Human Resource Management Applications

6th Edition

Stella M. Nkomo

University of South Africa

Myron D. Fottler

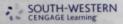
University of Central Florida

R. Bruce McAfee

Old Dominion University

ĐẠI HỘC QUỐC GIA HA NỘI TRUNG TẨM THỐNG TIN THỦ VIỆN

A-DO105636



PART 1 Human Resource Management in Perspective: Environment and Legal Issues — 1

THE HRM FUNCTION/ENVIRONMENT

- 1. CASE The New Director of Human Resources 3
- 2. CASE The Human Resource Function of Harrison Brothers Corporation 9
- 3. EXERCISE Human Resource Challenges During Mergers 14
- 4. Exercise Scanning the Contemporary Work Environment: Shifting Demographics 17
- S. EXERCISE Evaluating the Financial Impact of Human Resource Management Activities: Reducing Turnover Costs 18

DIVERSITY ISSUES

- 6. CASE Managing Diversity: Johnson Chemical International 23
- 7. INCIDENT Too Much Diversity? 31
- 8. INCIDENT The Cultural Diversity Training Program 32

THE LEGAL AND REGULATORY ENVIRONMENT

- 9. CASE The Storage Room Massage: A Case of Sexual Harassment? 34
- 10. CASE Analyzing Promotion Data: Applying the 80% Rule 41
- 11. CASE Blowing the Whistle: Accounting Practices at Glenfair Electronics 44
- 12. CASE LGA Industries: Employing Undocumented Immigrants 45
- 13. EXERCISE The Older Worker Questionnaire 49
- 14. EXERCISE Is this Unlawful Discrimination? 50
- 15. EXERCISE What is Sexual Harassment? 54
- 16. EXERCISE Understanding the Americans with Disabilities Act 56
- 17. EXERCISE Group Debate Project 58
- 18. INCIDENT Giving Up Seniority to Accommodate a Disabled Colleague 62
- 19. INCIDENT "Beautyism" in the Workplace 63
- 20. INCIDENT Sexual Orientation Incidents: Bootstrapping Discrimination 64
- 21. SKILL BUILDER Data Analysis for Affirmative Action Plans 66

PART 2 Meeting Human Resource Requirements: Job Analysis/Design, Planning, Recruitment, and Selection — 73

ANALYSIS/PLANNING/OUTSOURCING/MERGERS/LAYOFFS

- 22. CASE Employee Layoffs at St. Mary's Hospital 75
- 23. CASE Strategic Human Resource Management 78
- 24. CASE The Bank Merger 81
- 25. CASE Outsourcing Jobs 87
- 26. CASE The Alternative Work Schedule 89

- 27. Exercise Which Employee Should be Terminated! 91
- 28. Exercise Outsourcing of Human Resource Management Functions 93
- 29. EXERCISE Job Analysis: Writing Job Descriptions 97
- 30. EXERCISE Work and Family Issues 100
- 31. SKILL BUILDER Human Resource Forecasting Assignment 108
- 32. SKILL BUILDER Phased Retirement Options 111

RECRUTIMENT AND SELECTION

- 33. CASE Recruiting Recreational Vehicle Surveyors 114
- 34. CASE Recruiting and Selecting High-Level Managers Through the Internet 117
- 35. CASE Recruiting and Selecting Low-Level Workers Among Seniors 119
- 36. CASE Selecting Patient Escorts 120
- 37. CASE A Solution for Adverse Impact 123
- 38. EXERCISE Evaluating the Recruiting function 127
- 39. EXERCISE Selection Decisions 131
- 40. EXERCISE Selection Interview Role Play 139
- 41. EXERCISE Which Selection Procedure is Most Effective? 143
- 42. INCIDENT The Ethical Selection Dilemma at Integrity Motors 144
- 43. INCIDENT The Exit Interviews and Employee Retention 146
- 44. INCIDENT Nepotism 147
- 45. SKILL BUILDER Evaluating Job Application Forms 148
- 46. SKILL BUILDER Staffing for a Telecommuting Job 151
- 47. SKILL BUILDER Test/Interview Validation 153

Developing Effectiveness in Human Resources: Training, Career Development, and PART 3 Performance Appraisal — 155

ORIENTATION/TRAINING/CAREER DEVELOPMENT

- 48. CASE Career Development at Electronic Applications 157
- 49. CASE The Safety Training Program 159
- 50. CASE The Mentoring Problem at Walnut Insurance 161
- 51. CASE Management Development: The I-MBA Request 163
- 52. EXERCISE Design and Evaluation of Training Programs 165
- 53. EXERCISE On-the-Job Training 170
- 54. INCIDENT The Orientation Problem 171
- 55. SKILL BUILDER Identifying Training Needs Through Task Analysis 173

PERFORMANCE APPRAISAL

- 56. CASE The Self-Appraisal Problem 175
- 57. CASE Mills Paper Company: Performance Management or Age Discrimination 180
- 58. EXERCISE EvalSim—A Performance Evaluation Exercise 182
- 59. EXERCISE Performance Appraisal Interview Role Play 187
- 60. EXERCISE Which Performance Appraisal Format is Most Effective? 190
- 61. Exercise Ethical Performance Appraisal Issues 191

PART 4 Implementing Compensation and Security: Compensation, Incentives, Benefits, and Safety and Health — 193

COMPENSATION

- 62. CASE The Overpaid Bank Tellers 195
- 63. CASE Rewarding Volunteers 197
- 64. CASE Evaluating Nontraditional Incentive Systems: Howe 2 Ski Stores 200
- 65. EXERCISE Allocating Merit Raises 203
- 66. EXERCISE WageSim-A Compensation Administration Exercise 205
- 67. EXERCISE Ethical and Practical Compensation Dilemmas 210
- 68. EXERCISE Pay Inversion: Is it Practical and Ethical? 213
- 69. INCIDENT Merit Increases 215
- 70. SKILL BUILDER Applying the FLSA: Is this Job Exempt? 217
- 71. SKILL BUILDER Developing a Wage Structure 223

BENEFITS

- 72. CASE Managing Nonmonetary Compensation 225
- 73. CASE Controlling Employee Healthcare Benefit Costs 228
- 74. EXERCISE Flexible Benefit Plan Choices 231
- 75. EXERCISE Executive Perks 234
- 76. INCIDENT Retiree Health and Pension Benefits 236
- 77. INCIDENT The Educational Leave Problem 237
- 78. INCIDENT The Lost Vacation Days 239
- 79. INCIDENT The Medical Leave Problem (FMLA) 241

SAFETY ISSUES

- 80. CASE Disaster Preparedness 242
- 81. INCIDENT The Safety Problem 244
- 82. EXERCISE Safety and Health Programs 245

PART 5 Enhancing Employee Relations: Motivation, Employee Rights and Discipline, Labor Relations, and Collective Bargaining — 247

MOTIVATION AND DISCIPLINE

- 83. CASE The Broken Employment Contract? 249
- 84. CASE The Drug Testing Problem at Standard Chemical 253
- 85. CASE Violence at Work: Westside Health Systems 257
- 86. CASE Surfing the Internet on Company Time 264
- 87. CASE A Case of Free Speech? 265
- 88. INCIDENT Can He Wear an Earring at Work? 266
- 89. INCIDENT Spiked Milk 267
- 90. INCIDENT Motivating and Maintaining Morale During Downsizing 269
- 91. INCIDENT Motivating Employees During a Buyout 270
- 92. INCIDENT "She's Just a Temp" 272
- 93. INCIDENT Motivating an Older Worker (Alan Garfield) 273
- 94. INCIDENT Caught in the Act: Immoral Behavior at Work 274

Contents