

Applications in Human Resource Management

5th Edition

Stella Nkomo

University of South Africa

Myron Fottler

University of Central Florida

R. Bruce McAfee

Old Dominion University

THOMSON



SOUTH-WESTERN

Contents

*A Model for Analyzing Cases in Human
Resources Management* xiii

*Human Resources Management in Perspective:
Environment, International, and Legal Issues* 1

The HRM Function/Environment

- 1. Case** *The New Director of Human Resources* 3
- 2. Case** *The Human Resource Function of Harrison Brothers Corporation* 10
- 3. Exercise** *The Linkage between Human Resource Practices and Competitive Advantage* 15
- 4. Exercise** *Human Resource Challenges During Mergers* 17
- 5. Exercise** *Scanning the Contemporary Work Environment* 20
- 6. Exercise** *Evaluating the Financial Impact of Human Resource Management Activities: Reducing Turnover Costs* 21
- 7. Skill Builder** *Reference Materials for Human Resource Management* 26
- 8. Skill Builder** *Using Internet Search Engines to Conduct HR Research* 28

International and Diversity Issues

- 9. Case** *Managing Diversity: Johnson Chemical International* 29
- 10. Incident** *Too Much Diversity?* 37
- 11. Case** *African Gold, Inc.—Ethics and AIDS in the Workplace* 38
- 12. Case** *Selecting a Manager for a Nigerian Facility* 40
- 13. Case** *Fred Bailey: An Innocent Abroad* 42
- 14. Incident** *The Cultural Diversity Training Program* 46
- 15. Skill Builder** *Going International* 48

The Legal and Regulatory Environment

- 16. Case** *The Storage Room Massage: A Case of Sexual Harassment?* 50
- 17. Case** *Analyzing Promotion Data: Applying the 80% Rule* 57
- 18. Case** *Blowing the Whistle: Questionable Accounting Practices at Glenfair Electronics* 61
- 19. Exercise** *The Older Worker* 63
- 20. Exercise** *Is This Unlawful Discrimination?* 65
- 21. Exercise** *What Is Sexual Harassment?* 70
- 22. Exercise** *Understanding the Americans with Disabilities Act* 73
- 23. Exercise** *Group Debate Project* 75

- 24. Incident** *Giving Up Seniority to Accommodate a Disabled Colleague* 79
- 25. Incident** *The Employee with AIDS* 80
- 26. Incident** *"Beautyism" in the Workplace* 81
- 27. Skill Builder** *Data Analysis for Affirmative Action Plans* 83

Part 2 *Meeting Human Resource Requirements: Job Analysis/Design, Planning, Recruitment, and Selection*

- 28. Case** *Employee Layoffs at St. Mary's Hospital* 93
- 29. Case** *Strategic Human Resource Management* 96
- 30. Case** *The Bank Merger* 99
- 31. Exercise** *Which Employee Should Be Terminated?* 106
- 32. Case** *The Alternative Work Schedule* 109
- 33. Exercise** *Outsourcing Human Resource Management Functions* 111
- 34. Exercise** *Writing Job Descriptions* 115
- 35. Exercise** *Work and Family Issues* 118
- 36. Skill Builder** *Human Resource Forecasting Assignment* 127
- 37. Skill Builder** *From Welfare to Work* 130
- 38. Skill Builder** *Phased Retirement Options* 133

Recruiting and Selection

- 39. Case** *Recruiting Recreational Vehicle Surveyors* 136
- 40. Case** *Selecting Patient Escorts* 139
- 41. Case** *A Solution for Adverse Impact* 142
- 42. Exercise** *Evaluating the Recruiting Function* 147
- 43. Exercise** *Selection Decisions* 152
- 44. Exercise** *Selection Interview Role Play* 162
- 45. Exercise** *Which Selection Procedure Is Most Effective?* 166
- 46. Incident** *The Ethical Selection Dilemma at Integrity Motors* 167
- 47. Incident** *The Exit Interviews* 169
- 48. Incident** *Nepotism* 170
- 49. Skill Builder** *Evaluating Job Application Forms* 171
- 50. Skill Builder** *Staffing for a Telecommuting Job* 173

Part 3 *Developing Effectiveness in Human Resources: Training, Career Development, and Performance Appraisal*

Orientation/Training/Career Development

- 51. Case** *Career Development at Electronic Applications* 177
- 52. Case** *The Safety Training Program* 179
- 53. Case** *The Mentoring Problem at Walnut Insurance* 181
- 54. Exercise** *Conducting a Training Needs Assessment* 184
- 55. Exercise** *Design and Evaluation of Training Programs* 187
- 56. Exercise** *On-the-job Training* 193

- 57. Incident** *The Orientation Problem* 195
58. Skill Builder *Identifying Training Needs Through Task Analysis* 197

Performance Appraisal

- 59. Exercise** *EvalSim—A Performance Evaluation Exercise* 199
60. Exercise *Performance Appraisal Interview Role Play* 205
61. Exercise *Debate: Which Performance Appraisal Format Is Most Effective?* 208
62. Exercise *Ethical Performance Appraisal Issues* 209

Implementing Compensation and Security: Compensation, Incentives, Benefits, and Safety and Health

- 63. Case** *The Overpaid Bank Tellers* 215
64. Case *Rewarding Volunteers* 218
65. Case *Managing Nonmonetary Compensation* 222
66. Case *Controlling Employee Benefit Costs* 225
67. Case *Evaluating Nontraditional Incentive Systems: Howe 2 Ski Stores* 228
68. Exercise *Allocating Merit Raises* 231
69. Exercise *Flexible Benefits Plan Choices* 234
70. Exercise *Executive Perks* 238
71. Exercise *WageSim—A Compensation Administration Exercise* 240
72. Exercise *Ethical Compensation Dilemmas* 246
73. Exercise *Developing Bioterrorism Policies and Procedures* 250
74. Exercise *Safety and Health Programs* 253
75. Incident *The Safety Problem* 254
76. Incident *Retiree Health and Pension Benefits* 255
77. Incident *Merit Increases* 256
78. Incident *The Medical Leave Problem* 258
79. Incident *The Educational Leave Problem* 260
80. Incident *The Lost Vacation Days* 262
81. Skill Builder *Applying the FLSA—Is This Job Exempt?* 264
82. Skill Builder *Developing a Wage Structure* 269

Enhancing Employee Relations: Motivation, Employee Rights and Discipline, Labor Relations, and Collective Bargaining

Motivation and Discipline

- 83. Case** *The Broken Employment Contract?* 275
84. Case *The Drug Testing Problem at Standard Chemical* 279
85. Case *Violence at Work: Westside Health Systems* 284
86. Case *Surfing the Internet on Company Time* 292
87. Incident *Can He Wear an Earring at Work?* 294
88. Incident *Spiked Milk* 295

- 89. Incident** *Motivating and Maintaining Morale During Downsizing* **297**
- 90. Incident** *The Awards Dinner* **298**
- 91. Incident** *"She's just a Temp"* **300**
- 92. Incident** *Alan Garfield* **301**
- 93. Incident** *Caught in the Act* **302**
- 94. Skill Builder** *Writing/Developing Employee Discipline Policies* **303**

Labor Relations, Collective Bargaining, and Contract Administration

- 95. Case** *Union Organizing at SGA Industries* **304**
- 96. Case** *The Frustrated Quality Circle Team* **309**
- 97. Case** *The Give Back: A Case of Union Busting* **311**
- 98. Exercise** *Collective Bargaining Role Play—Bush Corporation* **313**
- 99. Exercise** *Applying the NLRA* **319**
- 100. Exercise** *Labor Arbitration* **321**
- 101. Skill Builder** *Employee Communications During Union Campaigns* **324**

Part 6 *Human Resource Audits/Term Assignments*

- 102. Term Project** *Human Resource System Evaluation* **327**
- 103. Term Project** *Human Resource Manager Interview* **334**