



MANAGING HUMAN RELATIONS

CONCEPTS
AND
PRACTICES

ROBERT E.
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Concepts and Practices

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Preface

This book is about people and organizations. From our own experiences as consultants to and employees of organizations, we are convinced that an understanding of basic human relations concepts can help you increase your effectiveness at every stage of your career, from subordinate to manager. As teachers, we want you to understand some of the problems inherent in organizations and to realize that you can have a positive impact.

Consequently, we decided to develop a book that would help you acquire the necessary knowledge of and skills in human relations and that would present the important concepts in a clear and understandable fashion, without unnecessary jargon. Further, we wanted this text to have a strong applications emphasis—to demonstrate how different organizations have tried to apply these concepts and to show how and why some succeeded and others did not. This presentation from a manager's point of view can help you appreciate the difficulty of translating theory into practice. Finally, we believe strongly that learning aids incorporated throughout a text can make it easier for you to understand the significance of the material.

In short, we have tried to provide some important information about human relations in an understandable, concise fashion, to emphasize a realistic orientation of practicing managers, and to help you learn.

Our specific objectives for a course in human relations are

- ☐ To provide you with information about currently accepted theories of human relations
- ☐ To help you realize that there are many different approaches to a given situation
- ☐ To increase your ability to predict what can happen in organizations, so that you can be more in control of events, both to your benefit and that of your organization
- ☐ To provide an opportunity for you to analyze your assumptions about people and how they behave in organizations and to evaluate the effectiveness of those assumptions
- ☐ To provide some managerial tools and approaches that have proven useful in actual practice

Although you may not think of yourself as a future manager, or intend to become a manager, the approach to human relations that we advocate will allow you to become a more effective *member* of any organization.

In addition to our emphasis on the application of theories and a managerial approach, we have included some topics not found in the typical text on human relations, including career development, organizational culture, stress management, and the impact of computer technology on employees and supervisors. These topics are important now and will gain importance in the future. To ignore them would not help you prepare for the realities of a career in the organizations of today and tomorrow.

This text is intended for a broad range of readers, from students just out of high school to those with many years of practical experience. Whatever your background, you will find that the organization of this book and many of its special features are designed to help you concentrate on the important points and consider their implications. Watch for these elements and features:

- **“What’s Your Opinion?”** Preceding each chapter is a brief set of true-or-false questions. Answer these questions before you begin reading the chapter. They not only will give you an idea of the type of material covered in the chapter but also will allow you to identify your present perceptions and attitudes. Some of these questions represent “commonsense” ideas widely believed in organizations but which, in reality, may be myths.
- **Opening Story** Each chapter begins with a story or situation related to the chapter topic. See whether you can identify potential problems or suggest solutions. Additional information about the story is presented at various points later in the chapter, keyed to the discussion of the theories.
- **Theory Section** The first major part of the chapter covers the current and popular theories and their explanations. We have provided a number of examples to clarify what each theory means.
- **Human Relations Success or Failure** Within each chapter’s theory section are stories that illustrate the successful application of, or the failure to apply, human relations practices. Answer the questions at the end of each story, then compare your answers to those of other students.
- **Marginal Material** Questions, statements, and definitions of important terms appear in the margins of each chapter. Some of these are focus questions and some are focus statements, intended to draw your attention to important terms and concepts in that section. You can use these to review or outline the chapter material.
- **Learning Summary** This section summarizes the major theoretical material in the form of short statements, which will help you review and remember the critical concepts.
- **Answers to “What’s Your Opinion?”** After becoming familiar with the relevant theories, you can check your answers to the true-or-false questions at the beginning of the chapter. Would you now answer these questions differently? Do you understand their implications better?
- **Human Relations Applications** Each chapter presents various examples of how certain theories or concepts have been applied to real situations. This section will help you identify some of the situational factors that can help or hinder the application of theory.
- **Personal Guidelines for Human Relations Success** Following the applications section is a brief unit offering suggestions for applying some of the chapter’s concepts to your professional or personal life.
- **Discussion and Review Questions** Questions at the end of each chapter will help you review important concepts and allow you to test your understanding of the chapter’s material. Answer each question and check your answers by looking up the appropriate chapter section.
- **Human Relations Exercise** These short exercises were chosen to help you explore person-

ally an important concept from each chapter. Certain of these will be led by your instructor. Were the results what you expected? See if you can explain why.

- **Human Relations Incident** Each chapter concludes with a brief situation that addresses the chapter material. Identify the major issues raised by the incident and propose some solutions. See how well *you* can apply theory to a specific situation.

Managing Human Relations: Concepts and Practices is supplemented by a comprehensive *Student Resource Guide*, which can be an invaluable learning resource for you. The guide is keyed exactly to the textbook and helps you review the material and test your understanding. The guide has multiple choice, true/false, and essay questions for each chapter, plus a “mind-map,” so you can diagram each chapter’s contents pictorially. Introductory material in the guide tells you how to study for exams, how to take class notes, and how to develop a more effective and efficient learning style. In addition, the *Student Resource Guide* contains answers to all end-of-chapter questions, as well as to the margin questions from every chapter. Correct answers for all questions are located at the back of the guide.

For instructors, *Managing Human Relations: Concepts and Practices* is supplemented by a comprehensive *Instructor’s Resource Manual*, containing additional information, outlines, suggestions for lectures and discussions, class assignments, and answers to text questions, and by a set of transparency masters. A test bank is available in printed form and on diskette for the IBM personal computer.

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Survey Respondents

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INDIVIDUAL ASPECTS OF HUMAN RELATIONS

CHAPTER 1

INTRODUCTION

WHAT'S YOUR OPINION? T OR F

- _____ 1. Organizations are complex in nature and to understand them properly we must look at their parts.
- _____ 2. Other social sciences have had an impact on the study of human relations.
- _____ 3. Craft types of work, such as making furniture, are involving in nature and rare in today's society.
- _____ 4. Even early civilizations, such as the Egyptians, had to organize human efforts to undertake such complex projects as the pyramids.
- _____ 5. Early scientists were surprised that people wanted attention and recognition as well as pay for their work.
- _____ 6. Computers have had little impact on people in organizations.
- _____ 7. Work force values are changing and today are more closely related to the "Me Generation."
- _____ 8. The Japanese management style for top managers is more one of generalists than decision makers. In contrast, top American managers are decision makers.