

A N N U A L E D I T I O N S

# HUMAN RESOURCES



95/96

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# HUMAN RESOURCES 95/96

**Fifth Edition**

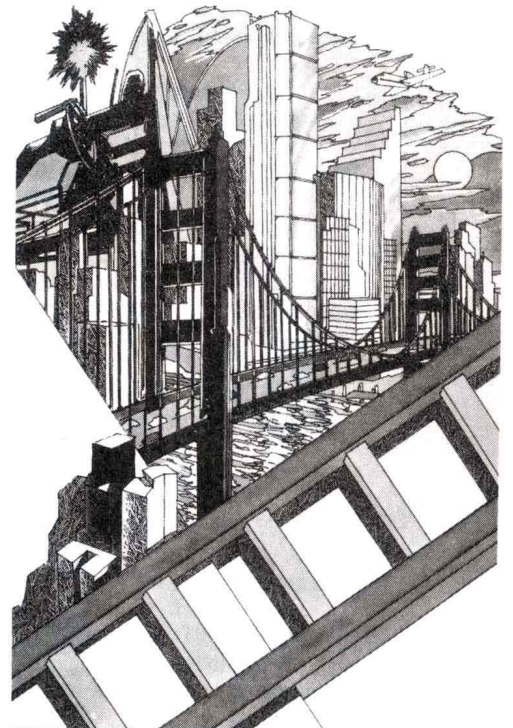
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**Editor**

**Dr. Fred Maidment**  
Park College

Dr. Fred Maidment is associate professor and department chair of the Department of Business Education at Park College. He received his bachelor's degree from New York University in 1970 and his master's degree from Bernard M. Baruch College of the City University of New York. In 1983 he received his doctorate from the University of South Carolina. His research concerns training and development in industry. He resides in Lebanon, Pennsylvania, with his wife and four children.

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Fifth Edition

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Members of the Advisory Board are instrumental in the final selection of articles for each edition of Annual Editions. Their review of articles for content, level, currentness, and appropriateness provides critical direction to the editor and staff. We think you'll find their careful consideration well reflected in this volume.

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# To the Reader

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In publishing ANNUAL EDITIONS we recognize the enormous role played by the magazines, newspapers, and journals of the *public press* in providing current, first-rate educational information in a broad spectrum of interest areas. Within the articles, the best scientists, practitioners, researchers, and commentators draw issues into new perspective as accepted theories and viewpoints are called into account by new events, recent discoveries change old facts, and fresh debate breaks out over important controversies.

Many of the articles resulting from this enormous editorial effort are appropriate for students, researchers, and professionals seeking accurate, current material to help bridge the gap between principles and theories and the real world. These articles, however, become more useful for study when those of lasting value are carefully collected, organized, indexed, and reproduced in a low-cost format, which provides easy and permanent access when the material is needed. That is the role played by *Annual Editions*.

Under the direction of each volume's Editor, who is an expert in the subject area, and with the guidance of an Advisory Board, we seek each year to provide in each ANNUAL EDITION a current, well-balanced, carefully selected collection of the best of the public press for your study and enjoyment. We think you'll find this volume useful, and we hope you'll take a moment to let us know what you think.

The practice of human resource management is evolving into an exciting and highly diverse profession. Change in the economic, social, and political factors of countries all over the world have made the study and practice of human resource management a key factor in the success of any organization.

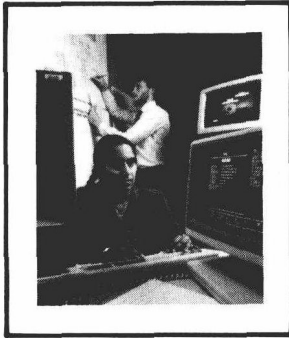
Management must respond to these factors in many ways, not the least of which is the effort to keep current with the various developments in the field. The forty-eight articles that have been chosen for the fifth edition of *Annual Editions: Human Resources* reflect an outstanding cross section of the current articles in the field. The volume addresses the various component parts of HRM from compensation, training, and discipline to international implications for the worker and the employer. Articles have been chosen from such publications as *Business Week*, *Business Horizons*, *Industry Week*, *Training*, and *Personnel Journal*, and they represent a wide sampling of the literature and publications available in the field of Human Resources.

The publication contains a number of features designed to make it useful for people interested in human resource management. These include a *topic guide* to locate articles on specific subjects as well as a *table of contents* with *abstracts* that summarize each article with key ideas in bold italics. The volume is organized into seven sections, each dealing with specific interrelated topics in human resources. Every unit includes an overview that provides background information for the articles in the section. This will enable the reader to place the selection in the context of the larger issues concerning human resources. Important topics are emphasized, and challenge questions that address major themes are presented.

This is the fifth edition of *Annual Editions: Human Resources*. It is hoped that many more will follow addressing these important issues. We feel that the collection is the most complete and useful compilation of current material available to the human resource management student. We would like to know what you think, for we are interested in your opinions and recommendations. Please take a few minutes to complete and return the article rating form at the back of the volume. Any book can be improved, and we need your help to continue to improve *Annual Editions: Human Resources*.



Fred Maidment  
Editor



## Unit 1

### Human Resource Management in Perspective

Eleven selections examine the current environment of human resource management with special emphasis on equal employment opportunity, affirmative action, and the Americans with Disabilities Act.

To the Reader	iv
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<b>A. THE ENVIRONMENT OF HUMAN RESOURCE MANAGEMENT</b>	
1. <b>Culture Shock</b> , Jane Easter Bahls, <i>The Entrepreneur</i> , February 1994.	6
There are changes coming in society that are going to impact both <b>employees and customers</b> . This article provides some suggestions for managers to avoid cultural blunders.	
2. <b>Old Lies, New Truths: Demographic Realities and Economic Consequences Facing America</b> , Ronald T. Crouch, <i>Business Horizons</i> , September/October 1993.	10
<i>The workforce is changing</i> as the United States faces several significant demographic revolutions at the same time. This essay provides an outline of some of those changes and how human resources can cope with them.	
3. <b>Outlook 1990–2005: Major Trends and Issues</b> , Ronald E. Kutscher, <i>Occupational Outlook Quarterly</i> , Spring 1992.	14
Ronald Kutscher examines where the <b>jobs</b> are going to be in the next 10 years, what their requirements are going to be, and who is going to fill them.	
<b>B. HUMAN RESOURCES AND CORPORATE STRATEGY</b>	
4. <b>Strategic Human Resources Management: Linking the People with the Strategic Needs of the Business</b> , Randall S. Schuler, <i>Organizational Dynamics</i> , Summer 1992.	17
Randall Schuler has developed a <b>model for strategic human resources management</b> with the 5-P's: Philosophy, Policies, Programs, Practices, and Processes. In this article, Schuler explains how the model works, focusing on such firms as Grand Union, Forest Products Company, and Pepsi-Cola International.	
5. <b>The Light at the End of the HRM Tunnel: Window of Opportunity or an Oncoming Train?</b> L. McTier Anderson and James W. Fenton Jr., <i>Business Horizons</i> , January/February 1993.	30
The authors contend that this is the time when <b>human resources managers can improve their positions</b> in the corporate structure. Human Resource Management (HRM) managers should seek innovative ways to contribute to corporate planning and design making.	
6. <b>HR at the Center of Change Management: A Model and Its Application at a Midwest Financial Institution</b> , Nina E. Woodard, <i>Employment Relations Today</i> , Summer 1993.	35
In an era when change means downsizing for most organizations, the role of <b>the human resources (HR) function</b> becomes paramount. This article is an outline of how HR can facilitate and assist an organization in these types of changes.	
<b>C. EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION</b>	
7. <b>Sexual Harassment: What to Do</b> , Anne B. Fisher, <i>Fortune</i> , August 23, 1993.	41
<b>Sexual harassment</b> has been in many headlines recently, and its awareness has grown over the past several years. Anne Fisher outlines some of the things that an organization can do about this form of abuse.	

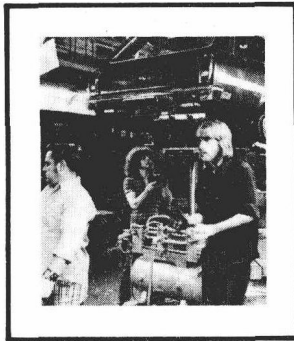


## Unit 2

### Meeting Human Resource Requirements

Seven articles discuss the dynamics of human resource job requirements, planning, selection, recruitment, and information systems.

8. **Outcomes of Federal Court Decisions on Sexual Harassment**, David E. Terpstra and Douglas D. Baker, *Academy of Management Journal*, March 1992. 44  
This article looks at the **sexual harassment cases** brought to federal court, and, using statistical measures, it identifies variables that can predict the success of the complainant's lawsuit.
9. **White, Male, and Worried**, *Business Week*, January 31, 1994. 49  
There is a **backlash building against affirmative action** and diversity among white males that could have a devastating impact on society and, in particular, organizations.
- D. AMERICANS WITH DISABILITIES ACT**
10. **That Was Then, This Is Now**, Bob Smith, *HR Focus*, July 1992. 54  
The **Americans with Disabilities Act (ADA)** will significantly change the workplace and help disabled employees to find appropriate positions. This article outlines some of the ways this will happen.
11. **The ADA: Going beyond the Law**, Francine S. Hall and Elizabeth L. Hall, *Academy of Management Executive*, Volume 8, Number 1, 1994. 58  
**The Americans with Disabilities Act** will change the way many organizations do business in the coming years. This article, and the commentaries that follow, outlines some of the changes that are likely to occur.
- Overview 68
- A. JOB REQUIREMENTS**
12. **Job Descriptions Do More than Describe Duties**, J. E. Osborne, *Supervisory Management*, February 1992. 70  
What makes a **good job description**? This brief article outlines six elements of a good job description.
13. **Jobs and Infotech: Work in the Information Society**, Andy Hines, *The Futurist*, January/February 1994. 71  
What are people going to do in their **jobs in the year 2010**, only 15 years away? Andy Hines has some thoughts on this and how the information age will affect those jobs.
- B. HUMAN RESOURCE PLANNING, SELECTION, AND RECRUITMENT**
14. **Recruitment by the Numbers**, Dawn Anfuso, *Personnel Journal*, December 1993. 75  
You may think that recruitment would be easier because there are so many people out of work as a result of downsizing and layoffs. It is not as easy as you may think!
15. **10 Common Hiring Mistakes**, Christina L. Greathouse, *Industry Week*, January 20, 1992. 79  
The reasons why people are fired can often be found in the hiring process that brought them into the organization. This article outlines the **10 most common hiring mistakes** made by managers and how to avoid them.



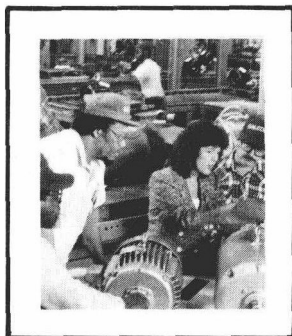
# Unit 3

## Creating a Productive Work Environment

Six selections examine how to increase productivity in the workplace by motivating employees, developing effective communication channels, and providing good leadership and direction.

16. **Now You Hire Them, Now You Don't**, Michael Barrier, *Nation's Business*, January 1994. **82**  
*Temporary workers* are one of the fastest growing aspects of the modern American workforce. How and why this is happening is described by Michael Barrier.
17. **This Is a Test**, Michael P. Cronin, *Inc.*, August 1993. **84**  
 Exactly what kind of applicant tests are legal, and when can you use them? This article offers some *guidelines for employers* seeking qualified applicants.
- C. **HUMAN RESOURCE INFORMATION SYSTEMS**
18. **HRIS Can Improve Performance, Empower and Motivate "Knowledge Workers,"** William E. Berry, *Employment Relations Today*, Autumn 1993. **88**  
*Applying computer technology* to human resources is one of the expanding areas of the field. William Berry examines this trend.
- Overview **92**
- A. **MOTIVATING EMPLOYEES**
19. **Developing a New Kind of Motivation**, Don Osgood, *Supervisory Management*, August 1992. **94**  
 There is more to motivation than the ideas of Abraham Maslow and Frederick Herzberg. This article briefly outlines four other *types of motivation* that are essentially external to the individual.
20. **Why Participative Management Won't Work Here**, Donna Brown, *Management Review*, June 1992. **96**  
 It is not easy to implement *participatory management*, and it may be particularly difficult during a time of economic recession. This article explores some of the pitfalls, problems, and opportunities in implementing employee involvement programs.
- B. **FACILITATING COMMUNICATION**
21. **Intangibles: The Real Bottom Line**, Tracy E. Benson, *Industry Week*, August 16, 1993. **99**  
*Trust* takes years to establish, but it can be destroyed by a single incident, a single word. To lead, to communicate, *to be effective*, any relationship must be based upon trust.
- C. **LEADING AND DIRECTING**
22. **The New Post-Heroic Leadership**, John Huey, *Fortune*, February 21, 1994. **101**  
 For a company to have an effective organization, *leadership* is a necessary ingredient, and leadership has changed over the past 20 years.
23. **A Personal View of Leadership**, Claude Castonguay, *Business Quarterly*, Winter 1993. **105**  
*What does a leader need?* This question is answered by the chairman of the Laurentian Bank of Canada, the Honourable Claude Castonguay.
24. **Lead, Don't Manage**, Arend Sandbulte, *Industry Week*, November 1, 1993. **108**  
 Some of the things a manager can do *to lead people* are outlined in this article on Sandy Sandbulte, CEO of Minnesota Power.



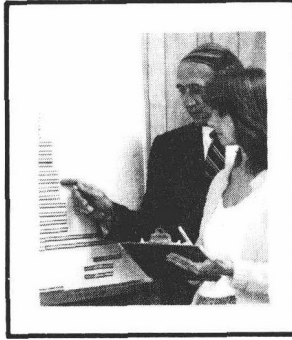


# Unit 4

## Developing Effective Human Resources

Six articles discuss how to develop human resources through employee training, career development, and performance appraisal.

- Overview** 110
- A. TRAINING EMPLOYEES**
- 25. What Price Apprenticeships?** John von Brachel, *Across the Board*, January 1994. 112  
Germany is famous for its **apprenticeship program**. The author explains how Germany continues to invest in its worker-training program even in the midst of the worst recession since World War II.
- 26. Industry Report, 1993**, *Training*, October 1993. 118  
**Corporate training and development** over the past year have increased. This article outlines *Training's* annual analysis of employer-sponsored training and highlights one of the two-part sections (training budgets).
- B. CAREER AND STAFF DEVELOPMENT**
- 27. Setting Up an Electronic Job-Posting System**, Sharon M. Tarrant, *Training and Development Journal*, January 1994. 126  
**Job posting** is an idea that has been around for a long time. Now human resources is taking advantage of the computer to notify employees of available positions.
- 28. Investigating the "Glass Ceiling" Phenomenon: An Empirical Study of Actual Promotions to Top Management**, Gary N. Powell and D. Anthony Butterfield, *Academy of Management Journal*, February 1994. 129  
There has been much discussion of the **"glass ceiling" for female employees** in American industry. This report examines an investigation of the effects of gender on promotion decisions in a cabinet-level department of the U.S. government. Some interesting results are found.
- C. APPRAISING AND IMPROVING PERFORMANCE**
- 29. Effective Performance Appraisals (Really!)**, Debbie Pennock, *Supervision*, August 1992. 139  
**Performance appraisals** are not something that managers enjoy doing. This article offers some help in how to do them effectively and with a little less pain.
- 30. Performance Measurement and Appraisal: Merck Tries to Motivate Managers to Do It Right**, Kevin J. Murphy, *Employment Relations Today*, Spring 1993. 142  
**Performance appraisal** is always one of the most difficult things for a manager to do. Kevin Murphy explains how Merck, one of the world's largest pharmaceutical companies, has implemented a system to help managers do a better job.

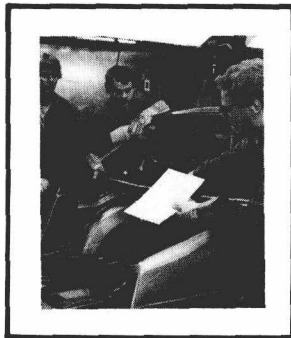


# Unit 5

## Implementing Compensation and Security

Eleven articles discuss employee compensation, incentive arrangements, executive pay, employee benefits, and safety and health considerations.

- Overview** 152
- A. MANAGING EMPLOYEE COMPENSATION**
- 31. Beyond Total Compensation: The Total-Cost Perspective**, Jack Dolmat-Connell and Ken Cardinal, *Compensation and Benefits Review*, January/February 1992. 154  
In *today's competitive marketplace*, companies need to know what the total cost of compensation is for their employees. This article looks at some of the methods currently in use, and it discusses the advantages of the total cost approach.
- 32. Models for Skill-based Pay Plans**, Richard L. Bunning, *HRMagazine*, February 1992. 159  
Organizations are constantly looking for better, fairer, and more equitable *ways to compensate employees*. This article is about skill-based pay plans and how they can be applied.
- B. INCENTIVE COMPENSATION**
- 33. Compensation as a Strategic Tool**, Kathleen A. McNally, *HRMagazine*, July 1992. 162  
*The best compensation program* is one that supports and assists in the achievement of the organization's goals. Kathleen McNally's article looks at how a firm can strategically analyze its compensation program in a competitive environment.
- 34. Sharing Gains: A Whirlpool Factory Raises Productivity and Pay of Workers**, Rick Wartzman, *Wall Street Journal*, May 4, 1992. 166  
Will workers respond to *incentives to work harder*, smarter, and better in a traditionally hostile union environment? The Whirlpool Corporation says yes, and here is how they did it.
- C. EXECUTIVE PAY**
- 35. Can We Put the Brakes on CEO Pay?** Donna Brown, *Management Review*, May 1992. 169  
*Are top executives paid too much?* Many people seem to think so. Here are some suggestions on what could be done to curtail excessive top executive compensation.
- 36. Vexing Questions, Across the Board**, February 1994. 174  
*Are executives paid too much?* *Across the Board* interviews Derek Bok, former president of Harvard University, a \$1 billion plus organization, who has some ideas on this issue.
- D. EMPLOYEE BENEFITS**
- 37. Child-Care Options for Small Firms**, Roberta Maynard, *Nation's Business*, February 1994. 180  
Costs and complications are slowing up *child care* as a benefit for small business employees. According to Roberta Maynard, helping employees with family responsibilities is not as hard as it looks.
- 38. How Twin Cities Employers Are Reshaping Health Care**, Marion Torchia, *Business and Health*, February 1994. 184  
Marion Torchia explains how the Twin Cities, Minneapolis-St. Paul, have developed their own answer to *managing health care costs*—one that does not include the government.



## Unit 6

# Fostering Employee/ Management Relationships

Four selections examine the dynamics of labor relations, collective bargaining, contract administration, and disciplinary action.

### E. SAFETY AND HEALTH

39. **Violence in the Workplace**, Helen Frank Bensimon, *Training and Development*, January 1994. **188**  
*Violence in the workplace* has greatly increased over the past 20 years to the point where homicide is now the third highest work-related cause of death. This article addresses the problem and what can be done about it.
40. **What Cures Job Stress?** Paul Froiland, *Training*, December 1993. **194**  
With all of the layoffs and downsizing that have occurred over the past several years, *stress on the job* has been an increasing factor in industry. But stress can hurt worker performance and, therefore, the performance of the organization. Paul Froiland examines some of the causes of stress and what can be done about them.
41. **HIV/AIDS Education and the Workplace**, Jeff Monford, *SIECUS Report*, August/September 1993. **198**  
What can and should employers do and what do they and their employees need to know about *AIDS and HIV in the workplace*? Jeff Monford, manager of Workplace Resource Center, National Leadership Coalition on AIDS, has some recommendations.

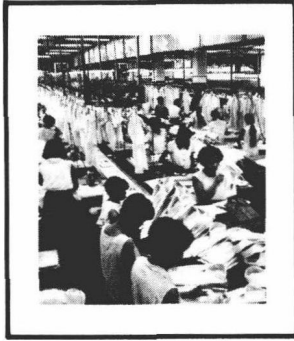
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#### A. *DYNAMICS OF LABOR RELATIONS, COLLECTIVE BARGAINING, AND CONTRACT ADMINISTRATION*

42. **Future Unions**, Joseph D. Reid Jr., *Industrial Relations*, Winter 1992. **204**  
*Do unions have a future?* The answer is yes, but that future may be very different from the past or present, as this article demonstrates.
43. **Labor Secretary Preaches Cooperation**, Stephenie Overman, *HRMagazine*, November 1993. **212**  
The traditional *relationship between labor and management* in U.S. industry has been adversarial. Robert Reich, Secretary of Labor, says that the time has come to change this.

#### B. *DISCIPLINARY ACTION*

44. **Surveillance: Tool or Trap?** Jennifer J. Laabs, *Personnel Journal*, June 1992. **217**  
With all of the electronic devices that are available in today's marketplace, it is far easier to *monitor employees with or without their knowledge*. Is it right for firms to do this, or is this the start of life as described in George Orwell's classic book *1984*? This article offers a discussion on this debate.
45. **Can Companies Trust Their Employees?** Robert Levering, *Business and Society Review*, Spring 1992. **224**  
Trust is the basis of all long-term relationships. *If the workers do not trust management*, then management will have a hard time communicating with and disciplining employees.



# Unit 7

## International Human Resource Management

Three articles discuss the increasing globalization of human resource management.

Overview	228
46. Meeting the Global Challenge: A Measurement and Reward Program for the Future, Jude T. Rich, <i>Compensation and Benefits Review</i> , July/August 1992. How are American firms going to respond to <i>the changing global environment</i> ? How are they going to reward top performance in the future? This article expresses some ideas on this topic.	230
47. Women Managers in a Global Economy, Nancy J. Adler, <i>HRMagazine</i> , September 1993. Many organizations are reluctant to <i>send female managers abroad</i> . Nancy Adler outlines some of the myths associated with these decisions and how women who are interested in overseas assignments can overcome them.	234
48. Selecting Effective Expatriates, Marvina Shilling, <i>HR-Magazine</i> , July 1993. A disproportionate number of <i>managers who are located outside of their home country</i> fail. Marvina Shilling outlines some of the reasons for that failure and what can be done about them.	238
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# Topic Guide

This topic guide suggests how the selections in this book relate to topics of traditional concern to human resource management students and professionals. It can be very useful in locating articles that relate to each other for reading and research. The guide is arranged alphabetically according to topic. Articles may, of course, treat topics that do not appear in the topic guide. In turn, entries in the topic guide do not necessarily constitute a comprehensive listing of all the contents of each selection.

TOPIC AREA	TREATED IN:	TOPIC AREA	TREATED IN:
<b>Benefits</b>	<ul style="list-style-type: none"> <li>1. Culture Shock</li> <li>2. Old Lies, New Truths</li> <li>3. Outlook 1990-2005</li> <li>10. That Was Then, This Is Now</li> <li>16. Now You Hire Them, Now You Don't</li> <li>25. What Price Apprenticeships?</li> <li>27. Setting Up an Electronic Job-Posting System</li> <li>31. Beyond Total Compensation</li> <li>37. Child-Care Options</li> <li>38. Twin Cities Employers Are Reshaping Health Care</li> <li>40. What Cures Job Stress?</li> <li>46. Meeting the Global Challenge</li> <li>48. Selecting Effective Expatriates</li> </ul>	<b>Communication (cont.)</b>	<ul style="list-style-type: none"> <li>21. Intangibles</li> <li>22. New Post-Heroic Leadership</li> <li>23. Personal View of Leadership</li> <li>24. Lead, Don't Manage</li> <li>27. Setting Up an Electronic Job-Posting System</li> <li>29. Effective Performance Appraisals</li> <li>30. Performance Measurement and Appraisal</li> <li>39. Violence in the Workplace</li> <li>41. HIV/AIDS Education</li> <li>43. Labor Secretary Preaches Cooperation</li> <li>44. Surveillance</li> <li>45. Can Companies Trust Their Employees?</li> </ul>
<b>Blue-Collar Jobs</b>	<ul style="list-style-type: none"> <li>1. Culture Shock</li> <li>2. Old Lies, New Truths</li> <li>3. Outlook 1990-2005</li> <li>4. Strategic Human Resources Management</li> <li>10. That Was Then, This Is Now</li> <li>11. ADA</li> <li>13. Jobs and Infotech</li> <li>20. Participative Management Won't Work Here</li> <li>25. What Price Apprenticeships?</li> <li>32. Models for Skill-based Pay Plans</li> <li>34. Sharing Gains</li> <li>42. Future Unions</li> <li>43. Labor Secretary Preaches Cooperation</li> <li>44. Surveillance</li> </ul>	<b>Comparable Worth</b>	<ul style="list-style-type: none"> <li>1. Culture Shock</li> <li>3. Outlook 1990-2005</li> <li>4. Strategic Human Resources Management</li> <li>6. HR at the Center of Change Management</li> <li>10. That Was Then, This Is Now</li> <li>11. ADA</li> <li>17. This Is a Test</li> <li>27. Setting Up an Electronic Job-Posting System</li> <li>28. Investigating the "Glass Ceiling"</li> <li>29. Effective Performance Appraisals</li> <li>30. Performance Measurement and Appraisal</li> <li>32. Models for Skill-based Pay Plans</li> <li>33. Compensation as a Strategic Tool</li> <li>46. Meeting the Global Challenge</li> <li>47. Women Managers</li> <li>48. Selecting Effective Expatriates</li> </ul>
<b>Career Development</b>	<ul style="list-style-type: none"> <li>1. Culture Shock</li> <li>2. Old Lies, New Truths</li> <li>3. Outlook 1990-2005</li> <li>4. Strategic Human Resources Management</li> <li>9. White, Male, and Worried</li> <li>12. Job Descriptions</li> <li>13. Jobs and Infotech</li> <li>14. Recruitment by the Numbers</li> <li>15. Common Hiring Mistakes</li> <li>16. Now You Hire Them, Now You Don't</li> <li>18. HRIS Can Improve Performance</li> <li>25. What Price Apprenticeships?</li> <li>27. Setting Up an Electronic Job-Posting System</li> <li>28. Investigating the "Glass Ceiling"</li> <li>30. Performance Measurement and Appraisal</li> <li>46. Meeting the Global Challenge</li> <li>47. Women Managers</li> <li>48. Selecting Effective Expatriates</li> </ul>	<b>Day Care</b>	<ul style="list-style-type: none"> <li>1. Culture Shock</li> <li>2. Old Lies, New Truths</li> <li>3. Outlook 1990-2005</li> <li>37. Child-Care Options</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>1. Culture Shock</li> <li>6. HR at the Center of Change Management</li> <li>12. Job Descriptions</li> <li>13. Jobs and Infotech</li> <li>18. HRIS Can Improve Performance</li> <li>19. Developing a New Kind of Motivation</li> <li>20. Participative Management Won't Work Here</li> </ul>	<b>Education/Training</b>	<ul style="list-style-type: none"> <li>1. Culture Shock</li> <li>2. Old Lies, New Truths</li> <li>3. Outlook 1990-2005</li> <li>4. Strategic Human Resources Management</li> <li>11. ADA</li> <li>13. Jobs and Infotech</li> <li>17. This Is a Test</li> <li>25. What Price Apprenticeships?</li> <li>27. Setting Up an Electronic Job-Posting System</li> <li>41. HIV/AIDS Education</li> <li>46. Meeting the Global Challenge</li> <li>48. Selecting Effective Expatriates</li> </ul>
		<b>Employee Stress</b>	<ul style="list-style-type: none"> <li>1. Culture Shock</li> <li>2. Old Lies, New Truths</li> <li>3. Outlook 1990-2005</li> <li>7. Sexual Harassment: What to Do</li> <li>8. Outcomes of Federal Court Decisions</li> <li>9. White, Male, and Worried</li> </ul>

TOPIC AREA	TREATED IN:	TOPIC AREA	TREATED IN:
<b>Employee Stress (cont.)</b>	<ul style="list-style-type: none"> <li>28. Investigating the "Glass Ceiling"</li> <li>29. Effective Performance Appraisals</li> <li>30. Performance Measurement and Appraisal</li> <li>39. Violence in the Workplace</li> <li>40. What Cures Job Stress?</li> <li>41. HIV/AIDS Education</li> <li>44. Surveillance</li> <li>47. Women Managers</li> <li>48. Selecting Effective Expatriates</li> </ul>	<b>Productivity (cont.)</b>	<ul style="list-style-type: none"> <li>22. New Post-Heroic Leadership</li> <li>23. Personal View of Leadership</li> <li>24. Lead, Don't Manage</li> <li>28. Investigating the "Glass Ceiling"</li> <li>29. Effective Performance Appraisals</li> <li>30. Performance Measurement and Appraisal</li> <li>33. Compensation as a Strategic Tool</li> <li>34. Sharing Gains</li> <li>35. Can We Put the Brakes on CEO Pay?</li> <li>37. Child-Care Options</li> <li>42. Future Unions</li> <li>43. Labor Secretary Preaches Cooperation</li> <li>45. Can Companies Trust Their Employees?</li> <li>46. Meeting the Global Challenge</li> </ul>
<b>Health and Safety</b>	<ul style="list-style-type: none"> <li>2. Old Lies, New Truths</li> <li>10. That Was Then, This Is Now</li> <li>11. ADA</li> <li>37. Child-Care Options</li> <li>38. Twin Cities Employers Are Reshaping Health Care</li> <li>39. Violence in the Workplace</li> <li>40. What Cures Job Stress?</li> <li>41. HIV/AIDS Education</li> </ul>	<b>Relocation</b>	<ul style="list-style-type: none"> <li>3. Outlook 1990-2005</li> <li>4. Strategic Human Resources Management</li> <li>47. Women Managers</li> <li>48. Selecting Effective Expatriates</li> </ul>
<b>Job Security</b>	<ul style="list-style-type: none"> <li>2. Old Lies, New Truths</li> <li>3. Outlook 1990-2005</li> <li>4. Strategic Human Resources Management</li> <li>6. HR at the Center of Change Management</li> <li>7. Sexual Harassment: What to Do</li> <li>8. Outcomes of Federal Court Decisions</li> <li>9. White, Male, and Worried</li> <li>11. ADA</li> <li>12. Job Descriptions</li> <li>13. Jobs and Infotech</li> <li>15. Common Hiring Mistakes</li> <li>21. Intangibles</li> <li>25. What Price Apprenticeships?</li> <li>27. Setting Up an Electronic Job-Posting System</li> <li>28. Investigating the "Glass Ceiling"</li> <li>30. Performance Measurement and Appraisal</li> <li>42. Future Unions</li> <li>43. Labor Secretary Preaches Cooperation</li> <li>47. Women Managers</li> </ul>	<b>Substance Abuse</b>	<ul style="list-style-type: none"> <li>39. Violence in the Workplace</li> <li>41. HIV/AIDS Education</li> </ul>
		<b>Unions</b>	<ul style="list-style-type: none"> <li>2. Old Lies, New Truths</li> <li>3. Outlook 1990-2005</li> <li>9. White, Male, and Worried</li> <li>16. Now You Hire Them, Now You Don't</li> <li>20. Participative Management Won't Work Here</li> <li>32. Models for Skill-based Pay Plans</li> <li>42. Future Unions</li> <li>43. Labor Secretary Preaches Cooperation</li> </ul>
		<b>White-Collar Jobs</b>	<ul style="list-style-type: none"> <li>1. Culture Shock</li> <li>2. Old Lies, New Truths</li> <li>3. Outlook 1990-2005</li> <li>4. Strategic Human Resources Management</li> <li>9. White, Male, and Worried</li> <li>10. That Was Then, This Is Now</li> <li>11. ADA</li> <li>16. Now You Hire Them, Now You Don't</li> <li>18. HRIS Can Improve Performance</li> <li>27. Setting Up an Electronic Job-Posting System</li> <li>28. Investigating the "Glass Ceiling"</li> <li>31. Beyond Total Compensation</li> <li>33. Compensation as a Strategic Tool</li> <li>35. Can We Put the Brakes on CEO Pay?</li> <li>36. Vexing Questions</li> <li>39. Violence in the Workplace</li> <li>40. What Cures Job Stress?</li> <li>46. Meeting the Global Challenge</li> <li>47. Women Managers</li> <li>48. Selecting Effective Expatriates</li> </ul>
<b>Minorities in the Workforce</b>	<ul style="list-style-type: none"> <li>1. Culture Shock</li> <li>2. Old Lies, New Truths</li> <li>3. Outlook 1990-2005</li> <li>7. Sexual Harassment: What to Do</li> <li>8. Outcomes of Federal Court Decisions</li> <li>9. White, Male, and Worried</li> <li>10. That Was Then, This Is Now</li> <li>11. ADA</li> <li>17. This Is a Test</li> <li>46. Meeting the Global Challenge</li> <li>47. Women Managers</li> </ul>		
<b>Productivity</b>	<ul style="list-style-type: none"> <li>1. Culture Shock</li> <li>2. Old Lies, New Truths</li> <li>3. Outlook 1990-2005</li> <li>4. Strategic Human Resources Management</li> <li>6. HR at the Center of Change Management</li> <li>10. That Was Then, This Is Now</li> <li>13. Jobs and Infotech</li> <li>16. Now You Hire Them, Now You Don't</li> <li>18. HRIS Can Improve Performance</li> <li>19. Developing a New Kind of Motivation</li> <li>20. Participative Management Won't Work Here</li> <li>21. Intangibles</li> </ul>	<b>Women in the Workforce</b>	<ul style="list-style-type: none"> <li>1. Culture Shock</li> <li>2. Old Lies, New Truths</li> <li>3. Outlook 1990-2005</li> <li>7. Sexual Harassment: What to Do</li> <li>8. Outcomes of Federal Court Decisions</li> <li>9. White, Male, and Worried</li> <li>28. Investigating the "Glass Ceiling"</li> <li>37. Child-Care Options</li> <li>39. Violence in the Workplace</li> <li>46. Meeting the Global Challenge</li> <li>47. Women Managers</li> <li>48. Selecting Effective Expatriates</li> </ul>

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# Human Resource Management in Perspective

- The Environment of Human Resource Management (Articles 1–3)
- Human Resources and Corporate Strategy (Articles 4–6)
- Equal Employment Opportunity and Affirmative Action (Articles 7–9)
- Americans with Disabilities Act (Articles 10 and 11)

The only constant is change. Industrial society is dynamic, a great engine that has caused many of the most significant changes in the history of the human race. Since the start of the Industrial Revolution in England, a little over 200 years ago, industrialized society has transformed Western civilization in a multitude of ways. Many of the great inventions of the last 200 years have significantly altered the way people live and the way they see the world.

At the time of the Declaration of Independence, the 13 colonies were an overwhelmingly agricultural society that clung to the Atlantic coast of North America. As the end of the twentieth century nears, the United States is a continental nation with the world's largest industrial base, and perhaps, the smallest percentage of farmers of any major industrialized country. These changes did not happen overnight, but they were both the result and the cause of the technological innovations of the Industrial Revolution. Many of the technological marvels today, such as television, radio, computers, airplanes, and automobiles, did not exist until the Industrial Revolution, and a disproportionate number of them did not exist until after 1900.

With technological change has come changes in the ways people earn their living. When Thomas Jefferson authored the Declaration of Independence, he envisioned a nation of small, independent farmers, but that is not what developed. Although few would have guessed it during those hot summer days in Philadelphia in 1776, the society founded with the start of the American Revolution would develop into anything but a community of small farms.

Factories, mass production, and economies of scale have been the watchwords of industrial development. That development changed not only the economy, but it changed society. Americans are no longer independent farmers, but are, for the most part, wage earners, making their living working for someone else. Other changes in the American labor force include the increase in women and minorities working next to white American males as well as a change in the nature of most jobs being directly associated with production to being a service/white-collar economy. Other changes are also coming in the economy and society that will be reflected in the workforce. For the first time since the early days of the republic, international

trade represents a significant part of the American economy, increasing greatly in the past 20 years. The economic reality is that the GM autoworker not only competes with Ford and Chrysler but with Toyota, Honda, and Volkswagen.

The society, the economy, and the workforce have changed. Americans live in a much different world than they did 200 years ago, but it is a highly diverse, heterogeneous world, full of paradox. When people think of American industry, they tend to think of the IBMs and the General Electrics of industry, but most people work for small firms. In fact, the relative importance of the *Fortune* 500 in terms of employment in the economy has been declining both in real and percentage terms. Small organizations are where the economic growth is today.

Change has brought not only a different society, but a more complex one. There are numerous rules and regulations that must be followed, which did not exist 200 years ago. The human element in organizations has been critical to the success of any company, and knowing what the human resource needs of the organization are going to be 1, 5, or even 10 years into the future is a key element for success.

Individual decisions have also changed. In the first part of the twentieth century, it was not uncommon for a worker to spend his or her entire life with one organization, doing one particular job. Now the worker can expect to do many different jobs, probably with a number of different organizations in different industries. Mergers, technological change, and economic fluctuations all put a premium on individual adaptability in a changing work environment for individual economic survival.

The changes in industrial society have often come at a faster rate than most people were willing to either accept or adapt to. Many old customs and prejudices have been retained from prior times, and while progress has been made with regard to certain groups—no American employer today would dare to end a job notice with the letters “NINA” (No Irish Need Apply)—for other groups, the progress has been slow at best. Women represent about half of the workers, and yet they are paid only about 70 percent of what men earn. African Americans, other minorities, and the disabled have been discriminated against for centuries in American society, to the point



where the federal government has been forced to step in and legislate equal opportunity, both on and off the job. Finally, the clash of these cultures is more recognizable and pronounced in our society. America has traditionally viewed itself as a melting pot, but it would seem that certain groups have historically “melted” more easily than others, a situation that is reflected in the workplace.

Human resource management is starting to take a leading role in industrial America. Business leaders recognize the importance of their employees to the future of their organizations. Increasingly, competition in world markets is becoming based on the skills and abilities of people, not machines. Indeed, among major competitors, virtually everyone has essentially the same equipment. The difference is often what the people in the organization do with the equipment.

Society, the workplace, and the way they are seen have experienced changes. Frederick Taylor and Elton Mayo held certain views about industry at the beginning of the century, while Peter Drucker, W. Edwards Deming, and others have other ideas now, at the end of the century. The American society and economy, as well as the very lives of the average American worker, are different from

what they were 200 or even 100 years ago, and both the workers and the organizations that employ them must respond to those changes.

### Looking Ahead: Challenge Questions

Society and the economy have changed significantly during the twentieth century. What trends do you feel are the most significant, and how do you feel they will impact on the labor force as it enters the twenty-first century?

Corporations recognize the importance of human resources. What are some of the ways that firms can better utilize the skills and talents of their employees? How can small businesses benefit from better human resource management?

The American worker has also changed during the past 9 decades. What do you feel are the most important changes during this time, and what changes do you see as likely in the next 20 years?

In the past 20 years, the government has taken a more active role in the struggle of minorities and other groups in the workforce. How do you see this effort developing, and do you see any changes in policy likely to occur in the future?



# Culture Shock

America's Face Is Changing—Are You Prepared?

JANE EASTER BAHLS

*Jane Easter Bahls is a writer specializing in business and legal topics.*

**“A**merica is God's crucible, the great melting pot where all the races of Europe are melting and reforming.”

When playwright Israel Zangwill wrote those words in 1908, they were only partially true. Even then, German, Italian and Irish immigrants retained their ethnic character for a generation or more. It was only later that immigrant families shed their cultural trappings in an effort to become “real Americans.”

But today's immigrants don't come in just a dozen European flavors. They're Chinese, Filipino, Haitian, Dominican, Iranian, Sudanese, Fijian and more, differing in not only language and temperament, but also outlook and perception. And many aren't sure they *want* to melt into some homogeneous American culture, even if they could.

Consider the numbers. The 1990 census counted more than 30 million African-Americans, 22 million

Hispanics and just under 7.5 million Asian/Pacific Islanders; added together, nearly a quarter of the U.S. population. By the year 2000, the percentage of Hispanics in the United States is expected to grow from 9 to 11 percent, Asians from 3 to 4 percent, and African-Americans from 11 to 12 percent.

This demographic shift has a big effect on business. It means your customers may be quite different from you and your employees. Huge segments of the U.S. market may be missing your advertising because they don't understand your language or marketing strategy. It also means your employees may have trouble working together because of their cultural differences. If you hope to remain competitive, you need to open your eyes and adapt to the times.

## **Who's Your Customer?**

In some cases, cultural conflicts are blatant. Two years ago, Koreans were hit hard in the Los Angeles

riots when tensions between black residents and Korean business owners boiled over.

Much of the tension stemmed from cultural differences between the two groups, says Harrison Kim, executive director of the Korean-American Chamber of Commerce in Los Angeles. Kim explains that Korean immigrants usually start working for a friend or relative when they first arrive in the United States, learning a trade and saving enough money to set up shop on their own. The lowest rents—and, accordingly, the highest profits—are usually in black or Hispanic neighborhoods, so Koreans often open their stores in these areas.

“Although they know what [products] to order and how to run the business, they're not fluent in English,” Kim says. “If they started a conversation with a customer, they wouldn't know how to finish it.” So the new business owner may seem standoffish to customers.

The language problem—and the fact that Korean merchants tend to live in