening.
	+ You can also find this video at <http://on.aol.com/video/why-firms-prefer-older-over-younger-employees-243672401>
* <http://on.aol.com/video/why-firms-prefer-older-over-younger-employees-243672401>
* **"Employee Engagement: Who's Sinking the Boat?"**
	+ - This video discusses the important concept of employee engagement and how it differs from employee satisfaction.  But what do you do with those employees that just won't jump onboard?
		- You can also find this video at:

<http://www.youtube.com/watch?v=y4nwoZ02AJM>* **"Work in the Office or Quit" and "Yahoo Ends Telecommuting"**
	+ These two CNN videos look at Yahoo! CEO, Marissa Mayer's policy curtailing telecommuting and discusses some of the positive and negative implications.
* <http://www.cnn.com/videos/bestoftv/2013/02/27/nr-brooke-yahoo-work-from-home-panel.cnn>

**Marissa Mayer - Work in the Office or Quit"**[**https://www.youtube.com/watch?t=28&v=y574e\_7kH8g**](https://www.youtube.com/watch?t=28&v=y574e_7kH8g) |
| 1. **Employee Engagement**
	* 1. Based on the various definitions and discussions that you have seen in the videos and article, how would you **describe** employee engagement?
		2. Explain the difference between satisfaction and engagement?
		3. Discuss why employee engagement is so important.
		4. Think about your current (if you are not currently working – you last job).  What does the organization do to engage workers?  If the CEO came to you and asked you to develop a plan to engage workers, what would you suggest?  Support your answers with material from this week’s material.
2. When Marissa Mayer was hired as CEO of Yahoo! morale among the employees had been very low.  Watch the video and read the article on the employee related actions by Marissa Mayer, CEO of Yahoo.  Then address the following questions:
	* 1. Explain the two controversial decisions made by Mayer regarding employees.
		2. Discuss whether or not you agree with **each** of these decisions. Support your answers.
		3. Explain what you see as the impact (positive and negative) of these decisions on employee morale, engagement, and retention.
		4. Discuss what you learned from the engagement video about employees who “sink the boat.”  As a consultant, how would you suggest that Mayer handle these employees?

**3.  Turnover*** + 1. What is the difference between voluntary and involuntary turnover.
		2. Explain the three types of voluntary turnover explained in the video (desirability of leaving, ease of leaving, alternatives).
		3. Might their relative importance depend on the type of employee or job? Explain.
		4. If I said to you, “It’s easy to reduce turnover – just pay your employees more money,” what would your response be?Support your answer.
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