

APPLICATIONS IN HUMAN RESOURCE MANAGEMENT

Cases, Exercises, and Skill Builders

Second Edition

Stella M. Nkomo

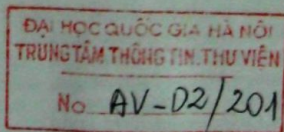
University of North Carolina at Charlotte

Myron D. Fottler

University of Alabama at Birmingham

R. Bruce McAfee

Old Dominion University



PWS-KENT Publishing Company, Boston

CONTENTS

A Model for Analyzing Cases in Human Resource Management xiii

PART 1	<i>Introduction to Human Resource Management</i>	1
	CASE The New Director of Human Resources	3
	CASE The Human Resource Function of Harrison Brothers Corporation	10
	EXERCISE Scanning the Contemporary Work Environment	14
	SKILL BUILDER Reference Materials for Human Resource Management	15
PART 2	<i>The Legal and Regulatory Environment of Human Resource Management</i>	17
	CASE The Storage Room Massage: A Case of Sexual Harassment?	19
	CASE Unfair Promotions at Food Chain Supermarkets	26
	EXERCISE The Older Worker	30
	EXERCISE Is This Unlawful Discrimination?	32
	EXERCISE What Is Sexual Harassment?	36
	INCIDENT The Employee with AIDS	39
	INCIDENT The Employee's Pregnancy	40
	SKILL BUILDER Data Analysis for Affirmative Action Plans	41
PART 3	<i>Planning for Human Resources</i>	49
	CASE Employee Layoffs at St. Mary's Hospital	51
	CASE Strategic Human Resource Management	54
	CASE The Bank Merger	57
	EXERCISE Which Employee Should Be Terminated?	64
	EXERCISE Writing Job Descriptions	67
	EXERCISE Work and Family Issues	70
	INCIDENT The New Work Schedule	78
	SKILL BUILDER Human Resource Forecasting Assignment	80

PART 4	<i>Recruiting and Staffing</i>	83
	CASE Recruiting Recreational Vehicle Surveyors	85
	CASE Selecting a Manager for a Nigerian Facility	88
	CASE Selecting Patient Escorts	90
	CASE A Solution for Adverse Impact	93
	EXERCISE Evaluating the Recruiting Function	98
	EXERCISE Selection Decisions	103
	EXERCISE Selection Interview Role Play	112
	INCIDENT The Campus Interview	117
	SKILL BUILDER Evaluating Job Application Forms	117
PART 5	<i>Compensation and Salary Administration</i>	119
	CASE The Overpaid Bank Tellers	121
	CASE Rewarding Volunteers	123
	CASE Personnel Problems at Dunesbury Medical Center	127
	CASE Controlling Employee Benefit Costs	130
	EXERCISE Job Evaluation at Smithfield County Health Services	132
	EXERCISE WageSim—A Compensation Administration In-Basket	145
	INCIDENT Merit Increases	151
	SKILL BUILDER Applying the FLSA—Is This Job Exempt?	153
PART 6	<i>Orientation, Training, and Development</i>	159
	CASE Career Development at Electronic Applications	161
	CASE The Safety Training Program	163
	CASE Fred Bailey: An Innocent Abroad	166
	EXERCISE Design and Evaluation of Training Programs	170
	EXERCISE On-the-Job Training	177
	INCIDENT Zan Marshall's Introduction to Grotto Fish	179
	SKILL BUILDER Identifying Training Needs Through Task Analysis	180
PART 7	<i>Labor Relations</i>	183
	CASE Union Organizing at SGA Industries	185
	CASE The Frustrated Quality Circle Team	190
	EXERCISE Collective Bargaining Role Play—Bush Corporation	192
	EXERCISE Labor Arbitration	198
	INCIDENT Rest Room Graffiti	200
	SKILL BUILDER Employee Communications During Union Campaigns	201

PART 8***Performance Management and Control 203***

CASE The Broken Employment Contract? 205

CASE The Crack in the Wall 210

CASE The Alcohol/Drug Abuse Program 215

EXERCISE EvalSim—A Performance Evaluation In-Basket 223

EXERCISE Performance Appraisal Interview Role Play 229

INCIDENT Roller Derby with the Forklift Truck 233

INCIDENT Spiked Milk 233

INCIDENT Alan Garfield 235

INCIDENT Lunch Break Arrests 236

SKILL BUILDER Writing/Developing Employee Discipline Policies 237

PART 9***Group Projects/Term Assignments 239***

Human Resource System Evaluation 241

Human Resource Manager Interview 248

Group Debate Project: Controversial HRM Issues 252