

Study Guide for use with

**HUMAN**

**RESOURCE**

**MANAGEMENT**

**SECOND EDITION**

**BYARS/RUE**

Study Guide Prepared by  
R. P. Beaulieu



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**HUMAN  
RESOURCE  
MANAGEMENT**  
Second Edition

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Study Guide prepared by  
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## PREFACE

This Study Guide is designed to assist students in two areas. First, and most importantly, it is hoped that this guide will help students master the material presented in the text. The Guide is not intended to be a substitute for the text, but an aid, and hopefully a useful and compatible one, that will allow the student to review and practice the text and the material in it.

The second purpose involves application. The authors of the text have done a fine job of not only presenting the field of Human Resource Management, but also of demonstrating/illustrating applications in the "real world." This Guide attempts to supplement the presentations of applications by asking the student to carefully scrutinize at least some of those presentations.

Each chapter in this Study Guide corresponds to a chapter in the text, and each Guide chapter has four parts. A summary, reflecting the summary provided at the end of the chapter in the text, begins each chapter in the Guide. It is included so that the student can refresh his/her memory of the chapter in the text before practicing the text.

The second part of each chapter asks the student to define the major terms that were presented in the text, and then to compare the definitions with the text.

Part three of each chapter consists of a practice test. A number of True and False and Multiple Choice items are presented in an attempt to replicate a "test situation" where the student can demonstrate level of learning. (Answers to the questions and page references for the text are listed at the end of the chapter).

The final section of each chapter contains questions that address the issues presented/described in the HRM in Action vignettes in the text. The purpose of the questions is to ask the student to carefully consider those real-life references so as to increase his/her understanding of the issue involved.

Good luck with learning, and remember that there is no substitute for practice.

R. P. Beaulieu  
Mt. Pleasant, Michigan  
November, 1986

## CONTENTS

SECTION ONE	INTRODUCTION AND EQUAL EMPLOYMENT OPPORTUNITY . . . . .	1
CHAPTER 1	HUMAN RESOURCE MANAGEMENT: PRESENT AND FUTURE . . . . .	1
CHAPTER 2	EQUAL EMPLOYMENT OPPORTUNITY: THE LEGAL ENVIRONMENT . . . . .	7
CHAPTER 3	IMPLEMENTING EQUAL EMPLOYMENT OPPORTUNITY . . . . .	13
SECTION TWO	STAFFING THE ORGANIZATION . . . . .	19
CHAPTER 4	JOB DESIGN AND JOB ANALYSIS . . . . .	19
CHAPTER 5	HUMAN RESOURCE PLANNING . . . . .	26
CHAPTER 6	RECRUITING EMPLOYEES . . . . .	32
CHAPTER 7	SELECTING EMPLOYEES . . . . .	38
SECTION THREE	TRAINING AND DEVELOPING EMPLOYEES . . . . .	45
CHAPTER 8	ORIENTATION AND EMPLOYEE TRAINING . . . . .	45
CHAPTER 9	MANAGEMENT AND ORGANIZATION DEVELOPMENT. . . . .	51
CHAPTER 10	PERFORMANCE APPRAISAL SYSTEMS . . . . .	57
CHAPTER 11	CAREER PLANNING . . . . .	64
SECTION FOUR	COMPENSATING EMPLOYEES . . . . .	70
CHAPTER 12	THE ORGANIZATIONAL REWARD SYSTEM . . . . .	70
CHAPTER 13	BASE WAGE AND SALARY SYSTEMS . . . . .	77
CHAPTER 14	INCENTIVE PAY SYSTEMS . . . . .	84
CHAPTER 15	EMPLOYEE BENEFITS . . . . .	91
SECTION FIVE	UNDERSTANDING UNIONS . . . . .	99
CHAPTER 16	LEGAL ENVIRONMENT AND STRUCTURE OF LABOR UNIONS . . . . .	99
CHAPTER 17	UNION ORGANIZING CAMPAIGNS AND COLLECTIVE BARGAINING . . . . .	106
CHAPTER 18	DISCIPLINE AND GRIEVANCE HANDLING . . . . .	114
SECTION SIX	ORGANIZATIONAL MAINTENANCE, COMMUNICATION, AND INFORMATION SYSTEMS . . . . .	121
CHAPTER 19	EMPLOYEE SAFETY AND HEALTH . . . . .	121
CHAPTER 20	COMMUNICATION AND INFORMATION SYSTEMS. . . . .	128

## S E C T I O N   O N E

### I N T R O D U C T I O N   A N D   E Q U A L E M P L O Y M E N T   O P P O R T U N I T Y

#### CHAPTER 1

#### HUMAN RESOURCE MANAGEMENT:   PRESENT AND FUTURE

##### Summary

Human resource management encompasses those activities designed to provide for and coordinate the human resources of an organization. Human resource management is a modern term for what has traditionally been referred to as personnel administration or personnel management.

Human resource functions are those tasks and duties performed to provide for and coordinate an organization's human resources. These functions are many and varied and include such things as human resource planning, recruiting, selecting, training, counseling employees, compensation management, and labor relations.

In actuality, all managers are involved in human resource work. In small organizations, most human resource functions are performed by owners or operating managers. Large organizations usually have a human resource or personnel department that is responsible for coordinating and directing the human resource functions. Even when a human resource department exists, many human resource functions are performed by operating managers. Normally, a human resource department acts in an advisory capacity and does not have authority over operating managers.

As organizations and their environments have become more complex, the prestige of human resource people has grown. In light of new challenges, there are indications that human resource people will play an increasingly important role in the future.

Probably the most desirable path to human resource work is from operating management. By first obtaining some experience in the latter area, an individual moving into a human resource job can better understand the problems facing operating managers. The recent college graduate entering directly into the human resource area without full-time experience will usually start as a job analyst, employment interviewer, test administrator, or training representative. From an entry position, an employee in a human resource department may advance along numerous paths.

The number of people in human resource work is expected to expand. Current data indicate that pay in human resource work is competitive with that for other jobs.

### HRM Terms

Briefly define, in your own words, the following terms, then check your definitions with the definitions provided in the chapter in the text.

Human resource functions

Human resource management

Operating manager

Human resource specialist

## Practice Test

### True and False

- |   |   |    |   |
|---|---|----|---|
| T | F | 1. | Because of the importance and exactness of human resource management activities, only human resource specialists become involved with them.                       |
| T | F | 2. | The primary function of the human resource department is to provide support to operating managers on all human resource matters.                                  |
| T | F | 3. | Because a human resource department usually acts in an advisory capacity, it must, to be effective, continually cultivate good relations with operating managers. |
| T | F | 4. | Recent signs suggest that human resource managers have been given increased recognition, of late, and that that trend will continue.                              |
| T | F | 5. | Probably the most desirable path leading to human resource management work is from operating management.  |
| T | F | 6. | The increased professionalism of human resource management departments now requires new entrants to possess post-graduate degrees.                                |
| T | F | 7. | Currently, about three out of every four human resource specialist jobs are in the public sector.   |
| T | F | 8. | Generally speaking, the size of the organization is not related to pay (with respect to jobs in human resource departments).                                      |

## Multiple Choice

1. It is useful to look upon the human resource department as providing three types of assistance:
  - a. specific services, management development, and employee evaluation.
  - b. advice, management development, and organizational maintenance.
  - c. specific services, advice, and coordination.
  - d. advice, organizational maintenance, and coordination.
2. Which of the following is not a reason for the increased use of the human resource department in the strategic planning process?
  - a. The increased complexity of the regulatory environment, especially with respect to human resource issues
  - b. The societal shift towards greater conservatism
  - c. A work force that is becoming more demanding with regard to job satisfaction and the quality of work life
  - d. Changes in the composition of the work force, especially with respect to age and sex
3. To combat certain historically generated negative impressions and biases, it has been suggested that human resource specialists attempt all but which of the following?
  - a. The human resource specialist should become a more well-rounded business person.
  - b. The human resource specialist should become a better human resource specialist.
  - c. The human resource specialist should promote effective human resource utilization within his or her own organization.
  - d. The human resource specialist should help solve important organizational problems.
  - e. The human resource specialist should become more active in community development projects.

4. Which of the following statements, regarding opportunities in human resource management, is true?
- a. Entry positions in a human resource department are virtually identical.
  - b. The number of jobs in human resource work is projected to grow at a pace equal to the average of all occupations through 1995.
  - c. Compensation is, on the average, higher for those in human resource work than for those in other areas.
  - d. It will be easier for an individual to enter a human resource department in the future.

#### HRM in Action: Questions for Thought

After reading each HRM in Action, try to answer the question below that refers to it. There are no right or wrong answers; the questions are provided in an attempt to help you understand the issue(s) described/involved.

##### HRM in Action 1-1

Question: What problems might result as a function of this increased status?

##### HRM in Action 1-2

Question: How might the changes in the composition of the work force impact on human resource departments?

##### HRM in Action 1-3

Question: In what ways might this new efficiency benefit other departments in the City of New York?

##### HRM in Action 1-4

Question: How do these developments involve and benefit departments other than the human resource department?

## Practice Test Answers

### True and False

1. F p. 7
2. T p. 8
3. T p. 9
4. T p. 13
5. T p. 14
6. F p. 14
7. F p. 16
8. F p. 17

### Multiple Choice

1. c p. 9
2. b p. 10-11
3. e p. 13
4. b p. 15-17

## CHAPTER 2

### EQUAL EMPLOYMENT OPPORTUNITY: THE LEGAL ENVIRONMENT

#### Summary

Equal employment opportunity refers to the right of all people to work and to advance on the basis of merit, ability, and potential. Numerous laws have been passed whose purpose is to insure equal employment opportunity.

Title VII of the Civil Rights Act of 1964 is the keystone federal legislation in equal employment opportunity. It prohibits discrimination on the basis of race, color, religion, sex, or national origin. The Age Discrimination in Employment Act of 1967, as amended in 1978, prohibits discrimination in employment against individuals who are 40 years of age but less than 70. The Equal Pay Act of 1963 prohibits sex-based discrimination in rates of pay paid to employees. The Rehabilitation Act of 1973, as amended, prohibits discrimination against handicapped individuals by federal contractors and subcontractors. The Vietnam-Era Veterans Readjustment Assistance Act of 1974 requires federal contractors and subcontractors to act affirmatively in hiring and promoting Vietnam and disabled veterans. The Pregnancy Discrimination Act of 1978 requires employers to treat pregnancy just like any other medical condition with regard to fringe benefits and leave policies. Executive orders have also been issued requiring nondiscriminatory actions by federal contractors and subcontractors.

The two federal agencies with the primary responsibility for enforcing equal employment opportunity are the Equal Employment Opportunity Commission (EEOC) and the Office of Federal Contract Compliance Programs (OFCCP).

#### HRM Terms

Briefly define, in your own words, the following terms, then check your definitions with the definitions provided in the chapter in the text.

Adverse impact

Bottom line concept

Disparate impact doctrine

80% rule

Equal employment opportunity

Equal Employment Opportunity Commission (EEOC)

Executive Order

Handicapped

Office of Federal Contract Compliance Programs (OFCCP)

Reverse discrimination

### Practice Test

True and False

- |   |   |    |  |
|---|---|----|--|
| T | F | 1. | From a practical point of view, equal employment opportunity involves preferential treatment for women and minorities. |
|---|---|----|--|

- T F 2. Because of ambiguities in the language of the laws, as well as ambiguities in various court interpretations, equal employment opportunity is especially complex.
- T F 3. Administration and enforcement of Title VII of the Civil Rights Act of 1964 is handled by the agency which it created, the Equal Employment Opportunity Commission (EEOC).
- T F 4. The Age Discrimination in Employment Act, as amended, prohibits discrimination because of age for all individuals less than 70 years of age.
- T F 5. The Equal Pay Act of 1963 requires that employers pay all males and females equally.
- T F 6. The Equal Pay Act, like the Civil Rights Act of 1964, and the Age Discrimination Employment Act, is enforced by the EEOC.
- T F 7. An employer covered by the Rehabilitation Act of 1973 cannot discriminate against an employee just because that person is an alcoholic.
- T F 8. The primary responsibility for enforcement of the Rehabilitation Act of 1973 lies with the EEOC.
- T F 9. Executive Order 11246 requires that covered employers both adhere to the Civil Rights Act of 1964, and to take affirmative action with respect to employment.
- T F 10. The Office of Federal Contract Compliance Programs (OFCCP), which is with the U. S. Department of Labor, oversees compliance to Executive Order 11246.
- T F 11. In the Albemarle Paper v. Moody case, the Supreme Court decided that even if an employer establishes that a test with disparate impact is job related, the employer cannot utilize the test until an investigation of other tests with lesser impact is conducted.

- T     F     12.     In Washington, D. C. v. Davis, the Supreme Court held that an employer could justify the use of a test even if the proof of job relatedness does not conform precisely with EEOC guidelines.

Multiple Choice

1.     Which of the following are not covered by the provisions of Title VII of the Civil Rights Act of 1964?
  - a.     Public and private educational institutions
  - b.     State and local governments
  - c.     Private and public employment agencies
  - d.     Federal agencies and departments
  - e.     Labor unions having 15 or more members
2.     Which of the following is a provision of the Rehabilitation Act of 1973?
  - a.     Prohibits discrimination against handicapped individuals by employers with federal contracts or subcontracts in excess of \$250,000
  - b.     Requires that all buildings used for business purposes be accessible by the handicapped
  - c.     Requires that all public and private transportation systems be accessible by the handicapped
  - d.     Requires covered employers to undertake affirmative action to provide employment opportunities for the handicapped
  - e.     None of the above
3.     Which of the following was not a feature of the landmark case, Griggs v. Duke Power Company?
  - a.     All organizations must have a population of minorities in the ranks of employed.
  - b.     The consequences of employment practices, not simply the intent or motivation of the employer, is the thrust of Title VII.
  - c.     The doctrine of "disparate impact" provides for a shift in the burden of proof when the plaintiff shows that an employment practice disproportionately excludes members of a protected group.
  - d.     Support was generated for the EEOC guidelines which only permit the use of job-related tests.

4. "Reverse discrimination" refers to a situation where
  - a. an employer inadvertently discriminates against a minority candidate.
  - b. preferential treatment is given to members of a minority group at the expense of the (white) majority.
  - c. affirmative action programs are put in place in order to reverse an historical pattern of discrimination.
  - d. a member of one minority group is discriminated against in order to benefit a member of a different minority group.
5. The Supreme Court held that the race-conscious affirmative action plan at Kaiser Aluminum in Louisiana was permissible because it
  - a. involved the discharge of both blacks and whites.
  - b. was a long-term versus a short-term program.
  - c. did not bar the advancement of white employees.
  - d. was endorsed by the local government.
6. According to the Uniform Guidelines, after adverse impact has been established, an employer can
  - a. ask for an exemption, for its procedures, from the EEOC.
  - b. either eliminate the procedure or show job-relatedness.
  - c. reduce the number of (white) majority members in its work force.
  - d. ask for advice and assistance from the U. S. Department of Labor.

#### HRM in Action: Questions for Thought

After reading each HRM in Action, try to answer the question(s) below that refers to it. Remember, there are no right or wrong answers; the questions are provided in an attempt to help you understand the issue(s) described/involved.

#### HRM in Action 2-1

Question: Why do you think that Miller hired the 26 new employees instead of keeping some of the original 469?

Question: Why might Miller, or any organization, intentionally discriminate against older employees?

#### HRM in Action 2-2

Question: What kinds of safety hazards might handicapped people present?

Question: How would airline personnel screen out those handicapped people who might pose a safety problem?

#### HRM in Action 2-3

Question: How does the geographic location of a city (Far West, Deep South, etc.) impact on its definition/interpretation of discrimination or unfair treatment?

### Practice Test Answers

#### True and False

1. F p. 26
2. T p. 27
3. T p. 28
4. F p. 28
5. F p. 30
6. T p. 30
7. T p. 30
8. F p. 31
9. T p. 32
10. T p. 34
11. F p. 38
12. T p. 38

#### Multiple Choice

1. d p. 28
2. d p. 30
3. a p. 37
4. b p. 39
5. c p. 39
6. b p. 41