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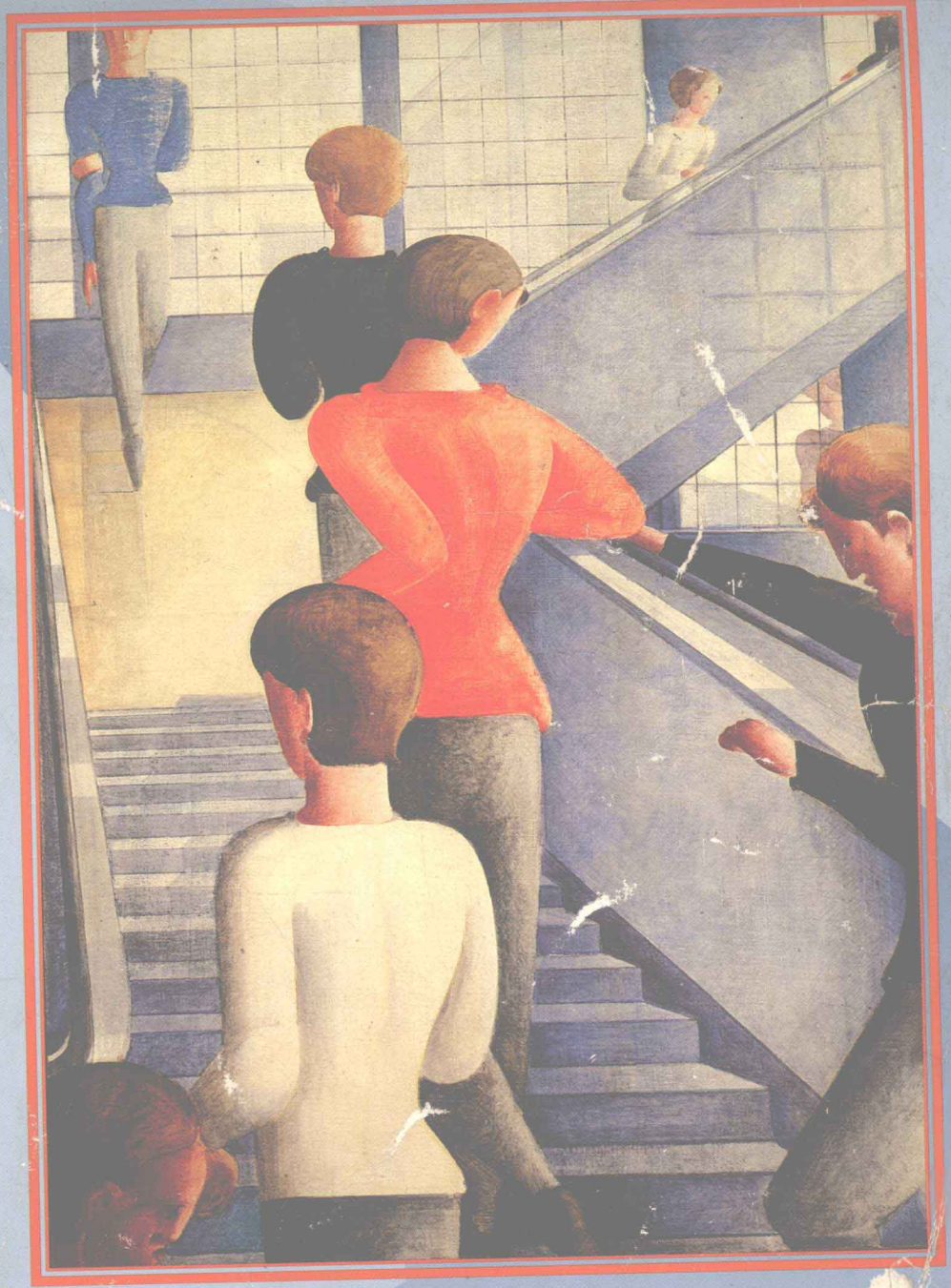

HUMAN RELATIONS

Principles and Practices

THIRD EDITION

Human Relations: Principles and Practices

Third Edition

Barry L. Reece
Virginia Polytechnic Institute and State University

Rhonda Brandt
Phillips Junior College

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

BARRY L. REECE

To Matthew and Patrick

RHONDA BRANDT

About the Authors

The strength of *Human Relations: Principles and Practices* 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 500 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 coauthor of twenty books including *Business, Effective Human Relations in Organizations, 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 for-profit and not-for-profit organizations.

RHONDA BRANDT *Phillips Junior College*

Rhonda Brandt received her M.Ed. from the University of Missouri—Columbia. She is currently Chair of the Administrative Support Department of Phillips Junior College in Springfield, Missouri, and serves as a member of the Faculty Senate. Prior to joining Phillips Junior College, she served for ten years as the human relations instructor at the Hawkeye Institute of Technology in Waterloo, Iowa. Professor Brandt has been active in the training and consulting industry for over fifteen 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.* Professor Brandt is also coauthor of *Effective Human Relations in Organizations.*

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Preface

As businesses struggle to remain competitive in a global environment characterized by change, it is becoming increasingly evident that human relations has achieved a new level of importance in the lives of most people. 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. Employers want to hire persons who can work effectively with fellow employees, clients, customers, and members of the public. The third edition of *Human Relations: Principles and Practices* focuses on the skills a person needs in order to function effectively while working with people. These skills represent an important category of the "basic" or "transferable" skills that employers value so much today.

This edition, like all previous editions, provides the reader with an in-depth presentation of seven major themes of effective human relations: Communication, Self-Awareness, Self-Acceptance, Motivation, Trust, Self-Disclosure, and Conflict Management. These broad themes serve as the foundation for contemporary human relations courses and training programs. They also reflect the current concern in human relations with achieving personal growth and career success.

DEVELOPING THE TOTAL PERSON

The "total person" approach to human relations continues to be a very popular feature of *Human Relations: Principles and Practices.* We strongly support the premise that human behavior at work is influenced by many interdependent traits such as self-esteem, emotional control, values orientation, physical fitness, healthy spirituality, and self-awareness—to name a few. This approach focuses on those human relations skills people need to be well-rounded and thoroughly prepared for a work environment characterized by economic volatility, constant change, and new levels of competitiveness. We continue to believe that if the whole person can be improved, significant benefits occur for the employer because the employee will be able to make wiser choices when human relations problems arise.

IMPROVEMENTS IN THE THIRD EDITION

The third edition of *Human Relations: Principles and Practices* reflects suggestions from current adopters and reviewers, interviews with human resource development professionals, and a thorough review of the current literature. It is a practical text that includes many new real-world examples obtained from a wide range of progressive organizations (large or small) such as Ben & Jerry's Homemade, Inc., Federal Express, Tom's of Maine, Hewlett-Packard Company, and Marriott Corporation. Several important improvements appear in this edition. The most significant changes include:

- **Greater emphasis on transferable job skills.** This change is the result of new content and new learning activities. Some of the new skills-related topics added to this edition include integrity as an element of career success, high-tech communications strategies, negotiating gender-specific language barriers, achieving balance between work life and family life, and assuming leadership roles as an employee. Other new topics include self-efficacy as a dimension of self-esteem, strategies for achieving emotional control, and the corporate casual look.
- **Valuing Work Force Diversity.** A growing number of employers recognize the need to identify, respect, and enhance individual differences in order to remain competitive. The changing demographics of our work force is becoming a vital economic issue today. This new chapter, Chapter 7, introduces the primary and secondary dimensions of diversity, describes how prejudiced attitudes are formed, and identifies ways individuals and organizations can enhance work force diversity. Sexual harassment is also discussed in this chapter.
- **Strategies for Resolving Conflict and Achieving Emotional Control.** Chapter 8 has been extensively revised and includes new material that recognizes that emotions play a critical role in both our work and family life. Some people experience emotional imbalance because they learn to inhibit the expression of certain emotions and overemphasize the expression of others. The emotion of anger is given considerable attention in this chapter.
- **Career Corner Added.** The Career Corner is a new learning activity featured at the end of each chapter. Through its inviting question and answer format, students will be able to obtain answers to important work-related questions.

FEATURES THAT ENHANCE LEARNING

Human Relations: Principles and Practices (third edition) includes several special features that enhance the learning process.

- Each chapter begins with an **opening vignette** that builds reader interest.
- Several **Thinking/Learning Starters** in each chapter give readers the chance to reflect on the material and relate to the concepts discussed.
- **Total Person Insights**—a series of thought-provoking quotations from a variety of authors, business leaders, and scholars—appear in every chapter.
- Each chapter ends with a **summary, Career Corner,** list of **key terms,** and **review questions** designed to reinforce readers' understanding of important ideas.
- Following the review questions are **application exercises,** which enable readers to apply newly learned concepts and practices, as well as to draw on their own experiences.
- A **self-assessment exercise** appears at the end of each chapter with the exception of Chapter 1. These assessment activities provide readers with increased awareness of their strengths and a better understanding of those abilities they may want to improve.
- Each chapter features a **case problem** based on a real-world situation. The majority of these cases deal with current situations in actual organizations.

INSTRUCTOR'S RESOURCES

The Instructor's Resource Manual is a complete teaching guide for the third edition of *Human Relations: Principles and Practices.* The introduction 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, and 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 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 provides information regarding videos and supplemental teaching aids.

A set of color transparencies is also available for use with this text. The program consists of figures and key concepts in the text, as well as pieces that are exclusive to the program.

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Many people have made contributions to the three editions of *Human Relations: Principles and Practices.* The text has been strengthened as a result of

numerous helpful comments and recommendations. We extend special appreciation to:

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BARRY L. REECE
RHONDA BRANDT

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