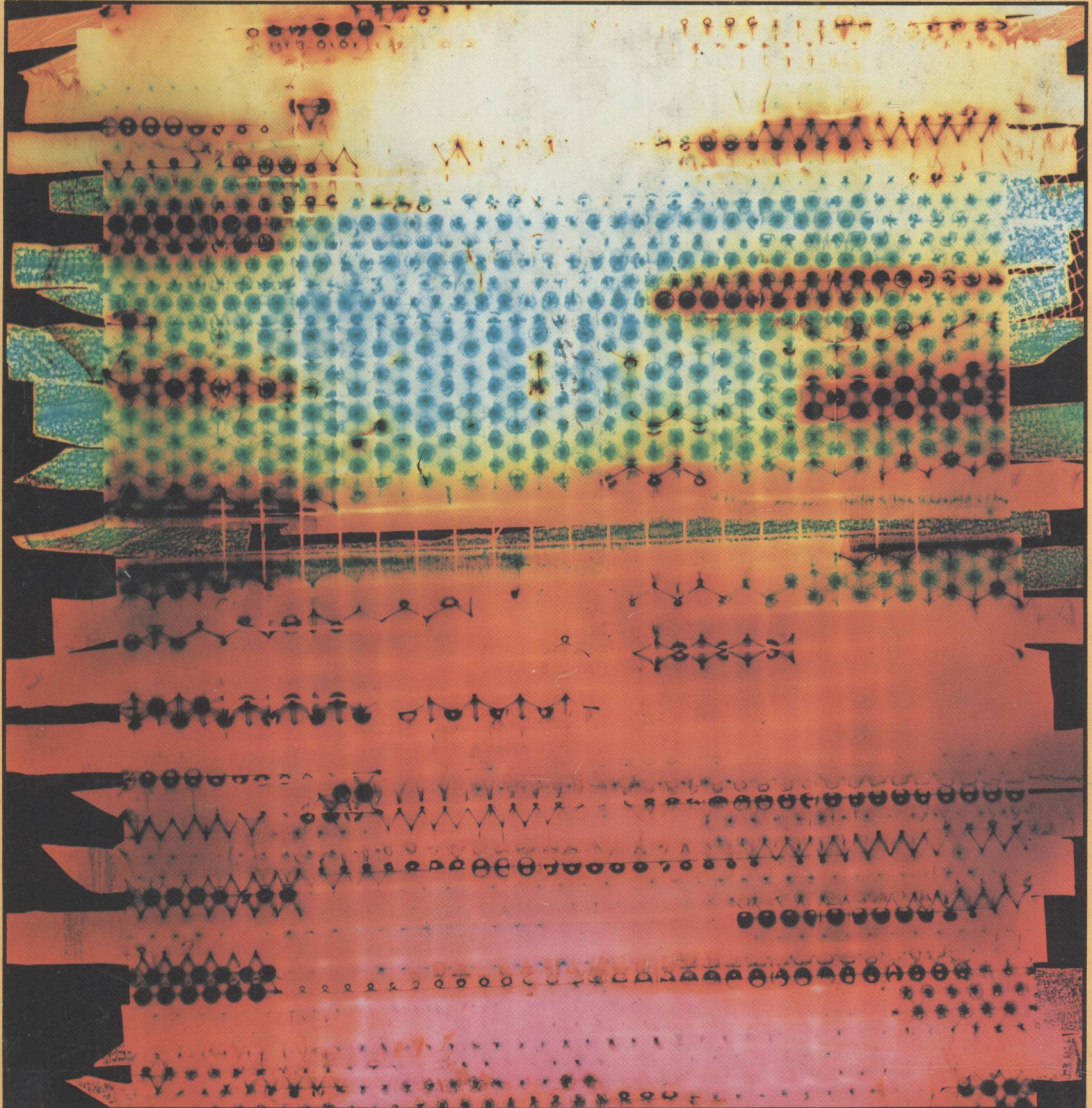


# Personnel: The Management of Human Resources second edition



R. Wayne Mondy • Robert M. Noe, III

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# PERSONNEL

## The Management of Human Resources

Second Edition



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To Judy Bandy Mondy  
whose love and support I will always cherish  
R.W.M.

To Sis  
and our remarkable aunts  
R.M.N.



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## Preface

The second edition of *Personnel: The Management of Human Resources* offers a practical and realistic approach to the study of personnel management. While the book is essentially pragmatic, it is balanced throughout by current human resources management concepts. A common theme — the interrelationships of the various personnel functions — runs throughout the book. Each of the functions is described from the standpoint of its relation to the total needs of human resources management. The book is written primarily for students who are being exposed to personnel management for the first time. It puts the student in touch with the real world through the use of numerous illustrations, quotations from personnel professionals, and company material showing how personnel management is practiced in today's organizations. Some of the highlights of the book are described below.

*Chapter 2—The Environment of Human Resources Management* This chapter develops a comprehensive model which is used throughout the book to show the many interrelationships that exist in human resources management. Both external and internal environmental factors are examined.

*Appendix to Chapter 2: The Legal Environment* Significant laws, Executive Orders, and Supreme Court decisions are highlighted in this section. The manner in which they affect each personnel function will be described in the appropriate section.

*Part II: Planning, Recruitment, and Selection* Topics included within the staffing function are job analysis, human resources planning, recruitment, and selection. A separate chapter covering job analysis has been added and the entire staffing section includes considerable company material.

*Chapters 7 and 8: Training and Development* Here we illustrate that change can occur on both macro and micro organizational levels. We believe that this approach assists students in understanding the training and development process. Chapter 7 is devoted to macro-level approaches, while Chapter 8 focuses on micro-level methods.

*Chapter 9: Career Planning and Development* This chapter is totally new. It stresses the importance of career planning and development in today's organizations. Meaningful information about careers in personnel management is also provided.

*Chapter 10: Performance Appraisal* This chapter describes both traditional methods of appraisal and management by objectives (MBO). A comprehensive example of an MBO system is also illustrated.

*Chapters 11 and 12: Compensation* A unique model is developed in this chapter to describe the factors which must be considered in determining an employee's compensation. Both financial and nonfinancial compensation factors are described. These chapters are essentially pragmatic and should provide stimulating reading.

*Chapter 13: Safety and Health* We believe this section will be quite interesting to students. This expanded chapter includes the topics of stress management and burnout.

*Chapters 14 and 15: Labor Unions and Collective Bargaining* The labor movement is described in a manner that should appeal to students. We are especially pleased with the sections depicting the development of the collective bargaining relationship and the bargaining process.

*Chapter 16: Discipline and the Grievance Process* Both grievance handling under a collective bargaining agreement and grievance handling for nonunion employees are explained in this chapter.

*Chapter 17: Nonunion Organizations* This chapter is not typically found in personnel management books. However, we believe that students of personnel management need exposure to the topic. The chapter takes a middle-of-the-road approach to the discussion and describes the conditions that typically exist in nonunion firms.

*Chapter 18: Personnel Research* The rapidly growing field of human resources management is described from the viewpoint of its impact on each of the other personnel functions. An example of the use of personnel research is provided.

## FEATURES OF THE BOOK

We have included the following features to promote the readability and understanding of important human resources management concepts:

- A model (see Figure 2-1) is developed which provides a vehicle for relating all personnel management topics. We believe that the overview provided will serve as an excellent teaching device.
- Objectives are listed at the beginning of each chapter to provide the general purpose and key concepts of the chapter.
- Each chapter begins with brief incidents which introduce pertinent personnel concepts and problems.
- Career profiles of personnel professionals are included in each chapter to demonstrate the work that personnel people do and to convey their philosophical comments regarding human resources management.
- Responses from personnel professionals to the question, "What words of advice would you give to students who desire a career in personnel management?" are included in every chapter. We believe that these insights will provide students with a feeling for the real business world.
- Actual company material is used throughout the book to illustrate how a concept is actually used in organizations. For instance, when discussing management by objectives, a Monsanto Company example is provided.
- Illustrations help to make specific points about selected topics.

- Review questions appear at the end of each chapter to test the student's understanding of the material.
- Key terms are listed at the end of each chapter. In addition, a key term is presented in bold print the first time it is defined or described in the chapter.
- Two new cases are provided at the end of each chapter. These highlight material covered in the chapter.
- A comprehensive long case is developed which ties all of the sections together.
- A list of references by chapter is provided at the end of the book to permit additional in-depth study of selected topics.
- Finally, a glossary of all key terms appears at the end of the book.

## IMPROVEMENTS TO THE SECOND EDITION

The first edition of *Personnel: The Management of Human Resources* enjoyed considerable success. Many of our users provided us with suggestions for improving the second edition. Topics which have been added or have been given additional coverage are provided below.

- Two entirely new chapters have been added. First, a chapter entitled *Job Analysis* has been included because of its basic significance to all personnel functions. Second, the chapter *Career Planning and Development* has been added because of its importance in today's human resources management environment.
- An appendix has been added to Chapter 2 highlighting significant legislation, Executive Orders, and court decisions affecting human resources management.
- Cost/Benefit Analyses have been added to the major chapters which are affected.
- Demand forecasting techniques (Chapter 4).
- Honeywell's human resources planning system is described in Chapter 4.
- Uniform Guidelines and Adverse Impact (Chapter 5).
- Affirmative action (Chapter 5).
- Reliability, validity, objectivity, and standardization (Chapter 6).
- Realistic job previews (Chapter 6).
- Employee orientation (Chapter 6).
- Monsanto Company MBO example (Chapter 7).
- Quality circles (Chapter 7).
- IBM management development program example (Chapter 8).
- Legal implications for job evaluation (Chapter 11).
- Telecommuting (Chapter 12).
- Stress management and burnout (Chapter 13).
- Public sector collective bargaining (Chapter 14).
- Exclusive bargaining shop (Chapter 15).
- Trends in collective bargaining (Chapter 15).

All of these features were designed to promote and stimulate student interest. The numerous company examples and quotations from professionals were used to demonstrate how "textbook" concepts are actually being used in the real world. We sincerely hope that students of personnel management derive as much pleasure from reading the book as we did in writing it.

# Acknowledgments

Many people's assistance and encouragement is normally required in the writing of any book. It is especially true in the writing of *Personnel: The Management of Human Resources*. Although it would be virtually impossible to list each person who assisted in this project, we feel that certain people must be credited because of the magnitude of their contribution.

Our sincere thanks go to many members of the faculty and staff at Northeast Louisiana University and East Texas State University. Dean Van McGraw; David L. Loudon, Head, Department of Management and Marketing; and Professors Art Bethke, David Robertson, all of Northeast Louisiana University, provided encouragement throughout the project. Professor Mike Dolecheck deserves a special note of appreciation for putting up with the many phone calls of one of the authors. Trezzie A. Pressley, Head of the Department of Marketing and Management; Jerry M. DeHay; and Suzanne H. McCall, all encouraged us to see the project through to completion. For their positive influence on our early careers, we thank Frank N. Edens of Louisiana Tech University, C. L. Littlefield of North Texas State University, and James R. Young of East Texas State University. Barbara Kener provided great assistance in typing and editing the manuscript. Judy Noe deserves special thanks for her thorough library research.

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Because we stressed the use of real-life examples in the book, it was necessary to secure the assistance of many personnel executives. The encouragement and advice of Drew M. Young, Vice President, Employee Relations, ARCO Oil and Gas Company (Retired); Robert E. Edwards, Vice President, Personnel, Southwestern Life Insurance

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In addition, we are grateful to personnel executives from the following firms for providing us with valuable inputs which brought realism to this human resources management book. (The firms are listed in alphabetical order.)

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| Honeywell, Inc.                               | Walt Disney Productions                      |
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| Inland Container Corporation                  | Xerox Corporation                            |



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