PART 1  Human Resource Management in Perspective: Environment 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  9
3. EXERCISE  Human Resource Challenges During Mergers  14
4. EXERCISE  Scanning the Contemporary Work Environment; Shifting Demographics  17
5. EXERCISE  Evaluating the Financial Impact of Human Resource Management Activities: Reducing Turnover Costs  18

DIVERSITY ISSUES
6. CASE  Managing Diversity: Johnson Chemical International  23
7. INCIDENT  Too Much Diversity?  31
8. INCIDENT  The Cultural Diversity Training Program  32

THE LEGAL AND REGULATORY ENVIRONMENT
9. CASE  The Storage Room Massage: A Case of Sexual Harassment?  34
10. CASE  Analyzing Promotion Data: Applying the 80% Rule  41
11. CASE  Blowing the Whistle: Accounting Practices at Glenfair Electronics  44
12. CASE  LGA Industries: Employing Undocumented Immigrants  45
13. EXERCISE  The Older Worker Questionnaire  49
14. EXERCISE  Is this Unlawful Discrimination?  50
15. EXERCISE  What is Sexual Harassment?  54
16. EXERCISE  Understanding the Americans with Disabilities Act  56
17. EXERCISE  Group Debate Project  58
18. INCIDENT  Giving Up Seniority to Accommodate a Disabled Colleague  62
19. INCIDENT  “Beautyism” in the Workplace  63
20. INCIDENT  Sexual Orientation Incidents: Bootstrapping Discrimination  64
21. SKILL BUILDER  Data Analysis for Affirmative Action Plans  66


ANALYSIS/PLANNING/OUTSOURCING/MERGERS/LAYOFFS
22. CASE  Employee Layoffs at St. Mary’s Hospital  75
23. CASE  Strategic Human Resource Management  78
24. CASE  The Bank Merger  81
25. CASE  Outsourcing Jobs  87
26. CASE  The Alternative Work Schedule  89
27. Exercise Which Employee Should be Terminated? 91
28. Exercise Outsourcing of Human Resource Management Functions 93
29. Exercise Job Analysis: Writing Job Descriptions 97
30. Exercise Work and Family Issues 100
31. Skill Builder Human Resource Forecasting Assignment 108
32. Skill Builder Phased Retirement Options 111

Recruitment and Selection
33. Case Recruiting Recreational Vehicle Surveyors 114
34. Case Recruiting and Selecting High-Level Managers Through the Internet 117
35. Case Recruiting and Selecting Low-Level Workers Among Seniors 119
36. Case Selecting Patient Escorts 120
37. Case A Solution for Adverse Impact 123
38. Exercise Evaluating the Recruiting function 127
39. Exercise Selection Decisions 131
40. Exercise Selection Interview Role Play 139
41. Exercise Which Selection Procedure is Most Effective? 143
42. Incident The Ethical Selection Dilemma at Integrity Motors 144
43. Incident The Exit Interviews and Employee Retention 146
44. Incident Nepotism 147
45. Skill Builder Evaluating Job Application Forms 148
46. Skill Builder Staffing for a Telecommuting Job 151
47. Skill Builder Test/Interview Validation 153

Part 3 Developing Effectiveness in Human Resources: Training, Career Development, and Performance Appraisal --- 155

Orientation/Training/Career Development
48. Case Career Development at Electronic Applications 157
49. Case The Safety Training Program 159
50. Case The Mentoring Problem at Walnut Insurance 161
51. Case Management Development: The I-MBA Request 163
52. Exercise Design and Evaluation of Training Programs 165
53. Exercise On-the-Job Training 170
54. Incident The Orientation Problem 171
55. Skill Builder Identifying Training Needs Through Task Analysis 173

Performance Appraisal
56. Case The Self-Appraisal Problem 175
57. Case Mills Paper Company: Performance Management or Age Discrimination 180
58. Exercise EvalSim—A Performance Evaluation Exercise 182
59. Exercise Performance Appraisal Interview Role Play 187
60. Exercise Which Performance Appraisal Format is Most Effective? 190
61. Exercise Ethical Performance Appraisal Issues 191
PART 4 Implementing Compensation and Security: Compensation, Incentives, Benefits, and Safety and Health — 193

Compensation

62. Case The Overpaid Bank Tellers 195
63. Case Rewarding Volunteers 197
64. Case Evaluating Nontraditional Incentive Systems: Howe 2 Ski Stores 200
65. Exercise Allocating Merit Raises 203
66. Exercise WageSim—A Compensation Administration Exercise 205
67. Exercise Ethical and Practical Compensation Dilemmas 210
68. Exercise Pay Inversion: Is it Practical and Ethical? 213
69. Incident Merit Increases 215
70. Skill Builder Applying the FLSA: Is this Job Exempt? 217
71. Skill Builder Developing a Wage Structure 223

Benefits

72. Case Managing Nonmonetary Compensation 225
73. Case Controlling Employee Healthcare Benefit Costs 228
74. Exercise Flexible Benefit Plan Choices 231
75. Exercise Executive Perks 234
76. Incident Retiree Health and Pension Benefits 236
77. Incident The Educational Leave Problem 237
78. Incident The Lost Vacation Days 239
79. Incident The Medical Leave Problem (FMLA) 241

Safety Issues

80. Case Disaster Preparedness 242
81. Incident The Safety Problem 244
82. Exercise Safety and Health Programs 245

PART 5 Enhancing Employee Relations: Motivation, Employee Rights and Discipline, Labor Relations, and Collective Bargaining — 247

Motivation and Discipline

83. Case The Broken Employment Contract? 249
84. Case The Drug Testing Problem at Standard Chemical 253
85. Case Violence at Work: Westside Health Systems 257
86. Case Surfing the Internet on Company Time 264
87. Case A Case of Free Speech? 265
88. Incident Can He Wear an Earring at Work? 266
89. Incident Spiked Milk 267
90. Incident Motivating and Maintaining Morale During Downsizing 269
91. Incident Motivating Employees During a Buyout 270
92. Incident “She’s Just a Temp” 272
93. Incident Motivating an Older Worker (Alan Garfield) 273
94. Incident Caught in the Act: Immoral Behavior at Work 274