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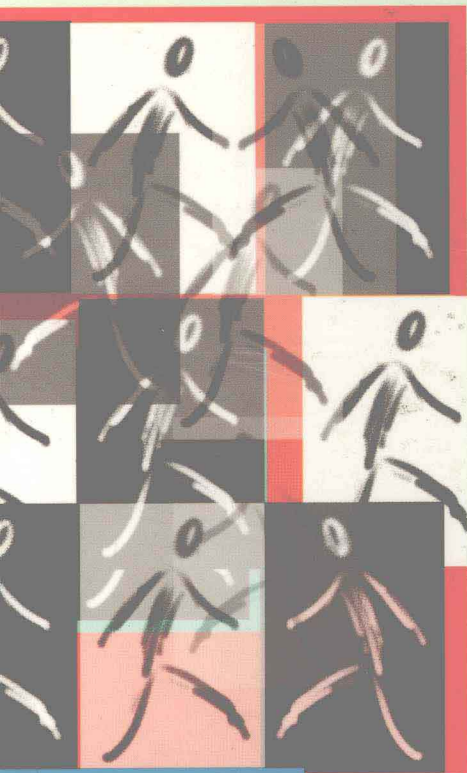
HUMAN

RELATIONS

in

ORGANIZATIONS

Seventh Edition



# Effective Human Relations in Organizations

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*Seventh Edition*

**Barry L. Reece**

Virginia Polytechnic Institute and State University

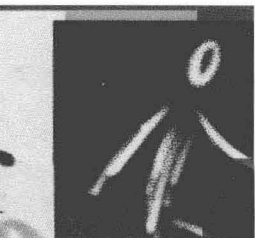
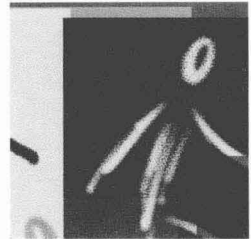
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# **Effective Human Relations in Organizations**

*To Vera, Lynne, Mark, Monique,  
Michelle, and Colleen*

BARRY L. REECE

*To Matthew and Patrick*

RHONDA BRANDT

# About the Authors

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The enduring strength of *Effective Human Relations in Organizations* reflects the diverse backgrounds of its authors, who bring together a wealth of experience to ensure the currency, accuracy, and effectiveness of this text.

## **BARRY L. REECE** *Virginia Polytechnic Institute and State University*

Dr. Barry L. Reece is Professor at Virginia Polytechnic Institute and State University. He received his Ed.D. from the University of Nebraska. Dr. Reece has been actively involved in teaching, research, consulting, and designing training programs throughout the past three decades. He has conducted more than 600 workshops and seminars devoted to leadership, human relations, communications, sales, customer service and small business operations. Prior to joining the faculty at Virginia Tech he taught at Ellsworth Community College and The University of Northern Iowa. He has received the Excellence in Teaching Award for classroom teaching at Virginia Tech and the Trainer of the Year Award presented by the Valleys of Virginia Chapter of the American Society for Training and Development.

Dr. Reece has contributed to numerous journals and is author or co-author of twenty books including *Business, Human Relations—Principles and Practices*, *Supervision and Leadership in Action*, and *Selling Today—Building Quality Partnerships*. He has served as a consultant to Lowe's Companies, Inc., First Union, WLR Foods, Kinney Shoe Corporation and numerous other profit and not-for-profit organizations.

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Rhonda Brandt received her M.Ed. from University of Missouri-Columbia. She is currently Chair of the Administrative Support Department of Springfield College in Springfield, Missouri. Prior to joining Springfield College, she served for ten years as the human relations instructor at the Hawkeye Institute of Technology in Waterloo, Iowa. Ms. Brandt has been active in the training and consulting industry for over twenty years, specializing in human relations and self-esteem programs for small businesses, large corporations, and educational institutions. She was a member of the National Council on Vocational Education's working committee for the Presidential White Paper *Building Positive Self-Esteem and a Strong Work Ethic*. Ms. Brandt is also the author of the Classroom Activities Manual that accompanies this text and co-author of *Human Relations—Principles and Practices*.

# Preface

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To be well prepared for employment in the year 2000 and beyond will require a greater understanding of human relations principles and practices. We have seen the evolution of a work environment that is characterized by greater cultural diversity, more work performed by teams, and greater awareness that quality relationships are just as important as quality products in our global economy. The ability to cope effectively with today's work/life issues and problems also requires extensive knowledge of human relations. The seventh edition of *Effective Human Relations in Organizations* has been updated to reflect these important trends and developments. As in earlier editions, the seventh edition includes a number of important components that have been praised by instructors and students for nearly two decades.

- The “total person” approach to human relations has been expanded and enriched in this edition. We continue to believe that human behavior at work and in our private lives is influenced by many interdependent traits such as emotional balance, self-awareness, integrity, self-esteem, physical fitness and healthy spirituality. This approach focuses on those human relations skills needed to be well-rounded and thoroughly prepared to handle a wide range of human relations problems and issues.
- This edition, like all previous editions, provides the reader with an in-depth presentation of the seven major themes of effective human relations: Communication, Self-Awareness, Self-Acceptance, Motivation, Trust, Self-Disclosure, and Conflict Resolution. These broad themes serve as the foundation for contemporary human relations courses and training programs.
- Self-development opportunities are provided throughout the entire text. One of the few certainties in today's rapidly changing work place is the realization that we must assume greater responsibility for developing and upgrading our skills and competencies. In many cases, self-development begins with self-awareness. The text provides multiple opportunities to complete self-assessment activities and then reflect on the results. Each chapter includes thinking/learning starters, application exercises, and case problems. Every effort has been made to encourage self-assessment, reflection, planning, and goal setting.
- A hallmark of this edition, and all previous editions, is the use of many real world examples of human relations issues and practices at respected organizations. These examples build the reader's interest and promote understanding of major topics and concepts. Many of the organizations cited in the seventh edition have been recognized by the authors of *The 100 Best Companies to Work for in America*, *100 Best Companies for Working Mothers*,

*Hispanic Magazine's* "100 Best Companies for Hispanics" and *Black Professional* magazine's "200 Great Places to Work." The seventh edition also includes many examples from successful smaller companies featured in *Inc.* magazine and from America's trading partners within the international community.

## IMPROVEMENTS IN THE SEVENTH EDITION

The seventh edition of *Effective Human Relations in Organizations* reflects suggestions from the current adopters and reviewers, interviews with human resource development professionals, and a thorough review of the current literature. Up-to-date coverage of key topics is based on a careful review of over 3000 recent books, articles, and reports. It is a practical text that offers timely advice on how to effectively deal with the common human relations problems one will encounter in today's work place. It also offers valuable insights regarding ways that organizations can maintain the proper balance between concern for people and concern for productivity. The most significant changes include:

- A major effort was made to create a more concise, tightly focused textbook. Every sentence and every paragraph was carefully examined to be sure it is essential to coverage of the topic or concept. The finished product is very "reader friendly" because the text is focused on important information.
- Greater emphasis has been placed on "how to" information. In numerous areas of the text the reader is given specific guidelines to follow. For example, Chapter 4 now includes specific instructions on how to build an effective mentor relationship. Chapter 13 includes a new five-step approach to conflict resolution.
- The new edition includes expanded coverage of strategies that can be used to resolve work/life tensions. Throughout the past few years we have seen an explosion of books, articles, and reports on how to achieve work/life balance. We provide comprehensive coverage of this important area of human relations.
- The seventh edition keeps the reader in touch with what is happening in the real world with Internet application exercises. These exercises provide students with an opportunity to acquire additional information on important topics in each chapter. Also, the reader will develop a greater appreciation of the Internet as a source of additional information on human relations.
- This edition provides a three-dimensional approach to the study of ethical decision making. One dimension is a major segment of Chapter 5 that explains how to make the right ethical choices when faced with ethical and moral dilemmas. The second dimension is an exciting new instructional game entitled *Ethical Decision Making*. Participation in this game stimulates in-depth thinking about real-life ethical dilemmas. The third dimension is a new video entitled *Ethics* that includes five scenarios depicting typical ethical

dilemmas in an organizational setting. These materials can be used to enhance a teaching unit on character building and integrity.

- Many of the teaching/learning aids featured throughout the text have been updated. Most of the chapter opening vignettes are new to this edition. These real-world examples introduce chapter topics and build reader interest in the material. Over half of the case problems have been replaced or rewritten. Many of these focus on an employee issue or problem within the context of a specific organization. Several of the Thinking/Learning Starters within each chapter have been rewritten or replaced, and many new Total Person Insights appear throughout the text.
- The five chapters that make up Part II of the seventh edition are presented in a different sequence. We feel the new format provides a more logical presentation of material.

## NEW LEARNING TOOLS THAT ENHANCE INSTRUCTION

The seventh edition of *Effective Human Relations in Organizations* includes several new learning tools that will aid both teaching and learning.

- **New video program.** The video package now includes five new segments that illustrate important concepts from the text. The videos focus on ethics, motivation, diversity, leadership, and organizational culture. These videos provide real-world examples from leading organizations and bring chapter content to life. The accompanying Video Guide provides a description of each video, suggested uses, and issues for discussion. Also included in the package is a segment about casual businesswear, which was well-received in the sixth edition.
- **New instructional games.** Two new instructional games entitled *Ethical Decision Making* and *Coping with Organizational Politics* have been developed for use with the text. The ethics game stimulates in-depth thinking about the ethical consequences of certain decisions and actions. Politics surface in every organization and the new instructional game prepares the student to cope effectively with common political situations. Each game simulates a realistic business environment where employees must make difficult decisions. Students play these games to learn without having to play for keeps.
- **New and revised application exercises.** Several new application exercises have been added to the text and the Instructor's Resource Manual. In addition, many of the existing exercises have been rewritten. The instructor can now choose from over 100 application exercises.
- **New transparency package.** Seventy-five two-color transparencies are available for use by adopters of the seventh edition of *Effective Human Relations in*

*Organizations.* The transparency program includes figures, graphs, and key concepts featured in the text, as well as pieces that are exclusive to the program.

## CHAPTER ORGANIZATION

This book is divided into six parts. Part I, “Human Relations: The Key to Personal Growth and Career Success,” provides a strong rationale for the study of human relations and reviews the historical development of this field. One important highlight of Chapter 1 is a detailed discussion of the major forces influencing behavior at work. This material helps students develop a new appreciation for the complex nature of human behavior in a work setting. The communication process, the basis for effective human relations, is explained from both an individual and organizational level in Chapter 2.

Part II, “Career Success Begins with Knowing Yourself,” reflects the basic fact that our effectiveness in dealing with others depends in large measure on our self-awareness and self-acceptance. We believe that by building high self-esteem and by learning to explore inner attitudes, motivations, and values, the reader will learn to be more sensitive to the way others think, feel, and act. Complete chapters are devoted to such topics as communication styles, building high self-esteem, personal values, attitude formation, and motivation.

Part III, “Personal Strategies for Improving Human Relations,” comprises chapters that feature a variety of practical strategies that can be used to develop and maintain good relationships with coworkers, supervisors, and managers. Chapters on constructive self-disclosure, learning to achieve emotional control, positive reinforcement, and developing a professional presence are featured in this part of the text.

In Part IV, “If We All Work Together . . .,” the concepts of team building and conflict resolution are given detailed coverage. Because employers are increasingly organizing employees into teams, the chapter on team-building leadership strategies (Chapter 12) takes on new importance. The chapter on conflict resolution (Chapter 13) describes several basic conflict resolution strategies and provides an introduction to the role of labor unions in today’s work force.

Part V, “Special Challenges in Human Relations,” is designed to help the reader deal with some unique problem areas—coping with personal and work-related stress, working effectively in a diverse work force, and understanding the changing roles of men and women. The reader is offered many suggestions on ways to deal effectively with these modern-day challenges.

Part VI, “You Can Plan for Success,” features the final chapter which serves as a capstone for the entire text. This chapter offers suggestions on how to develop a life plan for effective human relations. Students will be introduced to a new definition of success and learn how to better cope with life’s uncertainties and disappointments. This chapter also describes the non-financial resources that truly enrich a person’s life.

## INSTRUCTOR'S RESOURCE MANUAL WITH TEST BANK

The Instructor's Resource Manual is a complete teaching guide for the seventh edition of *Effective Human Relations in Organizations*. The opening material provides a review of the most important teaching and learning principles that facilitate human relations training, a review of several teaching methods, and a description of suggested term projects.

Part I provides a chapter preview, chapter purpose and perspective, a presentation outline, suggested responses to the Thinking/Learning Starters, review questions, and case problem questions for every chapter in the text. Answers, when applicable, are provided for the application exercises. Additional application exercises, suggested readings and video ordering information are included as well. Part II contains the test items and answers. True/False, multiple-choice, fill-in-the-blank, and short-answer questions are provided. Part III includes the instructional games entitled *Ethical Decision Making* and *Coping with Organizational Politics*. This section of the IRM includes complete instructions on how to administer these learning activities in the classroom. Part IV of this manual includes the answers to the cognitive study questions in the Classroom Activities Manual, as well as suggestions for effective implementation of each of the activities. Part V provides a list of videos that can be used in conjunction with the textbook, corresponding video vendors, and a list of suggested readings.

## CLASSROOM ACTIVITIES MANUAL

This workbook serves as a student study guide/activities manual for independent work as well as in-class participation. Each chapter begins with twenty cognitive study guide questions and a list of the chapter objectives. Every workbook chapter includes a variety of questionnaires, self-assessment instruments, role-playing situations, and small group discussion exercises that will help students improve and internalize their human relations skills. Each chapter also includes an exercise that deals with valuing diversity, a critical skill that permeates all chapter topics. Each chapter concludes with a journal entry page.

## THE SEARCH FOR WISDOM

The search for what is true, right, or lasting has become more difficult because we live in the midst of an information explosion. The Internet is an excellent source of mass information, but it is seldom the source of wisdom. Television usually reduces complicated ideas to a sound bite. Books continue to be one of

the best sources of knowledge. Many new books, and several classics, were used as references for the seventh edition of *Effective Human Relations in Organizations*. A sample of the books we used to prepare this edition follow.

*Anger, Rage, and Resentment* by Kimes Gustin  
*Complete Business Etiquette Handbook* by Barbara Pachter and Majorie Brody  
*Creative Visualization* by Shakti Gawain  
*Data Smog—Surviving the Information Glut* by David Shenk  
*Do What You Love . . . The Money Will Follow* by Marsha Sinetar  
*Emotional Intelligence* by Daniel Goleman  
*Empires of the Mind* by Denis Waitley  
*Getting to Yes* by Roger Fisher and William Ury  
*How to Win Friends and Influence People* by Dale Carnegie  
*The Human Side of Enterprise* by Douglas McGregor  
*I'm OK—You're OK* by Thomas Harris  
*Minding the Body, Mending the Mind* by Joan Borysenko  
*Multiculture Manners—New Rules of Etiquette For a Changing Society* by Norine Dresser  
*The 100 Best Companies to Work for in America* by Robert Levering and Milton Moskowitz  
*1001 Ways to Reward Employees* by Bob Nelson  
*The Power of 5* by Harold H. Bloomfield and Robert K. Cooper  
*Psycho-Cybernetics* by Maxwell Maltz  
*Re-Engineering the Corporation* by Michael Hammer and James Champy  
*Reviving Ophelia* by Mary Pipher  
*The Seven Habits of Highly Effective People* by Stephen Covey  
*The Situational Leader* by Paul Hersey  
*The Six Pillars of Self-Esteem* by Nathaniel Branden  
*Spectacular Teamwork* by Robert R. Blake, Jane Srygley Mouton, and Robert L. Allen  
*Stress for Success* by James Loehr  
*The 10 Natural Laws of Successful Time and Life Management* by Hyrum W. Smith  
*When Talking Makes Things Worse* by David Stiebel  
*You Just Don't Understand: Women and Men in Conversation* by Deborah Tannen

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Over 200 business organizations, government agencies, and nonprofit institutions provided us with the real-world examples that appear throughout the text. We are grateful to organizations that allowed us to conduct interviews, observe workplace environments, and use special photographs and materials.

The partnership with Houghton Mifflin, which has spanned two decades, has been very rewarding. Several members of the Houghton Mifflin College Division staff have made important contributions to this project. Sincere appreciation is extended to Susan Kahn who has worked conscientiously on the text from the planning stage to completion of the book. We also offer a hearty thank you to other key contributors: Kathy Hunter, Fred Burns, and Juli Bliss.

BARRY L. REECE

RHONDA BRANDT

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