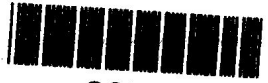


ESSENTIALS OF PERSONNEL MANAGEMENT



Mitchell S. Novit

THE ESSENTIALS OF MANAGEMENT SERIES

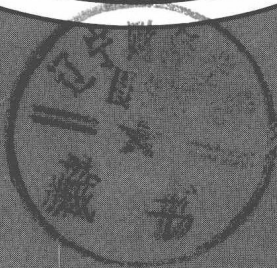


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ESSENTIALS OF PERSONNEL MANAGEMENT

Mitchell S. Novit

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FOREWORD

With the rapid growth in recent years of courses in such areas as personnel, organizational behavior, production, decision science, labor relations, and small business management, there has developed an increased need for a viable alternative to the standard 500- or 600-page, casebound textbook. The Essentials of Management Series has been designed to fill that need. The Series consists of brief, survey books covering major content areas within the management discipline.

Each book in the Series provides a concise treatment of the key concepts and issues within a major content area, written in a highly readable style, balancing theory with practical applications, and offering a clarity of presentation that is often missing in standard, full-length textbooks. I have selected authors both for their academic expertise and their ability to identify, organize, and articulate the essential elements of their subject. So, for example, you will find that the books in this Series avoid unnecessary jargon, use a conversational writing style, include extensive examples and interesting illustrations of concepts, and have the focus of a rifle rather than that of an encyclopedic shotgun.

The books in this Series will prove useful to a wide variety of readers. Since each covers the essential body of knowledge in a major area of management, they can be used alone for introductory survey courses in colleges and universities or for management development and in-house educational programs. Additionally, their short format makes them an ideal vehicle to be combined with cases, readings, and/or experiential materials by instructors who desire to mold a course to meet unique objectives. The books in this Series offer the flexibility that is either not feasible or too costly to achieve with a standard textbook.

Stephen P. Robbins
Series Editor

for
my wife,
Judy,
my son, David, and my daughter, Amy

PREFACE

This book is addressed to two groups: those with career interests in staff personnel administration and those with career interests in general management. The concepts of effective personnel management are essential for both. I had five objectives in writing the book:

1. To provide an up-to-date text that can be used as a main or supplemental source for college, university, and continuing management education courses and programs in personnel administration and general management (as well as organizational behavior courses where there is a need to add functional personnel material).
2. To provide a concise, readable, yet authoritative coverage of the fundamentals of personnel management—one that would offer an alternative to the voluminous treatments currently available.
3. To offer a comprehensive look at public policy and government regulation—the critical areas of personnel management today.
4. To provide a useful source of personnel information in concise form for practicing managers. Today the management of people is more challenging than ever. The book's contemporary approach ought to prove valuable to the manager on the job.
5. To demonstrate that sound personnel management is not confined to the private sector, but is applicable to all types of organizations. Examples used have been chosen from both the public and private sectors.

Many persons have contributed to this project. The series editor, Steve Robbins, has a keen eye for the written word. His ability not only to spot weaknesses in the manuscript but to supply the right remedy proved invaluable. The book is much better for his contribution, though its deficiencies are solely the responsibility of the author.

Bob Meldrum of Prentice-Hall expressed interest and encouragement when the book was little more than an idea and a rough outline. It meant so much at the time. Ted Jursek assumed editorial duties in the management area at Prentice-Hall after the book was underway. His telephone conversations were always supportive as he made helpful suggestions and encouraged me to complete the project.

Marcie Moriarty showed a remarkable knack for transforming

PREFACE

scratched up sheets into polished, typed pages. She managed, always cheerfully, to meet my typing deadlines of "immediately" or "sooner, if possible." Trina Marlin and Cindy McLochlin ably provided service of the same high quality when they were needed.

Two of the most wonderful people I know contributed more to this undertaking than they will ever know—my children, David and Amy. My greatest wish is that their cups runneth over with all the blessings life can bestow.

And, finally, there is the person who has meant everything to this and all my endeavors—my wife, Judy. We have shared so much over the many years. This is my inadequate way of saying just how much our relationship has meant.

Mitchell Novit

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PART

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INTRODUCTION

THE PERSONNEL FUNCTION

IDEAS TO BE FOUND IN THIS CHAPTER

- Development of personnel management
- Major personnel functions
- Organization of the personnel department
- Line-staff conflicts
- Productivity and organizational maintenance

All organizations, whether profit seeking or not, exist for some purpose. They exist in a modern industrial society to produce and distribute goods and services that are needed and desired by the society's members. To produce and distribute these goods and services it is necessary to put human mental and physical energies to productive use.

Putting human energy to productive use is what personnel management is all about. The tasks necessary to accomplish the organization's purposes must be specified, and broken down into workable units that can be performed by one individual. The efforts of each individual must be coordinated with those of others.

Persons with the needed skills and abilities must be acquired. Once acquired they must be motivated to perform. As skills become obsolete, training in new skills must occur. Corrective action must be taken if work does not meet prescribed standards. Measures must be instituted to retain the services of those who make a positive contribution.

Personnel management exists to perform these and related activities. This chapter looks at the nature and development of personnel management, and examines the major personnel functions.

NATURE OF THE PERSONNEL FUNCTION

Personnel management exists in the organization in two related but distinct forms, which may sometimes be confused. The first is the *relationship between a manager and his or her subordinates*. With only minor exceptions, being a manager implies responsibility for directing and supervising the work of others. In this sense every manager is a personnel manager.

The second form is the existence of personnel management as a *specialized staff department*. Staff departments provide supporting services for the organization. Legal and market research departments are some other typical staff functions. Functions directly related to production and distribution of the organization's goods or services are referred to as line or operating departments.

Persons in the personnel department are staff personnel specialists. Often these individuals, with the exception of the managers within the department itself, do not themselves have subordinates to directly supervise. It is the job of the staff personnel department to provide assistance and support to the rest of the organization in dealing with the myriad problems involved in developing and maintaining a cohesive and productive work force.

Personnel management is often thought to exist only in large organizations where the staff personnel department is clearly identified on the organization chart. This is not the case at all. All organizations, large or small, have a personnel function. In large organizations the functions of personnel management are performed by specialists who may devote themselves only to one area such as college recruiting. In an organization employing only a few people, all the functions may be done by one person whose principal responsibilities lie elsewhere.

Nor is personnel management confined to profit-seeking institutions. The municipal police department, the state university, the United States Air Force, the public school system—all have a personnel function. It is surprising how little impact the profit-seeking factor has upon the concepts and operations of good personnel administration. All organizations exist for some purpose, and it is the factor of goals and purpose rather than the measurement of success by profits that determines the need for personnel management.

In understanding personnel management it is important to keep in mind the distinction already mentioned—the shared responsibility that exists between the staff personnel department and the manager who has direct responsibility for his or her subordinates. The nature of this shared responsibility will be discussed in this chapter and will be alluded to frequently.

But far more important than this structural arrangement are the many functions which must be performed in the proper management of personnel.