

**CASES
AND EXERCISES
IN PERSONNEL /
HUMAN
RESOURCES
MANAGEMENT**

Third edition

WILLIAM F. GLUECK

GEORGE E. STEVENS

Cases and Exercises in Personnel/Human Resources Management

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Late of The University of Georgia

George E. Stevens

Arizona State University

1983 Third Edition



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*To my wife Pam, mother Stell, and
my two sons Kwanza and Charlie—
each of whom gave me support in
their own unique way*

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Cases and Exercises in Personnel/Human Resources Management

Preface

The purpose of the book is to provide materials to apply the theories and research findings in personnel. It is designed to be used simultaneously with personnel texts or by itself. The book contains the following types of materials.

Cases. The cases take place in a variety of settings. They are of varying lengths. The cases describe conditions which are sometimes good, sometimes bad, and frequently a mixture of both. All the cases are based on real situations. But the situations are sometimes disguised. In the revised edition, 54 cases were included. In this revised edition, 57 cases are given. Twenty cases were included from the revised edition. The others are new to the book.

Incident cases. These cassettes are designed to determine if the user can ask the right questions from preliminary data to adequately analyze the problem situation. Seven incident cases are provided in this new edition.

Role-playing exercises. Role-playing exercises allow participants to experience a different kind of learning by placing themselves in the focal persons' positions. Eight role-playing exercises are included.

Cost-benefit exercises. Exercises that focus on assessing the value of a personnel activity are included in this edition.

Field-experience exercises. Eight field exercises require the student to do field research to understand a problem or analyze a personnel activity.

Experiences in personnel. Six new exercises involve the student in solving a personnel problem or responding to a questionnaire on a topical issue. Comparisons may be made to nonstudent populations.

In-basket exercises. Three in-basket exercises are included.

Bibliography. A new bibliography has been written for the text.

A very thorough *Instructor's Manual* is available for this edition.

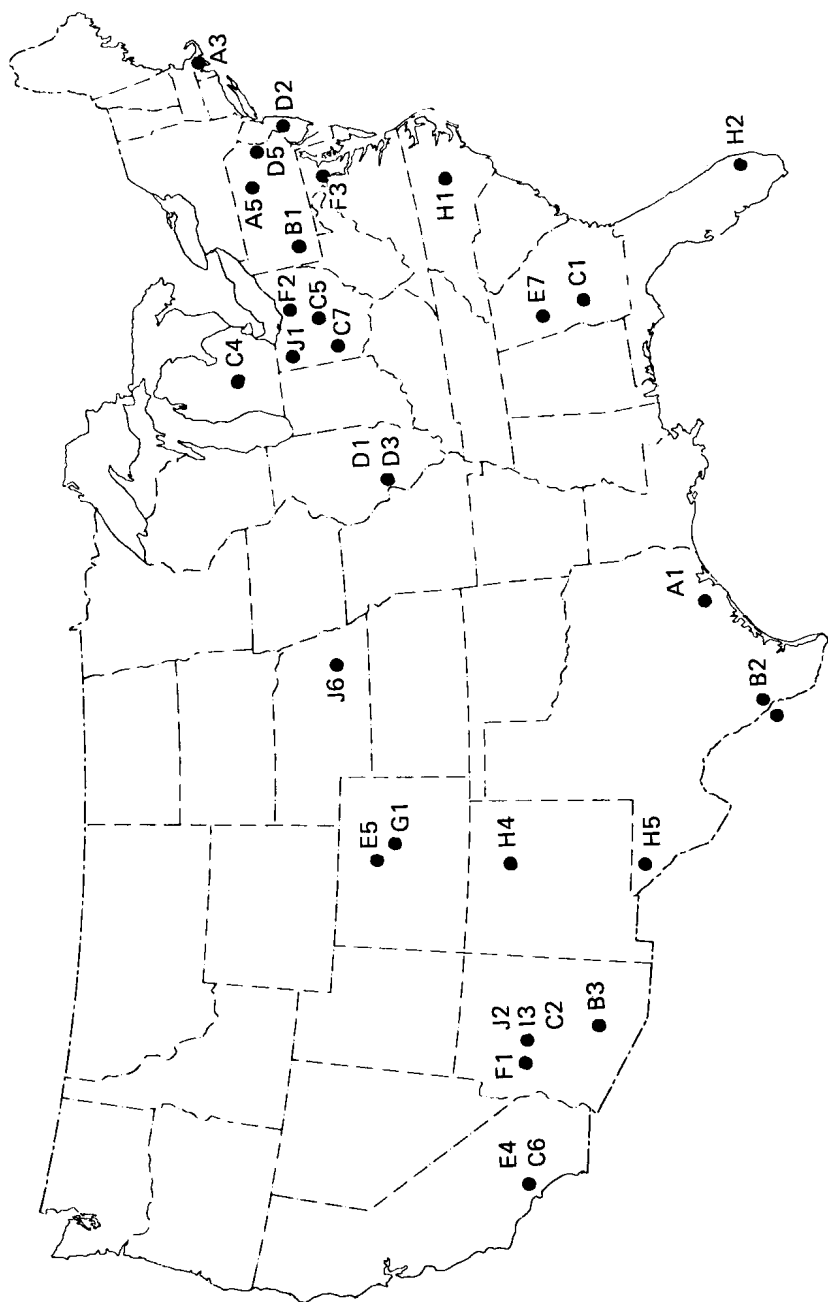
A number of people have graciously granted permission to reprint their items for this book. These individuals are listed in the section "About the Contributors."

I wish to thank Dean William E. Reif; Harold Fearon, Chairman, Department of Management; and my colleagues in the department at Arizona State University for their help and encouragement for this revision.

I also wish to thank Gladys M. DeJarnatt for her help. She contributed in numerous ways to the completion of the book. Finally, I am particularly indebted to Professor Greg Barnes, Purdue University, for his extremely thorough review and outstanding editorial comments and suggestions.

I hope the book will provide you with materials that will enable you to become a more effective manager or personnel manager.

George E. Stevens



Location of Selected New Cases

- A1 Taking Over at ECT**
- A5 Eastern Seaboard Bus Lines**
- B1 The Pittsburgh Tribune Co.**
- B2 Larkin's General Store**
- B3 Saguaro Radios**
- C1 Buena Vista Plant**
- C2 A Forgettable Experience**
- C4 Grade A Office Products**
- C5 Delaware University**
- C6 Federal Savings and Loan**
- C7 Aerospace Corporation**
- C8 Majestic Manufacturing Company**
- D1 Forest Park Corporation (A)**
- D2 Sitruc Pharmaceutical Company**
- D3 The Northeast Health Center**
- D5 National Disabilities Association**
- E4 NORTEL—The Personnel Manager as a Change Agent**
- E5 BOS, Incorporated**
- E7 R. J. Green Company**
- F1 Smith Masonry**
- F2 The Christmas Bonus that Backfired**
- F3 O'Toole's Restaurants**
- G1 Andromeda Chemical, Inc.**
- H1 Forest Park Corporation (C)**
- H2 Casa Real**
- H4 National Commission on Indian Lands**
- H5 Crisis at Southern University**
- I3 The Discharge of Stanley Thompson**
- I4 Electrolite Appliance Company**
- J1 Community Memorial Hospital**
- J2 Diversion Program Systems**
- J6 Westwood Theatres**

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INTRODUCTION

This book provides a series of experiences designed to help you understand better the management of people at work. The media used include cases, incident cases, role-playing exercises, cost-benefit, field, and in-basket exercises. The section of the book which introduces each medium will explain what it is, why it was chosen, and how to use it. A variety of experiences is provided to involve you in real-world problems and thus help you gain an understanding of people at work. Some of you will be introduced to personnel work through these media. Most already will have been exposed to the literature and research of personnel. Many of you have had experiences at work that will help you deal with the exercises.

Most of the topics that usually are considered as part of personnel or managing people at work are treated herein. Cases or exercises are included about such topics as employment (manpower), planning, recruiting people, and selecting applicants. Experiences also are given about orienting and assigning people to jobs, developing careers, and evaluating employees' performance. Some cases or exercises deal with developing managers, compensating people for their work, training, providing safe working conditions, and dealing with unions. Other cases and exercises deal with difficult employees, minority employment, leadership and supervision, and evaluation of the effectiveness of the personnel program.

People work for many different kinds of organizations; therefore, many different kinds of examples are given. The settings include small, medium, and large organizations from many places in the United States and Canada. The settings are in business, government, hospitals, universities, and symphony orchestras. Some cases depict good personnel practices; others depict poor personnel practices. Rarely is there just one factor to be considered. Most often, there are one or more major factors and some secondary factors.

In doing these exercises, which simulate real life, you may often feel you don't have all the information you'd like to have before making a decision. Actually, there are many real-life situations where there isn't sufficient time or money to acquire enough information. Sometimes the information isn't available. You may often wish to state what additional information you would *like* to have; however, based on what you know now and what you can reasonably infer, you can make your decisions accordingly.

Most of the situations presented here are disguised; nevertheless, they are all based on real situations. Few organizations like to reveal real situations. Cases are not designed to illustrate optimum conditions but to serve as learning mechanisms which will allow you to distill your experience, the theories you have learned, and the research you have carried out and to apply them to a given situation.