

NKOMO • FOTTLER • MCAFEE



APPLICATIONS IN HUMAN
RESOURCE MANAGEMENT
CASES, EXERCISES, AND SKILL BUILDERS

Fifth Edition

Contents

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

Part 1 *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

Part 4 *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

Part 5 *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