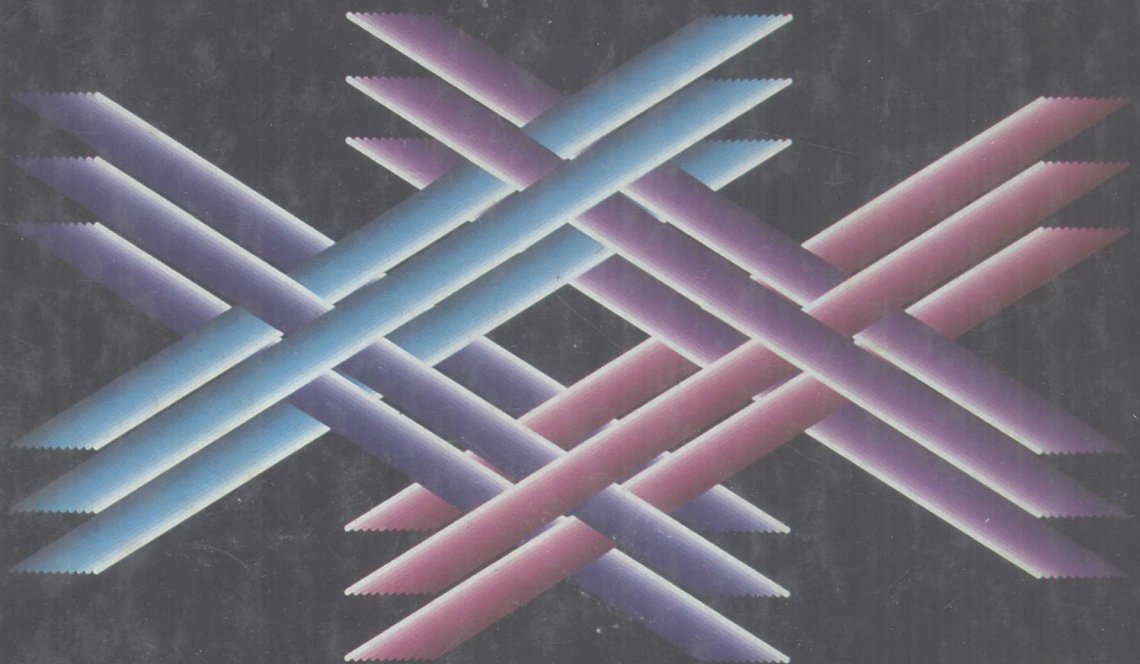


▪ FOUNDATIONS OF PERSONNEL ▪

HUMAN RESOURCE MANAGEMENT

▪ FOURTH EDITION ▪



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USED BOOK
F\$86.70

▪ JOHN M. IVANCEVICH ▪ WILLIAM G. GLUECK ▪

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PREFACE

The first edition of this text was published a decade ago. Bill Glueck was the author of the first edition, which was entitled *Foundations of Personnel*. It was Bill's belief that many faculty members wanted an uncluttered, straightforward, practically oriented text to use in their personnel courses. He provided a text that appealed to both instructors and students, and this accomplishment is a tribute to his ability to communicate his knowledge in a clear, intelligible way.

Bill's untimely passing prevented his further development and refinement of the text through the three revised editions. This edition still incorporates many of Bill Glueck's ideas, orientation, and basic text structure in its examination of personnel/human resource management (P/HRM). His original crafting of a high-quality and teachable text remains noticeable in this fourth edition.

Personnel/human resource management is a necessary activity in all organizations. Its focal point is *people*. People are the lifeblood of organizations. Without them, there is no need for P/HRM systems, programs, or procedures. Because they involve people, P/HRM activities have to be fine-tuned and properly implemented in order to achieve desired outcomes. The uniqueness of P/HRM lies in its emphasis on people in work settings and its concern for the well-being and comfort of the human resources in an organization. This edition focuses on people who work directly in P/HRM as specialists, and those who, as employees (e.g., engineers, clerks, typists, machinists, chemists, teachers, nurses) are influenced by it.

In order to make the book interesting, scholarly, and practical, a number of pedagogical procedures were adopted:

1. Each chapter begins with a brief list of behavioral learning objectives, key terms that will be covered, and an outline of the chapter.
2. Each chapter is introduced by a short situation called P/HRM In Action, which emphasizes applied P/HRM techniques and issues. At various points in the chapter, and at its conclusion, the situation is further developed. The P/HRM In Action element highlights the chapter's content.
3. Most chapters use the diagnostic model that serves as the integrative framework of this book.
4. In most chapters, the role played by a P/HRM manager, specialist, or operating manager is described.
5. Most chapters include a P/HRM Manager Close-Up. These real-life personal viewpoints of P/HRM managers or specialists answer the question: "What does someone actually working in the P/HRM field do?"
6. Most chapters conclude with recommendations for the most effective use of P/HRM in seven kinds of organizations, which differ on the basis of size (number of employees), complexity of products or services, and degree to which products or services change over time.

7. Each chapter summary provides students with a handy, concise reference to the chapter's main points of interest.
8. Cases and experiential exercises at the end of various chapters reflect P/HRM issues, concerns, and problems faced in organizations such as Domino's Pizza, Dunkin' Donuts, GTE, Goldman, Sachs & Co., General Foods, IBM, Nucor, Levi Strauss, Ameritrust Bank, Bechtel Power, and Firestone Tire and Rubber. The realism offered by the cases and exercises illustrates the vital role played by P/HRM in organizations of all sizes.
9. A comprehensive glossary of key terms is provided at the end of each chapter and the book.

The Parts and Appendixes

The revised edition consists of six parts. Part One, Introduction to Personnel/Human Resource Management and the Environment, contains three chapters. Chapter 1 defines the role of P/HRM in organizations. Chapter 2 provides the integrative model that is used throughout the book. Chapter 3 is a comprehensive treatment of equal employment opportunity laws and programs.

Part Two, Analysis, Planning, and Staffing, contains four chapters covering: job analysis and design, Chapter 4; human resource planning, Chapter 5; recruitment, Chapter 6; and selection, Chapter 7.

Part Three examines performance evaluation and compensation. Chapter 8 covers performance evaluation; Chapter 9, an overview of compensation; Chapter 10, compensation methods and policies of personnel; and Chapter 11, employee benefits and services.

Part Four, Training and Development for Better Performance, contains four chapters. Chapter 12 discusses orientation and training. Management and organizational development are covered in Chapter 13. Career planning and development is presented in Chapter 14. Discipline and the difficult employee is covered in Chapter 15.

Part Five, Labor Relations and Safety and Health, includes Chapters 16 and 17, on labor unions, and Chapter 18, on employee safety and health.

Part Six, Work Scheduling and Evaluation of Personnel/Human Resource Management includes two chapters. Chapter 19 covers work schedules and the quality of work life. Chapter 20 discusses procedures for evaluating the P/HRM function.

Three main appendixes were added to the last edition and are included in the fourth edition. Appendix A—Sources of Personnel/Human Resource Management Information, Facts, and Figures—was prepared by Paul N. Keaton of the University of Wisconsin, LaCrosse. This provides valuable sources of information that are useful in P/HRM.

Appendix B—Designing a P/HRM Measurement System—was prepared by Jac Fitz-enz, Ph.D., president of the Saratoga Institute. This appendix spells out the reasons why measurement is important and how a measurement system for the P/HRM unit can be developed and styled.

Appendix C—Career Planning—was prepared by the author of the text. It examines the important steps involved in career planning that each person

must accept responsibility for and initiate at the appropriate time. Each reader of the book must become actively involved in his or her own career plan.

New and Strengthened Features

The dynamic changes in personnel/human resource management required some alteration, deletion, and expansion of material presented in the previous edition. Instructor and student comments were reviewed and carefully considered in the course of the revision. In addition, numerous personnel/human resource experts in organizations have been interviewed in the past decade. These endeavors resulted in some new features which add to Bill Glueck's original ideas and views about P/HRM:

- A slightly revised diagnostic framework used throughout the book. The model is first presented in Exhibit 2-1.
- An updated and revised Chapter 3, The Law and Personnel/Human Resource Management. The increasing importance of laws, regulations, and court rulings to P/HRM activities continues to grow and needs to be constantly updated. This edition has more coverage of sexual harassment, the economic status of women, and EEO than previous editions.
- Computers play a growing role in P/HRM programs and activities. In many chapters, computer use in P/HRM practices is discussed.
- The P/HRM Manager Close-Up, sections started in the last edition are continued. Many of the managers discuss actual problems that they have or are working on in performing their P/HRM activities.
- Again, actual company forms, materials, and charts are used throughout this book. They were furnished and updated by P/HRM managers who wanted to share them with students and instructors.
- Coverage of the Immigration and Control Act of 1986 is introduced in the discussion of recruitment responsibilities of organizations.
- A much more focused and detailed coverage of comparable worth is provided. Different viewpoints of this issue are presented.
- Examples and some analysis of gainsharing programs are covered.
- The concerns about maternity/paternity leave and child care are expanded in this edition.
- The Consolidated Omnibus Budget Reconciliation Act (COBRA) and the potential impact of noncompliance is covered.
- Changes in benefit programs brought about by the tax reform act of 1986 are considered and introduced.
- Mentoring and the impact it can have on the personal development of employees is discussed.
- Instead of examining discipline programs only in negative terms, we introduce the idea of positive discipline. Also, the notion of termination-at-will is discussed in Chapter 15.
- Union-management cooperation and the consequences of such interactions and arrangements is discussed in more detail in Chapter 17.
- Although the number of AIDS victims is escalating, very few American and Canadian firms are addressing the issue. The role that employers must play

to address AIDS in the workplace are spelled out in detail in Chapter 18. The coverage here is factual, thorough, and important.

Each of these new features was designed to (1) stimulate student interest in P/HRM as a field of study and as a set of programs and procedures that influence people within organizations; (2) clearly illustrate that P/HRM is a dynamic, changing field; (3) show by example that what is being discussed has both a theoretical rationale (often a research base) and offers practical useful applications in the “real world”—the organization; and (4) provide instructors with material, statistics, and illustrations that can help make the classroom experience more exciting. In essence, the third edition was written for students and instructors alike.

Acknowledgments

The fourth edition in its final form is the result of the efforts of numerous people. Special thanks are due to the following P/HRM managers and specialists who willingly provided ideas, information, and data:

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Helpful comments were provided for each edition by outstanding reviewers, many of whose ideas and recommendations were used. Their promptness, tactfulness, and knowledge about P/HRM were certainly appreciated. The lead reviewers for the fourth edition were:

Richard Leventhal
Metropolitan State College

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Auburn University at Montgomery

Kim Stewart developed a number of new, exciting, and teachable cases for this edition. These cases when integrated with the chapter content should provide many opportunities for some challenging classroom debates. Kim's dedication to effective teaching is appreciated and is certainly reflected in her cases.

I also want to personally recognize my secretary, Anne Highfill, who pleasantly worked and worked to perfect this book. Without Anne's efforts and tolerance for working on repeated revisions this book would not be ready. An author needs to have a solid work support team and Anne is the entire team.

Finally, I want to dedicate this fourth edition to Bill Glueck. Bill was a hard worker whose contributions will endure long beyond his passing. The continued success of *Foundations of Personnel/Human Resource Management* was made possible only because he took the necessary, pioneering step of developing an idea and converting it into an educationally sound text.

John M. Ivancevich

SHORT CONTENTS

PART I	INTRODUCTION TO PERSONNEL/HUMAN RESOURCE MANAGEMENT AND THE ENVIRONMENT	2
	1 Personnel/Human Resource Management	4
	2 A Diagnostic Approach to Personnel/Human Resource Management	44
	3 The Law and Personnel/Human Resource Management	84
PART II	ANALYSIS, PLANNING, AND STAFFING	138
	4 Job Analysis and Design	140
	5 Human Resource Planning	180
	6 Recruitment	216
	7 Selection	262
PART III	PERFORMANCE EVALUATION AND COMPENSATION	318
	8 Performance Evaluation	320
	9 Compensation: An Overview	378
	10 Compensation: Methods and Policies	424
	11 Employee Benefits and Services	468
PART IV	TRAINING AND DEVELOPMENT FOR BETTER PERFORMANCE	518
	12 Orientation and Training	520
	13 Management and Organization Development	560
	14 Career Planning and Development	598
	15 Discipline and the Difficult Employee	648
PART V	LABOR RELATIONS AND SAFETY AND HEALTH	686
	16 Labor Unions: History, Laws, and Issues	688
	17 Organizing and Collective Bargaining	728
	18 Employee Safety and Health	768

**PART VI WORK SCHEDULING, QUALITY OF WORK LIFE, AND EVALUATION
OF PERSONNEL/HUMAN RESOURCE MANAGEMENT 824**

19 Work Scheduling and Quality of Work Life Programs 826

20 Evaluating the P/HRM Function 862

APPENDIX A

Measuring the Personnel/Human Resource Activities 896

APPENDIX B

Sources of Personnel/Human Resources Management Information:
Where to Find Facts and Figures 901

APPENDIX C

Career Planning 913

GLOSSARY 924

NAME INDEX 933

COMPANY INDEX 940

SUBJECT INDEX 943

DETAILED CONTENTS

PART I INTRODUCTION TO PERSONNEL/HUMAN RESOURCE MANAGEMENT AND THE ENVIRONMENT 2

1 Personnel/Human Resource Management 4

A Brief History of Personnel/Human Resource Management (P/HRM), 8 Organizational Effectiveness, 9 Objectives of the P/HRM Function, 10 Who Performs P/HRM Activities, 14 *The Interaction of Operating and P/HRM Managers. The Role of the P/HRM Manager or Specialist. P/HRM's Place in Management.* P/HRM Department Operations, 18 *Clarifying Meaningful P/HRM Objectives. P/HRM Policy. P/HRM Procedure. Organization of the P/HRM Department.* Plan of the Book, 24 Summary, 29 Appendix A: Careers in P/HRM, 33 Questions for Review and Discussion, 37 Glossary, 38 Application Case 1-1: The Personnel/Human Resource Manager and Time Management, 39 Questions, 42

2 A Diagnostic Approach to Personnel/Human Resource Management 44

A Diagnostic P/HRM Model, 47 External Environmental Forces, 47 *Economic Conditions. The Union. Government Requirements and Regulations. Composition of the Labor Force. Geographic Location of the Organization.* Internal Environmental Influences, 62 *Goals. Organization Style. Nature of the Task. Work Group. Leader's Style and Experience.* People and the P/HRM Diagnostic Model, 67 *Abilities of Employees. Employee Attitudes and Preferences. Motivation of Employees. Personality of Employees.* Strategic P/HRM: An Important Key to Success, 70 How to Use the P/HRM Diagnostic Model, 77 Summary, 79 Questions for Review and Discussion, 80 Glossary, 81 Exercise 2-1: Dissecting the Diagnostic Model and Its Application, 82

3 The Law and Personnel/Human Resource Management 84

Introduction, 87 How Did EEO Emerge?, 88 *Societal Values and EEO. Economic Status of Minorities: Before 1964. The Government. The 1964 Civil Rights Act and Title VII, 92 Title VII: A Major Part of Civil Rights Guarantees. Discrimination: Legal Definition. Other Federal Laws. Affirmative Action, 97 Affirmative Action Guidelines. AT&T's Affirmative Action Program for Women Outside-Crafts. Important Court Decisions, 104 Griggs v. Duke Power (1971).*

Albermarle Paper Company v. J. Moody (1975). *Washington v. Davis* (1976). *Bakke v. University of California* (1978). *Weber v. Kaiser* (1979). *Fire Fighters Local Union 1784 v. Stotts* (1984). Enforcing the Laws, 107 *Equal Employment Opportunity Commission. Office of Federal Contract Compliance Programs (OFCCP). The Courts. Various Groups and EEO*, 115 *Women. Older Employees. Racial and Ethnic Minorities. Religious Minorities. Physically and Mentally Handicapped Workers. Veterans. White Males. Cost/Benefit Analysis of EEO Programs*, 128 *Summary*, 129 *Questions for Review and Discussion*, 132 *Glossary*, 133 *Application Case 3-1: Meeting the Challenge of Sexual Harassment*, 134 *Questions for Thought*, 136

PART II ANALYSIS, PLANNING, AND STAFFING 138

4 Job Analysis and Design 140

Introduction, 142 *Job Analysis Vocabulary. The Steps in Job Analysis*, 144 *The Uses of Job Analysis*, 145 *Who Does the Job Analysis?*, 147 *Selecting Methods and Procedures: The Use of Charts*, 149 *The Organization Chart. Process Chart. Job Analysis: Methods of Data Collection*, 151 *Observation. Interview. Questionnaires. Job Incumbent Diary/Log. Job Analysis: Specific Quantitative Techniques*, 157 *Functional Job Analysis. Position Analysis Questionnaire (PAQ). Management Positions Description Questionnaire (MPDQ). Job Descriptions and Job Specifications*, 164 *Job Design*, 165 *The Rational Approach. A Behavioral Approach: Job Enrichment. Summary*, 176 *Exercise 4-1: Conducting a Job Analysis*, 177 *Questions for Review and Discussion*, 178 *Glossary*, 179

5 Human Resource Planning 180

Introduction to Human Resource Planning, 182 *Reasons for Human Resource Planning. Who Performs the Planning? A Diagnostic Approach to Human Resource Planning*, 184 *Forecasting Future Demand for Employees*, 187 *Employment Forecasting Techniques. Analysis of the Supply of Present Employees*, 193 *More on Skills Inventory Systems. Maintaining the Skills Inventory. Action Decisions in Human Resource Planning*, 202 *Analyzing the Composition of the Work Force. Action Decisions with No Variance in Supply and Demand. Action Decisions with a Shortage of Employees. Action Decisions in Surplus Conditions. Summary*, 209 *Questions for Review and Discussion*, 210 *Glossary*, 212 *Application Case 5-1: Computers and Human Resource Planning*, 213 *Questions for Thought*, 214

6 Recruitment 216

A Diagnostic Approach to Recruitment, 220 *External Influences. Interactions of the Recruit and the Organization*, 225 *The Organization's View of Recruiting. The Potential Employee's View of Recruiting. Job Search and Finding a Job: The Recruit. Who Does the Recruiting?*, 232 *Sources of Recruits*, 234 *Internal Sources. External Sources. Alternatives to Recruitment. Methods of Recruiting*, 239 *Media Advertisements. Use of Recruiters. Computer Matching Services. Special-Event Recruiting. Summer Internships. College Recruiting*, 243 *The Effective College Recruiter. Cost/Benefit Analysis of Recruiting*, 249 *Summary*, 251 *Questions for Review and Discussion*, 254 *Glossary*, 255 *Application Case 6-1: So Long to the Sunday Classifieds*, 256 *Questions for Thought*, 260

7 Selection 262

A Diagnostic Approach to the Selection Process, 264 *Environmental Circumstances Influencing Selection. The Immediate Environment and Selection. Who Makes Selection Decisions?*, 267 *Selection Criteria*, 268 *Formal Education. Experience. Physical Characteristics. Personal Characteristics and Personality Type. Reliability and Validity of Selection Criteria*, 272 *Reliability. Validity. The Selection Process*, 277 *Step 1: Preliminary Screening Interview. Step 2: Completion of Application Bank/Biodata Form. Step 3: Employment Interview. Step 4: Employment Tests. Step 5: Reference Checks and Recommendations. Step 6: Physical Examinations. Selection of Managers*, 303 *Assessment Centers. Cost/Benefit Analysis for the Selection Decision*, 307 *Summary*, 309 *Questions for Review and Discussion*, 310 *Glossary*, 312 *Application Case 7-1: Bechtel Power Corporation's Use of Objective Welding Tests*, 313 *Questions for Thought*, 314 *Exercise 7-1: Practicing the Selection Interview*, 314

PART III PERFORMANCE EVALUATION AND COMPENSATION 318

8 Performance Evaluation 320

A Diagnostic Approach to Performance Evaluation, 322 *To Evaluate or Not to Evaluate*, 324 *In Favor of Evaluation. Performance Evaluation and the Law. Potential Performance Evaluation Problems*, 327 *Opposition to Evaluation. System Design and Operating Problems. Rater Problems. Employee Problems with Performance Evaluation. Formal Evaluation*, 334 *Set Policies on When, How Often, and Who Evaluates. Gathering Data on Employees.*

Selected Evaluation Techniques, 343 *Individual Evaluation Methods. Multiple-Person Evaluation Methods. Which Technique to Use.* The Feedback Interview, 357 Make Decisions and File the Evaluation, 361 Summary, 361 Questions for Review and Discussion, 362 Glossary, 365 Application Case 8-1: Performance Evaluation of Store Managers at Firestone Tire & Rubber, 366 Application Case 8-2: The Politics of Performance Appraisal, 371 Exercise 8-1: The Selection and Appraisal of Administrative Assistants at Row Engineering, 374

9 Compensation: An Overview 378

Introduction, 380 *Objectives of Compensation. Compensation Decision Makers. Compensation Decisions.* A Diagnostic Approach to Compensation, 383 Compensation and Employee Satisfaction, 385 Compensation and Employee Performance, 386 External Influences on Pay Levels, 388 *Government Influences. Union Influences on Compensation. Economic Conditions and Compensation. Nature of the Labor Market and Compensation.* Organizational Influences on Pay Levels, 397 *The Labor Budget. Goals of Controlling Interests and Managerial Pay Strategies.* Pay Surveys and Comparable Pay Levels, 401 *Who Conducts Wage Surveys? How Pay Surveys Are Conducted and Used.* The Pay-Level Decision, 403 Pay Structures, 403 *Job Evaluation. Pay Classes, Rate Ranges, and Classifications.* Summary, 416 Questions for Review and Discussion, 416 Glossary, 418 Application Case 9-1: The Comparable Worth Debate, 419 Questions for Thought, 422

10 Compensation Methods and Policies 424

Methods of Payment, 427 *Payment for Time Worked. Merit Incentives. Individual Incentives. Group Incentives. Organization Incentive Plans.* Executive Compensation, 440 *Executive Salaries. Bonuses. Stock Options, Performance Shares, and Book-Value Devices. Executive Perquisites. Executive Compensation Policy.* Compensation Administration Issues, 448 *Pay Secrecy or Openness. Pay Security. Pay Compression. Two-Tiered Compensation Plans.* Summary, 458 Questions for Review and Discussion, 459 Glossary, 460 Application Case 10-1: The "Money Motivates" Strategy at Nucor Manufacturing, 461 Exercise 10-1: Paying People for Work, 464 Exercise 10-2: Developing a Positive Reinforcement Sales Program, 465

11 Employee Benefits and Services 468

Introduction, 471 *Why do Employers Offer Benefits and Services? Who is Involved in Benefit Decisions? A Diagnostic Approach to Benefits and Services,* 472 Mandated Benefit Programs, 475 *Unemployment Insurance. Social Security. Benefit and Retirement*

Plans, 480 *Compensation for Time Off. Sick Leave. Employer-Purchased Insurance. Maternity Leave Benefits. Income in Retirement, 487 Retirement Income from Savings and Work. IRAs and the 1986 Tax Reform Act. The 401(k) Plan. Private Pensions, 489 Criticisms of Private Pensions. Status of Private Pensions. Government Regulation of Private Pensions, 493 Eligibility Requirements. Vesting Practices. Portability Practices. Fiduciary Responsibility. Other Provisions. Public Pensions, 495 Preretirement and Retirement, 496 Compulsory or Flexible Retirement. Early Retirement. Employers' Preretirement Programs. Employee Services, 498 Education Programs. Child Care Facilities. Financial Services. Relocation Services. Social and Recreational Programs. Managing an Effective Benefit Program, 503 Step 1: Set Objectives and Strategy for Benefits. Step 2: Involve Participants and Unions in Benefit Decisions. Step 3: Communicate Benefits Effectively. Step 4: Monitor the Costs Closely. Cost/Benefit Analysis of Benefits, 507 Summary, 509 Questions for Review and Discussion, 512 Glossary, 513 Application Case 11-1: The Maternity/Paternity Leave Debate, 514 Questions for Thought, 517*

PART IV TRAINING AND DEVELOPMENT FOR BETTER PERFORMANCE 518

12 Orientation and Training 520

The Purposes of Orientation, 523 To Reduce the Start-Up Costs for a New Employee. To Reduce the Amount of Anxiety and Hazing a New Employee Experiences. To Reduce Employee Turnover. To Save Time for Supervisor and Co-Workers. To Develop Realistic Job Expectations, Positive Attitudes toward the Employer, and Job Satisfaction. Who Orients New Employees?, 524 How Orientation Programs Work, 526 The Orientation Information Overload, 526 Assignment, Placement, and Orientation Follow-Up, 529 Introduction to Training, 530 A Diagnostic View of Training, 533 Who Is Involved in Training?, 536 Managing the Training Program, 536 Determining Training Needs and Objectives. Choosing Trainers and Trainees. Training and Development Phase, 543 Selection of Training Content. Training Approaches for Employees. Summary, 553 Questions for Review and Discussion, 554 Glossary, 555 Application 12-1: Dunkin' Donuts and Domino's Pizza: Training for Quality and Hustle, 556 Questions for Thought, 558

13 Management and Organization Development 560

Introduction to Management Development, 562 Approaches for Developing Managers, 562 The Case Method. Role Playing. The In-

Basket Technique. Management Games. Behavior Modeling. Which Development Approach Should Be Used? Organization Development: An Overview, 571 The Importance of Diagnosis: OD's Base. OD: Individual and Interpersonal Techniques, 573 Sensitivity Training. Transactional Analysis. OD: A Group Technique, 579 Team Building. OD: An Organizationwide Technique, 581 Grid OD. Evaluation of Training and Development, 583 Criteria for Evaluation. A Matrix Guide. Research Designs. Summary, 589 Questions for Review and Discussion, 591 Glossary, 593 Application Case 13-1: General Food's Method of Needs Assessment, 594 Questions for Thought, 594 Exercise 13-1: Making Responses, 596

14 Career Planning and Development 598

A Diagnostic Approach to Career Planning and Development, 600 The Concept of Career, 603 Career Stages. Life Stages. Career Choices, 610 Examining Your Skills. Career Development: A Commitment, 614 Career Development for Recent Hirees, 618 Causes of Early Career Difficulties. Programs and Practices to Counteract Early Career Problems. Career Development for Midcareer Managers, 621 The Midcareer Plateau. Programs and Practices to Counteract Midcareer Problems. Career Development for Preretirement, 624 Programs and Practices to Minimize Retirement Adjustment Problems. Career Planning and Pathing, 625 Career Planning. Career Pathing. Career Development Problems and Issues, 630 Integrating Career Development and Work Force Planning. Managing Dual Careers. Middle-Aged Women Looking for a Career. Dealing with EEO Problems. Job Layoffs and Loss. Summary, 640 Questions for Review and Discussion, 641 Glossary, 642 Application Case 14-1: The Dual-Career Couple, 643 Questions for Thought, 645 Exercise 14-1: Career: A Self-Assessment, 646

15 Discipline and the Difficult Employee 648

A Diagnostic Approach to Discipline, 650 Categories of Difficult Employees, 652 Category 1: The Ineffective Employee. Category 2: Alcoholic and Drug Abusing Employees. Category 3: Participants in Theft, Crime, and Illegal Acts. Category 4: The Rule Violators. The Discipline Process, 658 Approaches to Discipline, 659 Hot Stove Rule. Progressive Discipline. Positive Discipline. Administration of Discipline, 662 Hierarchical Discipline Systems. Termination-at-Will. Other Discipline and Appeal Systems. The Disciplinary Interview: A Constructive Approach, 673 Summary, 675 Questions for Review and Discussion, 676 Glossary, 678 Application Case 15-1: The Case for and against Drug Testing, 679 Questions for Thought, 682 Exercise 15-1: Making Difficult Decisions, 683