

A · N · N · U · A · L    E · D · I · T · I · O · N · S

# HUMAN RESOURCES

97/98



# The Annual Editions Series

ANNUAL EDITIONS is a series of over 65 volumes designed to provide the reader with convenient, low-cost access to a wide range of current, carefully selected articles from some of the most important magazines, newspapers, and journals published today. ANNUAL EDITIONS are updated on an annual basis through a continuous monitoring of over 300 periodical sources. All ANNUAL EDITIONS have a number of features that are designed to make them particularly useful, including topic guides, annotated tables of contents, unit overviews, and indexes. For the teacher using ANNUAL EDITIONS in the classroom, an Instructor's Resource Guide with test questions is available for each volume.

## VOLUMES AVAILABLE

Abnormal Psychology  
Adolescent Psychology  
Africa  
Aging  
American Foreign Policy  
American Government  
American History, Pre-Civil War  
American History, Post-Civil War  
American Public Policy  
Anthropology  
Archaeology  
Biopsychology  
Business Ethics  
Child Growth and Development  
China  
Comparative Politics  
Computers in Education  
Computers in Society  
Criminal Justice  
Criminology  
Developing World  
Deviant Behavior  
Drugs, Society, and Behavior  
Dying, Death, and Bereavement

Early Childhood Education  
Economics  
Educating Exceptional Children  
Education  
Educational Psychology  
Environment  
Geography  
Global Issues  
Health  
Human Development  
Human Resources  
Human Sexuality  
India and South Asia  
International Business  
Japan and the Pacific Rim  
Latin America  
Life Management  
Macroeconomics  
Management  
Marketing  
Marriage and Family  
Mass Media  
Microeconomics

Middle East and the  
Islamic World  
Multicultural Education  
Nutrition  
Personal Growth and Behavior  
Physical Anthropology  
Psychology  
Public Administration  
Race and Ethnic Relations  
Russia, the Eurasian Republics,  
and Central/Eastern Europe  
Social Problems  
Social Psychology  
Sociology  
State and Local Government  
Urban Society  
Western Civilization,  
Pre-Reformation  
Western Civilization,  
Post-Reformation  
Western Europe  
World History, Pre-Modern  
World History, Modern  
World Politics



Cataloging in Publication Data

Main entry under title: Annual Editions: Human Resources. 1997/98.

1. Manpower policy—Periodicals. 2. Human capital—Periodicals. I. Maidment,  
Fred, comp. II. Title: Human Resources.

ISBN 0-697-37291-X

331.11

91-641950

© 1997 by Dushkin/McGraw-Hill, Guilford, CT 06437, A Division of The McGraw-Hill Companies.

Copyright law prohibits the reproduction, storage, or transmission in any form by any means of any portion of this publication without the express written permission of Dushkin/McGraw-Hill, and of the copyright holder (if different) of the part of the publication to be reproduced. The Guidelines for Classroom Copying endorsed by Congress explicitly state that unauthorized copying may not be used to create, to replace, or to substitute for anthologies, compilations, or collective works.

Annual Editions® is a Registered Trademark of Dushkin/McGraw-Hill,  
A Division of The McGraw-Hill Companies.

Seventh Edition

Cover image © 1996 PhotoDisc, Inc.

Printed in the United States of America

Printed on Recycled Paper



# Editors/Advisory Board

---

Members of the Advisory Board are instrumental in the final selection of articles for each edition of ANNUAL EDITIONS. Their review of articles for content, level, currentness, and appropriateness provides critical direction to the editor and staff. We think that you will find their careful consideration well reflected in this volume.

---

## EDITOR

**Fred H. Maidment**  
*Park College*

## ADVISORY BOARD

**Lawrence S. Audler**  
*University of New Orleans*

**Larry Brandt**  
*Nova Southeastern University*

**John L. Daly**  
*University of South Florida*

**Nur Gryskiewicz**  
*University of North Carolina*

**Raymond L. Hilgert**  
*Washington University*

**Marianne J. Koch**  
*University of Oregon*

**Faten Moussa**  
*State University of New York  
at Plattsburgh*

**Barbara C. Pendleton**  
*Mars Hill College*

**Margaret A. Rechter**  
*University of Pittsburgh*

**Joseph F. Salamone**  
*State University of New York  
at Buffalo*

**Sheldon C. Snow**  
*Pepperdine University*

**Rieann Spence-Gale**  
*Northern Virginia  
Community College*

**Harold Strauss**  
*University of Miami*

**Wesley H. Toler**  
*University of Maryland  
University College*

**Albert A. Vicere**  
*Pennsylvania State University*

**Richard J. Wagner**  
*University of Wisconsin  
Whitewater*

**Ann C. Wendt**  
*Wright State University*

## Staff

---

**Ian A. Nielsen, Publisher**

### EDITORIAL STAFF

**Roberta Monaco**, Developmental Editor  
**Addie Raucci**, Administrative Editor  
**Cheryl Greenleaf**, Permissions Editor  
**Deanna Herrschaft**, Permissions Assistant  
**Diane Barker**, Proofreader  
**Lisa Holmes-Doebrick**, Program Coordinator  
**Joseph Offredi**, Photo Coordinator

### PRODUCTION STAFF

**Brenda S. Filley**, Production Manager  
**Charles Vitelli**, Designer  
**Shawn Callahan**, Graphics  
**Lara M. Johnson**, Graphics  
**Laura Levine**, Graphics  
**Mike Campbell**, Graphics  
**Juliana Arbo**, Typesetting Supervisor  
**Jane Jaegersen**, Typesetter  
**Marie Lazauskas**, Word Processor  
**Kathleen D'Amico**, Word Processor  
**Larry Killian**, Copier Coordinator



# To the Reader

---

In publishing ANNUAL EDITIONS we recognize the enormous role played by the magazines, newspapers, and journals of the *public press* in providing current, first-rate educational information in a broad spectrum of interest areas. Many of these articles are appropriate for students, researchers, and professionals seeking accurate, current material to help bridge the gap between principles and theories and the real world. These articles, however, become more useful for study when those of lasting value are carefully *collected, organized, indexed, and reproduced in a low-cost format*, which provides easy and permanent access when the material is needed. That is the role played by ANNUAL EDITIONS. Under the direction of each volume's *academic editor*, who is an expert in the subject area, and with the guidance of an *Advisory Board*, each year we seek to provide in each ANNUAL EDITION a current, well-balanced, carefully selected collection of the best of the public press for your study and enjoyment. We think that you will find this volume useful, and we hope that you will take a moment to let us know what you think.

---

**T**he practice of human resource management is evolving into an exciting and highly diverse profession. Changes in the economic, social, and political forces in countries all over the world have made the study and practice of human resource management a key factor in the success of any organization.

Management must respond to these forces in many ways, not the least of which is the effort to keep current with the various developments in the field. The 50 articles that have been chosen for *Annual Editions: Human Resources 97/98* reflect an outstanding cross section of the current articles in the field. The volume addresses the various component parts of HRM (human resource management) from compensation, training, and discipline to international implications for the worker and the employer. Articles have been chosen from leading business magazines such as *Fortune* and journals such as *Human Resource Professional* to provide a wide sampling of the latest thinking in the field of human resources.

*Annual Editions: Human Resources 97/98* contains a number of features designed to be useful for people interested in human resource management. These features include a *Topic Guide* to locate articles on specific subjects, as well as a *Table of Contents* with abstracts that summarize each article with bold italicized key ideas. The volume is or-

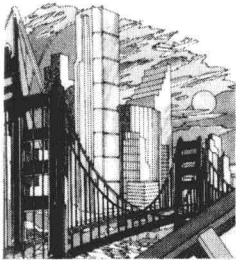
ganized into seven units, each dealing with specific interrelated topics in human resources. Every unit begins with an overview that provides background information for the articles in the section. This will enable the reader to place the selection in the context of the larger issues concerning human resources. Important topics are emphasized and challenge questions that address major themes are presented.

This is the seventh edition of *Annual Editions: Human Resources*. It is hoped that many more will follow addressing these important issues. We believe that the collection is the most complete and useful compilation of current material available to the human resource management student. We would like to have your response to this volume, for we are interested in your opinions and recommendations. Please take a few minutes to complete and return the postage-paid *Article Rating Form* at the back of the volume. Any book can be improved, and we need your help to continue to improve *Annual Editions: Human Resources*.



Fred Maidment  
Editor

## UNIT 1



### Human Resource Management in Perspective

Eleven selections examine the current environment of human resource management with special emphasis on equal employment opportunity, affirmative action, the Americans with Disabilities Act, and sexual harassment.

To the Reader	iv
Topic Guide	2
Overview	4
<b>A. THE ENVIRONMENT OF HUMAN RESOURCE MANAGEMENT</b>	
1. Has Downsizing Gone Too Far? <i>Challenge</i> , July/August 1996. Whether you call it <i>downsizing</i> , <i>reengineering</i> , or just plain firing, American industry has been terminating waves of employees. Secretary of Labor Robert Reich has something to say about it in this comprehensive interview.	6
2. Does Human Resource Management Make a Difference? Sheila Rothwell, <i>Manager Update</i> , Spring 1995. Today many <i>human resource departments are being reduced</i> in numbers of employees and often in terms of their importance in the organization as part of an overall downsizing trend. Sheila Rothwell has some ideas on this trend, the differences between human resources and personnel, and how to evaluate these functions.	13
3. People and Their Organizations: Rethinking the Assumptions, Marie A. McKendall and Stephen T. Margulis, <i>Business Horizons</i> , November/December 1995. The old psychological <i>contract between workers and employers</i> is dead. But, say these two authors, that is not necessarily a bad thing. Marie McKendall and Stephen Margulis offer a new view of employee-organizational relationships.	19
<b>B. HUMAN RESOURCES AND CORPORATE STRATEGY</b>	
4. Wedding HR to Strategic Alliances, Brenda Paik Sunoo, <i>Personnel Journal</i> , May 1995. One of the fastest-growing ways to do business is to <i>establish strategic alliances with other firms</i> . U.S. companies have formed many of these alliances, but a large percentage of them have failed. Brenda Sunoo examines how human resources can mean the difference between success and failure.	27
5. Do Your Human Resources Add Value? Michael Donahue, <i>Management Accounting</i> , June 1996. How do you evaluate your <i>human resources department</i> ? This article describes a step-by-step process for creating an efficient, cost-effective service delivery operation.	32
<b>C. EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION</b>	
6. Moment of Truth for the Class of '70, Caroline V. Clarke, <i>Black Enterprise</i> , August 1995. The black Americans of the college class of 1970 were really the first to benefit in a major way from <i>affirmative action</i> . Caroline Clarke takes a look at where some of them are now and how they see their futures and their children's futures.	35
7. Does Image Matter? Jennifer J. Laabs, <i>Personnel Journal</i> , December 1995. People should be evaluated on their performance, not their looks. Yet it is obvious that <i>appearance does play a role</i> in how people are perceived and in how much money they earn. Jennifer Laabs advises employers on how to avoid looks-based discrimination in hiring practices and personal appearance codes.	43

## UNIT 2



### Meeting Human Resource Requirements

Seven articles discuss the dynamics of human resource job requirements, planning, selection, recruitment, and information systems.

#### D. AMERICANS WITH DISABILITIES ACT

8. **The Americans with Disabilities Act and the Workplace: Management's Responsibilities in AIDS-Related Situations**, James D. Slack, *Public Administration Review*, July/August 1995. People with HIV/AIDS are covered under the *Americans with Disabilities Act of 1990*. The dynamics of applying the act to this group of Americans are examined by James Slack. 51
9. **Get the Best from Employees with Learning Disabilities**, Gillian Flynn, *Personnel Journal*, January 1996. There are many *learning-disabled people in the workforce*, and, as with many other disabled workers, they can do an outstanding job. How to help these employees maximize their performance is the subject of this article. 57

#### E. SEXUAL HARASSMENT

10. **Sexual Harassment: Reducing the Risks**, Sharon Nelton, *Nation's Business*, March 1995. *Sexual harassment* has been on the front burner for human resources professionals ever since the testimony of Anita Hill during the Clarence Thomas Supreme Court nomination hearings. Sharon Nelton outlines what employers can do to keep the risks of being sued to a minimum. 62
11. **When Sexual Harassment Is a Foreign Affair**, Wendy Hardman and Jacqueline Heidelberg, *Personnel Journal*, April 1996. Dealing with *sexual harassment* in a purely domestic setting is difficult enough, but when it involves people from different cultures, it becomes very complex. 65

#### Overview 70

#### A. JOB REQUIREMENTS

12. **Manage Work Better to Better Manage Human Resources: A Comparative Study of Two Approaches to Job Analysis**, James P. Clifford, *Public Personnel Management*, Spring 1996. How you see something depends on your objectives and where you sit. This article reports a comparative study of two *approaches to job analysis* that yielded very different results. 72
13. **Family or Work? A Matter of Priorities**, Eugene H. Fram and Francena L. Miller, *USA Today Magazine (Society for the Advancement of Education)*, May 1995. Employees are starting to demand greater understanding on the part of their employers when it comes to *family issues*. This essay outlines some of the issues and solutions that have been raised and implemented in industry. 78

#### B. HUMAN RESOURCE PLANNING, SELECTION, AND RECRUITMENT

14. **How to Recruit Online**, Shannon Peters Talbott, *Recruitment Staffing Sourcebook*, Supplement to *Personnel Journal*, March 1996. The newest way to look for *prospective employees is on the Internet*. Here are some do's and don'ts on how to use this new tool. 81

## UNIT 3



### Creating a Productive Work Environment

Six selections examine how to increase productivity in the workplace by motivating employees, developing effective communication channels, and providing good leadership and direction.

15. **Unlock the Potential of Older Workers**, Charlene Marmer Solomon, *Personnel Journal*, October 1995. 84  
The workforce is aging, and employers are not going to be able to ignore their *older workers*. In fact, says Charlene Solomon, they are going to have to depend on them even more than they have in the past.
16. **Attracting the Right Employees—and Keeping Them**, Gillian Flynn, *Personnel Journal*, December 1994. 92  
*Attracting good employees and keeping them* is one of the most important things organizations can do, and it is one of the most difficult. It is the key to success for corporations, since it is people who do the jobs. This is a brief discussion of some of the practices that are currently being used to find and retain good employees.

#### C. HUMAN RESOURCE INFORMATION SYSTEMS

17. **Catch the Wave as HR Goes Online**, Samuel Greengard, *Personnel Journal*, July 1995. 96  
Cyberspace offers new opportunities in *networking*, *information gathering*, and *recruiting*. Samuel Greengard discusses how computer services are changing the way human resources is doing its job.
18. **Interactive Benefits Systems Save Time and Dollars for Employers, Employees**, Miriam Basch Scott, *Employee Benefit Plan Review*, February 1995. 104  
One of the most obvious ways that organizations can benefit from *computerized information systems* is in human resources. Miriam Scott looks at how interactive systems can be utilized to help employees and employers save time and money.

#### Overview 108

#### A. MOTIVATING EMPLOYEES

19. **The Top 20 Ways to Motivate Employees**, Shari Caudron, *Industry Week*, April 3, 1995. 110  
Organizations with motivated employees are going to be more effective and fun than organizations whose employees are not motivated. Shari Caudron presents 20 different *ways to motivate employees*.
20. **Empowerment: Myth or Reality**, Michèle Darling, *Vital Speeches of the Day*, May 15, 1996. 114  
*What is meant by "empowerment"* of employees and where is it going? This speech, delivered to the Human Resources Professionals Association of Ontario in February 1996, contains some thoughts on this issue.

#### B. FACILITATING COMMUNICATION

21. **Social IQ and MBAs**, Robert L. Dilenschneider, *Vital Speeches of the Day*, April 15, 1996. 118  
*Communication is the key* in most human endeavors. Yet, for some reason, most people simply are not very good at it. This speech, delivered by a veteran public relations executive at the Fordham University Graduate School of Business, offers cogent advice on watching for nonverbal cues from others and conveying one's own messages more effectively.

# UNIT 4



## Developing Effective Human Resources

Six articles discuss how to develop human resources through employee training, career development, and performance appraisal.

22. **Handling Communication Problems**, W. H. Weiss, *Supervision*, March 1994. 122

Communication is one of the most difficult functions a manager can perform. W. H. Weiss has some practical suggestions on *how to communicate in organizations*, up, down, and across the chart.

### C. LEADING AND DIRECTING

23. **Leadership: Seven Behaviors for Muddling Through**, James R. Houghton, *Vital Speeches of the Day*, July 1, 1996. 125

How do leaders *transform organizations to meet the challenges* of the present, the future? James Houghton, the chairman and CEO of Corning Incorporated, shared his ideas on leading today's companies at the Senior Leadership/Corporate Transformation Conference in April 1996.

24. **Not Enough Generals Were Killed!** Peter Drucker, *Forbes* ASAP, April 8, 1996. 129

Peter Drucker is considered one of the top two *management theorists* of the late twentieth century. Here he presents some of his thoughts on leadership.

- Overview 130

### A. TRAINING EMPLOYEES

25. **Send Managers Back to School at the Local University**, Fred Maidment, *Human Resource Professional*, July/August 1995. 132

In a *changing environment*, managers need training to help them cope. One source of such training and education is colleges and universities. But the buyer should beware, cautions Fred Maidment.

26. **New Skills Equal New Opportunities**, Gillian Flynn, *Personnel Journal*, June 1996. 134

With all of the emphasis on reengineering, force reductions, and layoffs, isn't there *some way to save the jobs* of people who have worked for a company for years, perhaps decades? Chevron Corp. may have found an answer in an innovative mix-and-match strategy.

### B. CAREER AND STAFF DEVELOPMENT

27. **Women in American Boardrooms: Through a Glass, Darkly**, *The Economist*, August 10, 1996. 137

Are *women making progress* in entering the ranks of senior management? Yes, but the change is slow for many reasons, several of which are discussed in this article.

28. **Executive Women Confront Midlife Crisis**, Betsy Morris, *Fortune*, September 18, 1995. 139

As women climb the ladder of corporate success, many of them will be experiencing burnout, dissatisfaction, and other forms of midlife crisis. Betsy Morris examines how some very successful female executives have handled these problems.



## UNIT 5



### Implementing Compensation, Benefits, and Workplace Safety

Ten articles discuss employee compensation, incentive arrangements, executive pay, employee benefits, and safety and health considerations.

#### C. APPRAISING AND IMPROVING PERFORMANCE

29. **Improving Worker Performance**, Michael Barrier, *Nation's Business*, September 1996. 147  
There are many ways to motivate employees and to improve organizational performance. Michael Barrier outlines several of them in a readable question-and-answer format.
30. **Painless Performance Evaluations**, Mary Mavis, *Training and Development*, October 1994. 150  
*Performance evaluation* is one of the most difficult tasks a manager faces. Mary Mavis provides some useful clues on how to get the most out of this necessary managerial function.

Overview 154

#### A. MANAGING EMPLOYEE COMPENSATION

31. **Share the Pain to Share the Gain**, Jennifer J. Laabs, *Personnel Journal*, June 1996. 156  
*When organizations hit hard times*, how do they adjust? What are some of the steps that managers can take? Jennifer Laabs describes the techniques used by one corporation, including reductions in wages, work schedules, and raw materials.
32. **Nine Practical Suggestions for Streamlining Workers' Compensation Costs**, Charles L. Lorenz, *Compensation and Benefits Review*, May/June 1995. 160  
What can organizations do to reduce their *workers' compensation costs*? Charles Lorenz provides nine practical suggestions that can be implemented by organizations today.

#### B. INCENTIVE COMPENSATION

33. **Risky Business: The New Pay Game**, Steve Kerr, *Fortune*, July 22, 1996. 165  
This article describes GE's use of its *pay system to get people to work faster and smarter*, offering bonuses only to workers who achieve tough goals.
34. **The Long and Winding Road**, John D. McMillan and Steven Sabow, *Financial Executive*, March/April 1995. 168  
*Executive compensation* has come under fire over the past several years as it became obvious that the link between pay and performance for senior management has been, at best, tenuous. The response has been to strengthen that link, and new approaches are reported in this essay.

#### C. EXECUTIVE PAY

35. **And You Thought CEOs Were Overpaid**, John A. Byrne, *Business Week*, August 26, 1996. 173  
Over the past several years there has been great controversy over *the pay of CEOs*. While that controversy continues, the pay of outside directors is starting to draw fire. Is an outside director worth almost \$200,000 per year? It seems some corporations believe they are.
36. **The Need for Greed**, *The Economist*, May 4, 1996. 175  
The methods by which *senior executives are compensated* are at least as important as how much they are compensated, as explained in this article.

## UNIT 6



### Fostering Employee/Management Relationships

Five selections examine the dynamics of labor relations, collective bargaining, contract administration, and disciplinary action.

#### D. EMPLOYEE BENEFITS

37. **Balancing Work and Family Responsibilities: Flextime and Child Care in the Federal Government**, Marni Ezra and Melissa Deckman, *Public Administration Review*, March/April 1996. 176

Do *family-friendly policies* make for a more satisfied workforce? The evidence is that they do and that on-site child care and flextime, in particular, help mothers to balance the demands of work and family.

#### E. SAFETY AND HEALTH

38. **Violence in the American Workplace: Challenges to the Public Employer**, Lloyd G. Nigro and William L. Waugh Jr., *Public Administration Review*, July/August 1996. 182

*Violence in the workplace* is an increasing concern for American workers. How to prevent violent situations and deal with them when they do occur is the theme of this article.

39. **Workers Take Leave of Job Stress**, Christopher J. Bachler, *Personnel Journal*, January 1995. 190

*Sabbaticals*, often thought of only as the province of academics, are now becoming more popular in industry, to help revitalize and renew workers.

40. **Surveys Document Wellness Initiatives, Link Health Risks to Higher Plan Costs**, Bernice Caldwell, *Employee Benefit Plan Review*, June 1995. 196

Healthy workers generally mean less expensive and more productive workers. This may seem obvious, but many companies have doubted the cost effectiveness of *initiatives to improve their workers' health*. The evidence is in, and wellness initiatives do mean lower health costs.

#### Overview

198

#### A. DYNAMICS OF LABOR RELATIONS, COLLECTIVE BARGAINING, AND CONTRACT ADMINISTRATION

41. **Putting Collective Back into Bargaining**, Paul Grattet, *Public Management*, July 1995. 200

*Negotiating a contract* is never easy, but there are ways to reach reasonable and effective agreements between labor and management.

#### B. DISCIPLINARY ACTION

42. **When the Fired Fight Back**, David Nye, *Across the Board*, June 1995. 204

In an era of *downsizing*, many former employees are not going quietly. They are suing their former employers for a host of reasons. There are recommended ways to handle these situations, and David Nye presents some of them.

43. **Privacy**, Ellen Alderman and Caroline Kennedy, *Across the Board*, March 1996. 208

How far can an employer go in looking into the personal lives of workers? Some recent court cases involving the *privacy of employees* suggest useful guidelines.

# UNIT 7



## International Human Resource Management

Five articles discuss the increasing globalization of human resource management.

44. **Terminating Problem Employees**, Bettye Springer, *Public Management*, April 1996. 211

There may come a time in every manager's life when he or she must *terminate a problem employee*. This article gives some tips on how to avoid litigation in such situations.

### C. TEMPORARY AND PART-TIME EMPLOYEES

45. **Are Your Temps Doing Their Best?** Shari Caudron, *Personnel Journal*, November 1995. 213

With more and more organizations using *temporary employees*, the question of how to motivate them to do a top job becomes more crucial. The answer—treat temps like regular employees.

### Overview 216

46. **Jobs for Life: Why Japan Won't Give Them Up**, Eamonn Fingleton, *Fortune*, March 20, 1995. 218

For several years, Westerners have been predicting the end of *lifelong employment in Japan*, yet it has not happened. Eamonn Fingleton discusses the system and why it is unlikely to end in the near future.

47. **Managing Human Resources in Mexico: A Cultural Understanding**, Randall S. Schuler, Susan E. Jackson, Ellen Jackofsky, and John W. Slocum Jr., *Business Horizons*, May/June 1996. 221

Mexico and the United States are two different societies with two different cultures, especially as measured by adherence to four key workplace values. The authors show how different the two nations are in three of these key areas and discuss the implications for business management.

48. **Dealing with Diversity: The Coming Challenge to American Business**, Kenneth J. Doka, *Business Horizons*, May/June 1996. 228

The American workforce has changed significantly and will continue to do so over the next several decades. Accordingly, corporations that encourage and nurture *diversity among their employees* are far better positioned in both differentiated domestic and global markets.

49. **Building a Global Workforce Starts with Recruitment**, Shannon Peters Talbott, *Recruitment Staffing Sourcebook*, Supplement to *Personnel Journal*, March 1996. 233

Global corporations need global workforces, and building a workforce capable of working in a *global environment* begins with hiring employees who have the appropriate mindset.

50. **Put Your Ethics to a Global Test**, Charlene Marmer Solomon, *Personnel Journal*, January 1996. 236

*Western ethical conduct* may frequently be at odds with accepted local practice in other societies, and walking this thin line can be difficult. Charlene Solomon offers tips for achieving the right balance between ethical fanaticism and ethical relativism.

Index	241
Article Review Form	244
Article Rating Form	245

---

# HUMAN RESOURCES 97/98

*Seventh Edition*



**Editor**

**Dr. Fred H. Maidment**  
Park College

Dr. Fred Maidment is associate professor and department chair of the Department of Business Education at Park College. He received his bachelor's degree from New York University in 1970 and his master's degree from Bernard M. Baruch College of the City University of New York. In 1983 he received his doctorate from the University of South Carolina. His research interests include training and development in industry. He resides in Kansas City, Missouri, with his wife and children.

**Annual Editions E**  
A Library of Information from the Public Press

**Dushkin/McGraw-Hill**  
Sluice Dock, Guilford, Connecticut 06437

---

**Visit us on the Internet—<http://www.dushkin.com>**

# Topic Guide

This topic guide suggests how the selections in this book relate to topics of traditional concern to human resource management students and professionals. It is useful for locating articles that relate to each other for reading and research. The guide is arranged alphabetically according to topic. Articles may, of course, treat topics that do not appear in the topic guide. In turn, entries in the topic guide do not necessarily constitute a comprehensive listing of all the contents of each selection.

TOPIC AREA	TREATED IN	TOPIC AREA	TREATED IN
<b>Benefits</b>	3. People and Their Organizations 8. Americans with Disabilities Act 13. Family or Work? 16. Attracting the Right Employees 17. Catch the Wave as HR Goes Online 18. Interactive Benefits Systems 25. Send Managers Back to School 29. Improving Worker Performance 31. Share the Pain to Share the Gain 32. Nine Practical Suggestions 33. Risky Business: The New Pay Game 34. Long and Winding Road 35. And You Thought CEO's Were Overpaid 36. The Need for Greed 37. Balancing Work and Family Responsibilities 38. Violence in the American Workplace 39. Workers Take Leave of Job Stress 40. Surveys Document Wellness Initiatives 43. Privacy 46. Jobs for Life 47. Managing Human Resources in Mexico	<b>Communication</b>	2. Does Human Resource Management Make a Difference? 3. People and Their Organizations 4. Wedding HR to Strategic Alliances 7. Does Image Matter? 9. Get the Best from Employees 10. Sexual Harassment: Reducing the Risks 11. When Sexual Harassment Is a Foreign Affair 14. How to Recruit Online 17. Catch the Wave as HR Goes Online 18. Interactive Benefits Systems 19. Top 20 Ways to Motivate Employees 20. Empowerment 21. Social IQ and MBAs 22. Handling Communication Problems 23. Leadership 24. Not Enough Generals Were Killed! 27. Women in American Boardrooms 29. Improving Worker Performance 30. Painless Performance Evaluations 43. Privacy 44. Terminating Problem Employees 45. Are Your Temps Doing Their Best?
<b>Blue-Collar Workforce</b>	1. Has Downsizing Gone Too Far? 2. Does Human Resource Management Make a Difference? 3. People and Their Organizations 8. Americans with Disabilities Act 12. Manage Work Better 20. Empowerment 26. New Skills Equal New Opportunities 29. Improving Worker Performance 31. Share the Pain to Share the Gain 32. Nine Practical Suggestions 38. Violence in the American Workplace 41. Putting Collective Back into Bargaining 49. Building a Global Workforce	<b>Day Care</b>	13. Family Or Work? 18. Interactive Benefits Systems 27. Women in American Boardrooms 37. Balancing Work and Family Responsibilities 48. Dealing with Diversity
<b>Career Development</b>	1. Has Downsizing Gone Too Far? 2. Does Human Resource Management Make a Difference? 3. People and Their Organizations 6. Moment of Truth for the Class of '70 7. Does Image Matter? 9. Get the Best from Employees 12. Manage Work Better 13. Family or Work? 15. Unlock the Potential of Older Workers 16. Attracting the Right Employees 19. Top 20 Ways to Motivate Employees 20. Empowerment 21. Social IQ and MBAs 25. Send Managers Back to School 26. New Skills Equal New Opportunities 27. Women in American Boardrooms 28. Executive Women Confront Midlife Crisis 29. Improving Worker Performance 30. Painless Performance Evaluations 32. Nine Practical Suggestions 33. Risky Business: The New Pay Game 34. Long and Winding Road 37. Balancing Work and Family Responsibilities 39. Workers Take Leave of Job Stress 49. Building a Global Workforce	<b>Education/Training</b>	6. Moment of Truth for the Class of '70 7. Does Image Matter? 8. Americans with Disabilities Act 9. Get the Best from Employees 10. Sexual Harassment: Reducing the Risks 11. When Sexual Harassment Is a Foreign Affair 12. Manage Work Better 14. How to Recruit Online 15. Unlock the Potential of Older Workers 16. Attracting the Right Employees 17. Catch the Wave as HR Goes Online 18. Interactive Benefits Systems 20. Empowerment 21. Social IQ and MBAs 23. Leadership 24. Not Enough Generals Were Killed! 25. Send Managers Back to School 26. New Skills Equal New Opportunities 27. Women in American Boardrooms 29. Improving Worker Performance 49. Building a Global Workforce



TOPIC AREA	TREATED IN	TOPIC AREA	TREATED IN
Employee Stress	<ol style="list-style-type: none"><li>Has Downsizing Gone Too Far?</li><li>People and Their Organizations</li><li>Get the Best from Employees</li><li>Sexual Harassment: Reducing the Risks</li><li>When Sexual Harassment Is a Foreign Affair</li><li>Manage Work Better</li><li>Family or Work?</li><li>Unlock the Potential of Older Workers</li><li>Attracting the Right Employees</li><li>Interactive Benefits Systems</li><li>Empowerment</li><li>Handling Communication Problems</li><li>Not Enough Generals Were Killed!</li><li>Women in American Boardrooms</li><li>Executive Women Confront Midlife Crisis</li><li>Improving Worker Performance</li><li>Share the Pain to Share the Gain</li><li>Nine Practical Suggestions</li><li>Risky Business: The New Pay Game</li><li>And You Thought CEO's Were Overpaid</li><li>Need for Greed</li><li>Balancing Work and Family Responsibilities</li><li>Violence in the American Workplace</li><li>Workers Take Leave of Job Stress</li><li>Surveys Document Wellness Initiatives</li><li>Privacy</li></ol>	Job Security (continued)	<ol style="list-style-type: none"><li>Privacy</li><li>Terminating Problem Employees</li><li>Are Your Temps Doing Their Best?</li><li>Jobs for Life</li></ol>
		Minorities in the Workforce	<ol style="list-style-type: none"><li>Do Your Human Resources Add Value?</li><li>Moment of Truth for the Class of '70</li><li>Does Image Matter?</li><li>Americans with Disabilities Act</li><li>Get the Best from Employees</li><li>Sexual Harassment: Reducing the Risks</li><li>When Sexual Harassment Is a Foreign Affair</li><li>Family or Work?</li><li>Attracting the Right Employees</li><li>Women in American Boardrooms</li><li>Executive Women Confront Midlife Crisis</li><li>Improving Worker Performance</li><li>Managing Human Resources in Mexico</li><li>Dealing with Diversity</li><li>Building a Global Workforce</li></ol>
		Relocation	<ol style="list-style-type: none"><li>People and Their Organizations</li><li>Family or Work?</li><li>Workers Take Leave of Job Stress</li><li>Building a Global Workforce</li></ol>
		Substance Abuse	<ol style="list-style-type: none"><li>Americans with Disabilities Act</li><li>Violence in the American Workplace</li><li>Surveys Document Wellness Initiatives</li><li>Privacy</li><li>Terminating Problem Employees</li></ol>
Health and Safety	<ol style="list-style-type: none"><li>Does Human Resource Management Make a Difference?</li><li>People and Their Organizations</li><li>Americans with Disabilities Act</li><li>Get the Best from Employees</li><li>Sexual Harassment: Reducing the Risks</li><li>When Sexual Harassment Is a Foreign Affair</li><li>Family or Work?</li><li>Unlock the Potential of Older Workers</li><li>Interactive Benefits Systems</li><li>Executive Women Confront Midlife Crisis</li><li>Nine Practical Suggestions</li><li>Balancing Work and Family Responsibilities</li><li>Violence in the Workplace</li><li>Workers Take Leave of Job Stress</li><li>Surveys Document Wellness Initiatives</li><li>Privacy</li><li>Terminating Problem Employees</li></ol>	Unions	<ol style="list-style-type: none"><li>Has Downsizing Gone Too Far?</li><li>Wedding HR to Strategic Alliances</li><li>Do Your Human Resources Add Value?</li><li>Manage Work Better</li><li>Interactive Benefits Systems</li><li>Empowerment</li><li>Handling Communications Problems</li><li>New Skills Equal New Opportunities</li><li>Share the Pain to Share the Gain</li><li>Nine Practical Suggestions</li><li>Risky Business: The New Pay Game</li><li>Putting Collective Back into Bargaining</li><li>Are Your Temps Doing Their Best?</li></ol>
Job Security	<ol style="list-style-type: none"><li>Has Downsizing Gone Too Far?</li><li>People and Their Organizations</li><li>Moment of Truth for the Class of '70</li><li>Does Image Matter?</li><li>Americans with Disabilities Act</li><li>Unlock the Potential of Older Workers</li><li>Attracting the Right Employees</li><li>Empowerment</li><li>Not Enough Generals Were Killed!</li><li>Send Managers Back to School</li><li>New Skills Equal New Opportunities</li><li>Women in American Boardrooms</li><li>Executive Women Confront Midlife Crisis</li><li>Improving Worker Performance</li><li>Painless Performance Evaluations</li><li>Share the Pain to Share the Gain</li><li>Risky Business: The New Pay Game</li><li>And You Thought CEO's Were Overpaid</li><li>Need for Greed</li><li>Balancing Work and Family Responsibilities</li><li>Violence in the American Workplace</li><li>Workers Take Leave of Job Stress</li><li>Putting Collective Back into Bargaining</li><li>When the Fired Fight Back</li></ol>	Women in the Workforce	<ol style="list-style-type: none"><li>Moment of Truth for the Class of '70</li><li>Does Image Matter?</li><li>Sexual Harassment: Reducing the Risks</li><li>When Sexual Harassment Is a Foreign Affair</li><li>Family or Work?</li><li>Attracting the Right Employees</li><li>Empowerment</li><li>Women in American Boardrooms</li><li>Executive Women Confront Midlife Crisis</li><li>Balancing Work and Family Responsibilities</li><li>Dealing with Diversity</li><li>Building a Global Workforce</li></ol>

# Human Resource Management in Perspective

- The Environment of Human Resource Management (Articles 1-3)
  - Human Resources and Corporate Strategy (Articles 4 and 5)
- Equal Employment Opportunity and Affirmative Action (Articles 6 and 7)
  - Americans with Disabilities Act (Articles 8 and 9)
  - Sexual Harassment (Articles 10 and 11)

The only constant is change. Industrial society is dynamic, a great engine that has brought about many of the most significant changes in the history of the human race. Since the start of the Industrial Revolution in England, a little over 200 years ago, industrialized society has transformed Western civilization in a multitude of ways. Many great inventions of the last 200 years have significantly altered the way people live and the way they see the world.

At the time of the Declaration of Independence, the 13 colonies were an overwhelmingly agricultural society that clung to the Atlantic coast of North America. As the end of the twentieth century nears, the United States is a continental nation with the world's largest industrial base and perhaps the smallest percentage of farmers of any major industrialized country. These changes did not happen overnight, but were both the result and the cause of the technological innovations of the Industrial Revolution. The technological marvels of today, such as television, radio, computers, airplanes, and automobiles, did not exist until after the Industrial Revolution, and a disproportionate number of them did not exist until after 1900.

With technological changes have come changes in the ways people earn their living. When Thomas Jefferson authored the Declaration of Independence in 1776, he envisioned a nation of small, independent farmers, but that is not what later developed. Factories, mass production, and economies of scale have been the watchwords of industrial development. The development changed not only the economy, but also society. Most Americans are no longer independent farmers, but are, for the most part, wage earners, making their living working for someone else.

Changes in the American labor force include the increase in women and minorities working next to white males. The nature of most jobs has changed from those directly associated with production to those providing services in the white-collar economy. Many other changes are coming to the economy and society that will be reflected in the workforce. For the first time since the early days of the republic, international trade represents a sig-

nificant part of the American economy, having increased greatly in the past 20 years. The economic reality is that the GM autoworker competes not only with Ford and Chrysler, but also with Toyota and Volkswagen.

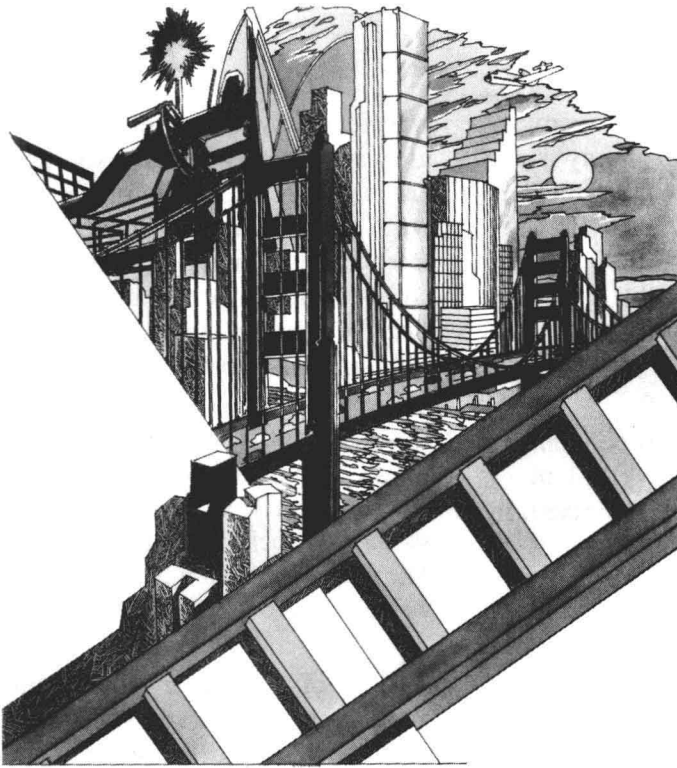
The society, the economy, and the workforce have changed. Americans today live in a much different world than they did 200 years ago. It is a highly diverse, heterogeneous world, full of paradox. When people think of American industry, they tend to think of giant-sized companies like IBM and General Electric, but, in fact, most people work for small firms. The relative importance of the *Fortune 500* companies in terms of employment in the economy has been declining both in real and percentage terms. Small organizations are where the economic growth is today.

Change has brought not only a different society, but a more complex one. Numerous rules and regulations must be followed that did not exist 200 years ago. The human element in any organization has been critical to its success, and foreknowing what the human resource needs of the organization are going to be 1, 5, or even 10 years into the future is a key element for continuing success.

Individual decisions have also changed. In the first part of the twentieth century, it was common for a worker to spend his or her entire life with one organization, doing one particular job. Now the worker can expect to do many different jobs, probably with a number of different organizations in different industries. Mergers, technological change, and economic fluctuations all put a premium on individual adaptability in a changing work environment for individual economic survival.

The changes in industrial society have often come at a faster rate than most people were willing to either accept or adapt to. Many old customs and prejudices have been retained from prior times, and while progress has been made with regard to certain groups—no American employer today would dare to end an employment notice with the letters "NINA" (No Irish Need Apply), as was common at one time—for other groups, the progress has been slow at best. Women represent about half of Ameri-

# UNIT 1



can workers but they are paid only about 70 percent of what men earn. African Americans, other minorities, and people with disabilities have been discriminated against for centuries in American society, to the point where the federal government has been forced to step in and legislate equal opportunity, both on and off the job. Finally, the clash of differing cultures seems ever more pronounced in our society. America has traditionally viewed itself as a melting pot, but it is clear that certain groups have historically "melted" more easily than others, a situation that is reflected in the workplace.

Human resource management plays an important role in industrial America. Business leaders recognize the value of their employees to the future of their organizations.

Increasingly, competition in world markets is becoming based on the skills and abilities of people, not machines. Indeed, among major competitors, virtually everyone has essentially the same equipment. The difference is often what the people in the organization do with the equipment.

Society, the workplace, and the way they are viewed have all undergone major changes. Frederick W. Taylor and Elton Mayo, early writers in management, held certain views about industry at the beginning of the century, while Peter Drucker, W. Edwards Deming, and others have different ideas now, at the end of the century. The American society and economy, as well as the very life of the average American worker, are different from what they were 200 or even 100 years ago, and both the workers and the organizations that employ them must respond to those changes.

## Looking Ahead: Challenge Questions

What social and economic trends do you feel are the most significant? Has downsizing gone too far? How will these trends impact on the labor force as it enters the twenty-first century? How does human resource management make a difference?

What are some of the ways that firms can better utilize the skills and talents of their employees? How can small businesses benefit from better human resource management?

What are the most important changes for the American worker during this century, and what changes do you see as likely in the next 20 years? What are some of the erroneous assumptions often made by management? How have changes in the family resulted in changes in human resource management?

In the past 30 years, the government has taken a more active role in the struggle of minorities and other groups in the workforce. How do you see this effort developing? What changes in policy are likely to occur in the future?

Sexual harassment is a very important area of concern for most organizations. What do you think organizations can and should do about it?

# Has Downsizing Gone Too Far?

Interview | Robert Reich

*Streamlining is just plain firing, says the Secretary of Labor, and it has gone too far. But Reich says the president should resort to the bully pulpit before he tries firmer measures to encourage corporations to retain and revalue their employees. Election-year hesitancy?*

ROBERT REICH is U.S. Secretary of Labor. A part of this interview appeared on "Frontline," the PBS documentary series.

Q Mr. Secretary, by conventional measures the economy is doing pretty well. Unemployment is low; inflation is low. There are recent reports that the American middle class isn't doing that badly. Is America as anxious as you've been saying it is?

A. In many respects the economy is doing marvelously well. Unemployment is down to 5.4 percent. In fact, we've had twenty months of unemployment under six percent. We don't have any inflation in sight, and we do have eight and a half million new jobs since February of 1993. That's terrific news. But there is a long-term challenge ahead of us that has to do primarily with a widening gap that has accumulated over twenty years between people at the top and wage earners at the bottom. A lot of people in the middle are anxious, and for two reasons. One, because of the long-term decline in median wages. That's the wage of the person right smack in the middle and everybody below, but also because the rate of permanent job loss is higher in the 1990s than in the 1980s. Most families rely on two

wage earners, or they rely on a single wage earner who is the sole parent of that house; therefore, if one wage is lost, that can mean the difference between making ends meet and destitution. So for a whole variety of reasons, there is genuine economic insecurity out there.

Q. Some groups are now saying that wages are not stagnating or falling; they're rising. Some economists are saying that social mobility is terrific. The American dream is as alive and well as it has ever been. Is this true?

A. First of all, you've got to distinguish between average wages and median wages, because so many people at the top are doing so well, the average is pulled up. Shaquille O'Neal, the basketball player and I have an average height of six feet. That's because I'm very short. You've got to look behind averages, and you've got to examine what's happening to the little guy. And in fact we see that, beginning in the late 1970s, median wages began to decline for men. They bottomed out recently. Median wages for nonsupervisory workers, for blue collars,