

INDIAN
EDITION



Human Resource Management

An Experiential Approach

For sale in
India, Pakistan,
Nepal, Bangladesh,
Sri Lanka and
Bhutan only.

5e

H. John Bernardin

of Contents

Resource Management Environment 1

Human Resource Management Environment 3

Resource Management? 5

Performance 6

Academic Research and HRM

Human Resource Management 9

Importance of HRM 11

Globalization of the

11

Changes, Challenges, and

13

Litigation and Regulation

HRM 14

Characteristics of the

15

HRM Measurement in Strategy

Effects 21

22

22

Corporate Social

23

ness 25

ness 26

28

Globalization in HR Policy

29

Engage in International

5

Domestic versus International HRM 37

International HR Strategies 41

What Influences the Choice of IHRM Strategy? 42

International Business Assignments 43

Goals of International Business Assignments 43

Challenges of International Business

Assignments 43

Recent Trends in Overseas Assignments 45

Global Leadership Challenges 47

Summary 50

Discussion Questions 51

Chapter 3 The Legal Environment of HRM: Equal Employment Opportunity 53

Objectives 53

Overview 53

Equal Employment Opportunity Law 55

What Is Employment Discrimination? 55

What Are the Major Sources of EEO Redress? 56

Title VII of the Civil Rights Act of 1964 59

What Is the EEOC? 59

What Is Not Prohibited by Title VII? 62

How Do You File a Title VII Lawsuit? 62

What Legal Steps Are Followed in a Title

VII Case? 62

What Constitutes Sexual Harassment under Title

VII? 67

What Is the Employer's Liability in

Harassment Cases? 68

What Is Affirmative Action? 70

What Is the Legal Status of Affirmative Action? 71

What Is Required before a Company Embarks on a

Voluntary Affirmative Action/Diversity

Program? 72

Is Affirmative Action Still Necessary? 72

The Age Discrimination in Employment Act of 1967,

Amended in 1978 and 1986 73

What Is Required to Establish Prima Facie

Evidence of Age Discrimination? 73

Can Employers Claim Age as a Bona Fide

Occupational Qualification (BFOQ)? 74

The Americans with Disabilities Act of 1990 (ADA)

Amended in 2008 74

What Is Legal and Illegal under ADA? 77

Pregnancy Discrimination Act of 1978 79

Are Expatriates Covered by Federal EEO Laws When

They Are Assigned to Countries Other than the United

States? 80

What Are Employee Rights When Working for

Multinational Employers? 82

Future Trends in EEO 83

Alternative Dispute Resolution: An Employer

Reaction to Increased Litigation 83

Summary 84

One Implication of Increased Litigation: Better

HRM Practices 84

Discussion Questions 85

Part 2 Acquiring Human Resource Capability 87

Chapter 4 Work Analysis and Design 89

Objectives 89

Overview 89

What Is Work Analysis? 91

What Are the Major Goals for Work

Analysis? 92

Do We Really Need All the Specificity in Formal Job

Analysis? 93

What Is the Legal Significance of Work

Analysis? 94

What Are the Major Work Analysis Products? 94

What Are the Major Methods of Work

Analysis? 97

What Are the Dimensions on Which Work Analysis

May Vary? 99

What Are the Most Useful Formal Approaches to Work

Analysis? 101

Position Analysis Questionnaire (PAQ) 101

Management Position Description Questionnaire

(MPDQ) 105

Competency Modeling 105

*O*NET* 109

Critical Incident Technique (CIT) 111

Job Compatibility Questionnaire (JCQ) 115

Work Analysis for Job Design 117

What Is Strategic Job Analysis? 117

Autonomous Work Groups (AWG) or Self-Managing

Teams 120

Suggestions for Using AWGs or Self-Managing

Work Teams 120

The Effectiveness of AWGs or Self-Managing Work

Teams 120

Are There Bias and Inaccuracy in Work Analysis

Data? 121

How Do You Choose the Best Work Analysis

Method? 122

Chapter 5 Human Resource Planning and Recruitment 125

Objectives 125

Overview 125

Effective Human Resource Planning 127

Step One: Environmental Scanning 128

Step Two: Labor Demand Forecast 133

Step Three: Labor Supply Forecast 136

Step Four: Gap Analysis 139

Step Five: Action Programming 143

Step Six: Control and Evaluation 144

The Recruitment Function: Putting HRP into

Action 144

Recruitment, Other HR Activities, and

Organizational Attractiveness 145

The Three Essential Steps for Recruitment

Planning 147

The Two Sources of Recruiting: Internal and

External 149

Advantages and Disadvantages of Internal and

External Recruiting 149

External Recruitment Sources 151

What Methods of Recruiting Are Most Effective? 160

Two Philosophies of Recruiting: Flypaper versus

Matching 164

Understanding the Recruits 165

Human Resource Planning and Recruitment for

Multinational Corporations 166

Summary 169

Discussion Questions 169

Chapter 6 Personnel Selection 171

Objectives 171

Overview 171

Selection Methods: Are They Effective? 173

What Is Reliability? 173

What Is Validity? 174

What Is Utility? 174

Application Blanks and Biographical Data 176

A Discrepancy between Research and Practice: The

Use of Application and Biographical Data 176

How Do You Derive WAB or BIB or

Accomplishment Record Weights? 177

Reference Checks and Background Checks 178

What Is the Validity of Reference Checks? 178

What Are the Legal Implications of Doing

Background Checks on Job Candidates? 179

Personnel Testing 180

What Is a Cognitive (or General Mental) Ability

Test? 180

What Are Tests of Specific Abilities? 181

Are There Racial Differences in Test

Performance? 182

How Do You Deal with Race Differences in Ability Tests? 183	
How Do You Deal with Motivation/Dispositional Differences in Personality Tests? 189	
How Do You Predict the Particular Results of a Testing Program? 194	
How Do You Deal with Invasion of Privacy? 195	
How Do You Deal with Work Samples? 195	
How Do You Deal with a Talent Center? 197	
How Do You Deal with Tests Done? 199	
How Do You Deal with the Positive and Adverse Impact of Selection Methods and Other Performance Factors? 200	
How Do You Deal with Selection Methods/Competency? 200	
How Do You Deal with the Employment Interview? 201	
How Do You Deal with the Validity of Interviews? 202	
How Do You Deal with the Validity of Interviews? 204	
How Do You Deal with Types of Interviews? 205	
How Do You Deal with Interview Validity? 207	
How Do You Deal with Various Selection Methods? 207	
How Do You Deal with Assessment? 209	
How Do You Deal with Overseas Assignments? 209	
How Do You Deal with Late Selection? 212	
How Do You Deal with Countries? 213	
How Do You Deal with Staffing? 213	
216	
Managing Human Resource	
217	
Human Resource Management and	
219	
How Do You Deal with Performance and Why Do We Measure It? 222	
How Do You Deal with Performance Data? 222	
How Do You Deal with Performance and Backlog? 225	
How Do You Deal with the Process? 226	
How Do You Deal with Errors? 233	
How Do You Deal with the Process? 239	
How Do You Deal with the Process? 239	
How Do You Deal with Characteristics? 241	
How Do You Deal with Performance Feedback? 242	
Chapter 8 Training and Development 245	
Objectives 245	
Overview 245	
Defining Training and Development 247	
Extent of Training and Development 248	
A Systems View of Training 249	
Discrepancies between Research and Practice 251	
Needs Assessment 251	
Organizational Analysis 252	
Job Analysis 253	
Person Analysis 253	
Techniques for Collecting Needs Assessment Data 254	
Deriving Instructional Objectives 254	
Development of the Training Program 255	
Designing a Learning Environment for Training 255	
Preconditions of Learning 255	
Conditions of the Learning Environment 256	
Using Learning Principles to Develop Training Materials 258	
Transfer of Training 259	
Choosing Methods for the Training Program 260	
Informational Methods 263	
Experiential Methods 265	
Evaluation 271	
Types of Criteria 271	
The Effectiveness of Organizational Training 275	
Assessing the Costs and Benefits of Training 276	
Designs for Evaluating Training 277	
Benchmarking Training Efforts 279	
Planning for Training Effectiveness in Organizations 279	
Special Training Programs 280	
Training for Generational Transitions 280	
Employee Orientation Programs and Onboarding 281	
Training for Teams 282	
Diversity Awareness Training 283	
Sexual Harassment Training 284	
Cross-Cultural Training and Training for International Assignments 285	
Summary 288	
Discussion Questions 289	
Chapter 9 Career Development 293	
Objectives 293	
Overview 293	
Definitions 294	
Implications of Workplace Changes for Individuals and Organizations 296	
What Should Individuals Do? 296	
What Should Organizations Do? 296	
Importance of Understanding Career Development 297	

Components of Career Development Systems 301	
Self-Assessment Tools 301	
Individual Counseling 303	
Information Services 304	
Organizational Assessment Programs 305	
Developmental Programs 308	
Career Programs for Special Target Groups 310	
Fast-Track Employees 310	
Outplacement Programs 311	
Entrenched Employees 312	
Supervisors and Career Counseling 313	
Executive Coaching 313	
Programs for Women, Minorities, and Employees with Disabilities 314	
Programs for New Employees (Early-Career Issues) 315	
Programs for Late Career and Retirement 316	
Programs to Improve Work-Family Balance 316	
Repatriates 320	
Summary 322	
Discussion Questions 322	

Part 4 Compensating and Managing Human Resources 325

Chapter 10 Compensation: Base Pay and Fringe Benefits 327

Objectives 327	
Overview 327	
Five Objectives for Effective Compensation 330	
Cash Compensation: Base Pay 331	
The Traditional Approach to Compensation 331	
What Is Internal Equity? 331	
Job Evaluation Methods 333	
What Is External Equity? 336	
Current Trends in Salary Administration 339	
Government Influence on Compensation Issues 341	
The Equal Pay Act (EPA) 342	
Pay Equity or Comparable Worth Policy 344	
Other Compliance Issues 346	
Fringe Compensation: Employee Benefits 346	
Categories of Employee Benefits 348	
Communicating the Benefits Program 355	
International Compensation 355	
Base Salary 357	
Foreign Service Premiums 357	
Allowances 358	
Expatriate Benefits 359	
Summary 359	
Discussion Questions 361	

Chapter 11 Rewarding Performance 363

Objectives 363	
----------------	--

What Are the Determinants of Effective Reward Systems? 367	
What Are the Main Problems with PFP Programs? 370	
What Are the Legal Implications of PFP? 371	
How Do You Select a PFP System? 372	
Who Should Be Included in a PFP System? 372	
How Will Performance Be Measured? 372	
What Are the Rewards in an Incentive System? 373	
A Discrepancy between Research and Practice 373	
Should You Use Individual, Group, or Company-Level PFP? 374	
When Should Team-Based PFP Be Used? 374	
Individual PFP Plans: Merit Pay and Incentive Systems 375	
What Are Merit Pay Plans? 375	
What Is Incentive Pay? 377	
What Are Sales Incentive Plans? 379	
What Are Bonuses? 380	
What Are Group Incentive Plans? 381	
What Is Profit Sharing? 381	
What Is Gain Sharing? 382	
What Are Employee Stock Option Plans? 385	
Managerial and Executive Incentive Pay 386	
Are There Documented Negative Consequences to Widening Pay Dispersion? 387	
Should You Use Short- or Long-Term Measures of Performance? 387	
What about the Corporate Board Room? 388	
How Do Companies Keep Entrepreneurs and Promote Intrapreneurs? 389	
What Are the Managerial Implications for PFP Programs? 389	
Summary 390	
Discussion Questions 392	

Chapter 12 Managing the Employment Relationship 393

Objectives 393	
Overview 393	
Introduction 394	
Organizational Justice 394	
Ethics Programs 396	
Organizational Entry 397	
Employment Status 397	
Flexible Work Arrangements 398	
Realistic Job Previews 400	
Socialization and Orientation 400	
The Ongoing Relationship 402	
External Forces: Law 402	
Internal Forces: Employee Surveys 407	
Internal Forces: Employee Handbooks 410	
Violations of Policy/Discipline 413	
Grievances 415	
Organizational Exit 418	
Termination 418	

Contemporary Issues Related to Health and Safety	484
<i>AIDS and the Workplace</i>	484
<i>Drugs in the Workplace</i>	485
<i>Smoking and the Workplace</i>	488
<i>Violence in the Workplace</i>	490
<i>Video Display Terminals</i>	495
<i>Repetitive Strain Injuries (RSI)</i>	495
<i>Occupational Stress</i>	497
<i>Employee Assistance Programs</i>	501
<i>Employee Wellness or Fitness Programs</i>	504
Summary	505
Discussion Questions	507
Appendix A Critical Thinking Applications	509
1-A What Do You Know about HRM?*	509
1-B Corporate Social Responsibility and Human Resource Management*	509
1-C Resolution: Close Down the Human Resources Department	510
2-A What Is the Origin of Your University Apparel?	511
2-B International HR: How about a Cuppa?	512
3-A Are Dreadlocks Protected under Title VII?	513
3-B Allegations of Religious Discrimination	513
4-A Can PAS Defend Its Test in Court?	514
4-B What to Do with Job Diagnostic Survey Results*	516
5-A Recruiting on the Internet	516
5-B Hi, I'm in Bangalore (but I Can't Say So)	517
5-C Is Wal-Mart Guilty of Gender Discrimination?	518
6-A What Privacy Do We Have in the Workplace?	520
6-B The Measurement of Personality Traits*	521
7-A Should We Measure Competencies in Performance Appraisal?	522
7-B The Role of Mystery Shoppers in Performance Appraisal	522
7-C Allegations of Age and Race Discrimination against Ford Motor Company	523
7-D Performance Appraisal Characteristics Questionnaire*	524
8-A Workplace Diversity Training	524
8-B Sexual Harassment Training*	525
9-A Careers and Corporate Social Responsibility	526
9-B O*NET Skills Search	527
10-A Defending Corporate Executive Pay	528
10-B Illegal Pay Discrimination, Bad Pay Policy, or Both?	530
10-C Legal or Illegal Compensation Plan?	530
11-A The Case for and against Pay-for-Performance Systems	531
11-B The Prediction of Rating Error*	532
11-C Can We (and Should We) Apply the Lincoln Electric Method?	532

11-D Should Teacher Pay Be Tied to Student Test Scores?	533
12-A Employment-at-Will	533
12-B Developing Organizational Policy and a Code of Ethics	534
13-A Unionizing FedEx	535
13-B Do You Support the Employee Free Choice Act (EFCA)?	536
14-A Can Health and Safety Behavior Be Predicted?*	538
14-B The Measurement of Stress at Work*	538

Appendix B Chapter Exercises 539

1.1 An Interview with an HRM Specialist*	
1.2 An Assessment of Customer Satisfaction and the Relationship to HRM Activities	539
1.3 Human Resource Issues at Valley National Bank	553
2.1 International HR Strategies: The Derivation of Policy	563
2.2 Going Global with Marriott Corporation	567
2.3 International Assignment Problems at XYZ Corporation	573
3.1 <i>Zimpfer v. Palm Beach County</i>	579
3.2 <i>Goebel et al. v. Frank Clothiers</i>	587
3.3 A Case of Illegal Sexual Harassment?	591
3.4 Reverse Discrimination or Legal Affirmative Action?	595
3.5 <i>Joseph Garcia v. Hooters, Cameron v. LaVeille Maison</i>	603
3.6 Hiring a Bank Teller	607
4.1 Writing a Position Description	611
4.2 The Use of the Critical Incident Technique to Analyze the Job of University Professor*	
4.3 Job Analysis at CompTech	625
5.1 A Turnover Problem at the <i>Fort Lauderdale Herald</i>	631
5.2 Permalco's Recruiting Challenge*	
5.3 Recruiting at Julia Richter's "Dressed for Success"	635
5.4 HR Planning at COMPTECH	637
6.1 Should Tenneco Use the Wonderlic Test?	645
6.2 Hiring a Plant Manager at Dynamo Industries	649
6.3 What Questions Can You (and Should You) Ask in an Interview?*	653
7.1 Performance-Appraisal Feedback: A Role-Play Exercise	657

7.2 The Heartland Greeting Cards Consulting Problem*	
7.3 <i>Price Waterhouse v. Hopkins</i> *	
7.4 Performance Appraisal at Darby Gas & Light	661
7.5 The Development of a Performance Appraisal System for Instructors*	
8.1 Conducting a Needs Assessment	669
8.2 Rainyday Insurance Adjusters Company	673
8.3 Backwoods Mail Order Company*	
8.4 The Development and Evaluation of a Training Program for Graduate Student Instructors	677
8.5 Self-Directed Learning Assessment**	681
9.1 Attitudes about Older People*	685
9.2 Career Development Self-Assessment Exercise	685
9.3 Career Development at TechnoChip Computers*	685
10.1 Problems in the Pay System	693
10.2 Should the State Adopt a Pay Equity Policy?	699
10.3 Developing an Employee Benefits Program*	
11.1 The Design of a PFP System for Mega Manufacturing	705
11.2 Pay for Performance at Dee's Personalized Baskets	711
12.1 An Approach to Downsizing	715
12.2 CompuDudes Considers Arbitration Options for Employee Disputes	725
12.3 Handling an Employee's Termination	729
13.1 Organizing a Union	733
13.2 Unions, Labor Law, and Managerial Prerogatives**	737
13.3 The Baseball Strike: An Example of Collective Bargaining*	
14.1 The Development of a Company Anti-Smoking Policy	738
14.2 The Development of an Anti-drug Policy	739
14.3 The Development of a Health and Safety Policy	740
14.4 The Development of a Threat Management Team for a Workplace Violence Incident*	

Appendix C Assessment Guidelines for Self, Peer, and Designated Assessors 743

Endnotes 749

Indexes 791

Name Index

- A**
- Aaluck, R. K., 763
Abboud, S. R., 765
Abernathy, D. J., 766, 781
Ableson, R., 761
Abosch, K. S., 775
Adair, W., 750
Adams, D. M., 771
Adams, G. A., 782
Adams, Scott, 397
Addison, J. T., 781
Adkins, C. L., 773
Adler, N., 752
Agres, T., 766
Aguinis, H., 214, 757
Ahlbrandt, R. S., 784
Ainscough, T., 510
Albert, G., 765
Alderman, E., 521
Alexandre, P. K., 787
Alfonsi, S., 755
Alge, B. J., 762
Allegretto, Sylvia, 538
Allen, D., 774
Allen, D. G., 755
Allen, I. D., 760
Allen, J. M., 764
Allen, R. E., 447
Allen, T. D., 767, 771, 773, 780, 788
Allerton, H. E., 774
Alliger, G. M., 766
Allred, B. B., 770
Alomond, E., 757
Altmaier, E., 788
Altman, Y., 753
Alvarez, S., 774
Anderson, D., 772
Anderson, M., 772
Anderson, N., 759
Anderson, P., 770
Andrews, E. S., 766
Antonioni, D., 761, 762
Apostopoulos, N., 765
Arkin, O., 788
Armstrong, D. J., 772, 785
Arthur, M. B., 769, 774
Arthur, W., 257, 763, 766
Arvey, R. D., 775, 781
Aryee, S., 749
Ash, R. A., 97, 753, 754, 776
Ashford, N. A., 786
Ashford, S. J., 755
Ashforth, B. E., 781
Ashon, M. C., 758
Atchison, T. J., 751
Atchley, K. P., 768
Athey, T. R., 753
Atkins, Shanti, 406
Attenweiler, W. J., 760
Atwater, D., 177, 757
Atwater, L., 762
- B**
- Bailey, D. E., 780
Bailey, E., 760
Baker, A. M., 782
Baker, B., 766
Baker, D. D., 752
Bakker, A. B., 788
Baldwin, T. T., 763, 764
Balfour, A., 782
Balkin, D. B., 763, 775, 779, 780
Ball, K. K., 759
Ballinger, G. A., 762
Bandura, A., 766
Banker, R. D., 767, 778
Barber, A. E., 755, 756, 775, 776
Bardsley, C. A., 770
Barling, J., 786
Barlow, W. E., 784
Barnard, Steven M., 673
Barnett, B. R., 769
Barnum, D. T., 753
Baron, H., 751
Barrick, M. R., 191, 757, 758
Barrier, M., 780
Barron, T., 771
Bartholomew, S., 752
Bartlett, Renee, 631, 635
Bartol, K. M., 756
Barton, B. K., 759
Barwick, K. D., 786
Bass, D. D., 755
Bassett, G., 778
Bassi, L. J., 765
Bateman, T. S., 759
Bauer, T. N., 755, 757
Bazerman, M. H., 755
Beatty, Richard W., 5, 18, 19, 230, 749, 757, 759, 761, 762, 777, 780
Beaumont, P. B., 783
Beautell, N. J., 780
Bebchuk, L., 779
Beck, J., 787
Becker, Brian E., 5, 6, 18, 19, 749, 757, 761, 762, 774, 777, 780, 783
Becker, T. E., 762
Beechler, S., 751
Beehr, T. A., 773, 782, 787
Beeson, J., 771
Behn, B. K., 771
Belcher, D. W., 751
Belcher, J. G., Jr., 779
Bell, C. R., 772
Bell, J., 787
Bell, S. T., 257, 763, 766
- Avis, J. M., 758**
Axe, Barry, 737
Axtell, C., 786
Aycan, Z., 768
Azar, B., 788
- Bennett, L., 775**
Bennett, W., 257, 763, 766
Bennis, W., 774
Bensimon, H., 768
Benson, G., 767
Benton, C., 759
Berg, J. G., 775
Bergel, G. I., 775
Berger, J. G., 772
Berger, L. A., 775
Bergman, M. E., 752, 776
Bergmann, Thomas J., 756, 777
Bernardin, H. J., 7, 108, 161, 201, 220, 221, 224, 230, 521, 522, 523, 532, 753, 754, 756, 757, 758, 759, 761, 762, 763, 776, 778
Bernardin, Kathleen, 522
Bernardin, L., 752
Bernhard, R., 760
Bernstein, A., 538, 776
Bernstein, Jared, 538
Berry, C. M., 757, 758
Bersin, R., 764
Bettis, R. A., 780
Bevier, C. A., 757
Bhargava, S. W., 750
Bhaskar-Shrinivas, P., 751, 760
Bianchi, A., 749
Bies, R. J., 772, 782
Biggs, E. L., 771
Bing, M. N., 758
Bird, A., 751
Bivins, J., 778
Black, J. S., 47, 751, 755, 757, 768
Blackburn, M. L., 781
Blake-Beard, S., 773
Blanchard, R. N., 763
Blasi, Joseph R., 774, 779
Blencos, A. G., 754
Blickensderfer, E., 767
Blinder, A. S., 774
Block, R. N., 752, 783
Blumberg, M., 754
Blumenfeld, S. B., 784
Bobko, P., 757, 759
Bodwell, C., 510
Bolino, M. C., 752
Bolles, R. N., 770
Bono, J. E., 522, 758, 774
Borgen, W. A., 772
Borman, W. C., 761
Born, M. P., 761
Boswell, W. R., 788
Boudreau, Catherine A., 533
Boudreau, J., 788
Bouwen, R., 784
Bowers, C. A., 767
Bowler, M. C., 759
Bowling, N. A., 773
Bowman, S. A., 767
Bownas, D., 754, 758

Cardy, R. L., 761, 763, 775
Carliner, S., 763, 764, 765, 766
Carlson, K. D., 161, 756
Carnell, W. A., 750
Carpenter, M. A., 751
Carr, J. C., 773
Carragher, S. M., 775, 776
Carson, K. D., 772
Carson, P. P., 772
Cartwright, S., 788
Cascio, Wayne F., 20, 139-140, 141, 214, 754, 755, 756, 757, 760, 781, 782
Cashin, F., 752
Casper, W. J., 280, 762, 763, 766, 780
Catelanello, R. E., 755
Cauldron, S., 776
Cavanaugh, M. A., 788
Cave, D., 749
Cayne, James, 529
Cellar, D. F., 768
Cervone, D., 788
Chambers, Jeff, 25, 394
Chandler, D. E., 769
Chao, G. T., 767, 773, 781
Chapin, Darlene, 163
Charan, R., 769, 772
Cheese, P., 517
Chemers, M. M., 767, 768
Chen, C. C., 758, 759
Chen, G., 767
Cherame, R. A., 772
Cherniss, C., 788
Cheung, G. W., 757, 759
Chew, J., 210
Chiaburu, D. S., 764
Chilton, K. W., 533
Chiu, S. F., 759
Chow, I. H., 751
Christina, S. C., 760
Chusmir, L., 788
Chute, A. G., 765
Clark, Joseph G., Jr., 440
Clark, K. J., 755
Cleveland, J. N., 762
Clifton, D., 760
Clifton, T. J., 780
Clinton, Bill, 330, 478
Closson, M., 780
Clough, T. M., 771
Cober, R. T., 756
Cohan, W. D., 777
Cohen, J., 766
Cohen, S. A., 759
Cohen, S. G., 777, 779, 780
Cohn, J., 784
Cohn, L., 763
Colbert, A., 749
Colburn, L. E., 785
Colby, A. G., 774
Cole, C. L., 782
Cole, Roger L., 440
Cole-Shapiro, J. A., 778
Colella, A., 752, 768, 781
Collard, B. A., 769, 770
Collins, D., 777, 778, 780
Collins, J. W., 787
Collins, Jennifer, 591
Collison, J., 769
Colombo, J., 767
Colquitt, J. A., 762, 763, 780, 788
Colrin, R., 769
Colvin, C., 768
Colvin, G., 772

Conner, J., 752
Connerley, M. L., 161, 756, 757
Connors, Kathryn, 125
Conte, M., 779
Converse, P. D., 756
Conway, N., 769
Cook, Bonnie, 77
Cook, F. W., 775
Cook, M. F., 411, 766
Cooke, D., 758, 762
Cooke, W. N., 784
Cooper, C. L., 756, 788
Cooper-Schneider, R., 772, 782
Coovert, M. D., 753
Copeland, M. J., 769
Copper, C., 764
Cornelius, E. T., 754, 755
Cortina, J. M., 758
Costa, P. T., 758
Costanzo, M. A., 767, 768
Costello, A., 789
Cottrill, M., 767
Craig, R. L., 769
Crant, J. M., 759
Crysal, Graef, 388, 528, 530, 774, 779
Csoka, L., 751
Cullen, Lisa T., 517, 525
Cullen, M. J., 759
Cummings, Charles M., 531-532
Cummings, L. L., 781
Cunningham, G., 787
Curall, S. C., 783
Curme, M. A., 783, 784, 785
Curtis, L. B., 770, 771
Cutcher-Gershenfeld, J., 783
Czinkota, M. R., 750

D

Dahmus, S., 532, 754
D'Alemberte, Sandy, 511-512
Daniel, L., 768
Daniels, J. D., 750
Dass, P., 767, 768, 772
Dastmalchian, A., 784
David, George, 386, 529
Davies, E., 787
Davis, F. D., 765
Davison, H. K., 758
Day, D. V., 762
Day, R., 764
De Corte, W., 757
De Paepe, A., 759
De Viney, N., 766
Dean, R. A., 756
DeCarlo, S., 777, 779
Dechart, K., 525
Decker, P. J., 755
DeCorte, W. D., 753
Dee, W., 756
Deery, S. J., 784
Deffenbacher, J. L., 759
DeFusco, R. A., 784
Degroot, T. G., 760
Dehaas, D., 786
DeLauro, Rosa, 345
Delbecq, A. L., 755
DeLuca, J. R., 755
DeLuca, M. J., 775
DeMatteo, J. S., 767, 773, 778
Demerouti, E., 788
Deming, W. Edwards, 377
DeNisi, A. S., 754, 756, 762, 784

DeRouin, Renée E., 269, 765
Derven, M., 767
Desatnick, R. L., 751
Desmette, D., 773
Deutsch, C. H., 772
Devlin, S. E., 177, 757
DeWitt, D., 453, 785
Dickman, M., 774
Dierdorff, E. C., 754
Dilchert, S., 757
Dinges, David, 463
Dipboye, R. L., 134, 752
Dixon, J., 772
Dobbins, G. H., 761, 764
Dobrzynski, J. H., 752
Doellgast, V., 783
Doherty, N., 774
Dolan, K. A., 771, 774, 787
Dolezalek, H., 764, 766
Dolmar-Connell, J., 775
Donley, H., 750
Donnelly, K., 775
Donoho, R., 765
Dorenbosch, L., 773
Dougherty, T. W., 771, 788
Dowell, A., 762
Dowling, P. J., 750, 751, 757, 768, 777, 785
Drasgow, F., 752
Dreher, G. F., 771, 776
Driskell, J. E., 764
Driver, M. J., 769, 770
Drucker, Peter, 387
Dubner, Stephen J., 364, 777
DuBois, D. L., 771
Dudding, R. C., 755
Dudley, N. M., 758
Dukes, Betty, 518
Dulebohn, J. H., 749
Dumaine, B., 776
Dunbar, R., 786
Dunham, R. B., 776
Dunham, S. R., 776
Dunlap, A., 780
Dunn, L. M., 788
Dunn, S. R., 778
Dunnette, M. D., 753, 757, 777
Durand, D., 788
Durr, R. E., 765
Dutton, P., 254
Dwyer, D. J., 788
Dyer, D., 771
Dyer, L., 755

E

Earley, P. Christopher, 768
Eaton, K., 788
Eby, Lillian T., 527, 535, 767, 768, 769, 771, 773, 778
Edelstein, B. C., 772
Edelstein, C. M., 780
Edens, P. S., 257, 763, 766
Edwards, M. R., 761
Eggebeen, S. L., 771
Ehrenfeld, T., 781
Ehrenstein, A., 763, 765
Eidson, C. E., 760
Eidtner, Hans-Gunter, 454
Ekeberg, S. E., 778
Elkiss, H., 787
Ellerth, Kimberly, 284
Elling, R. H., 785
Elliott, B. H., 787

Elmes, M., 768
Elsberry, R. B., 785
Endicott, F. S., 756
Eneroth, K., 769, 770
Eng, S., 755
Engdahl, B. E., 771
Ensher, E. A., 771, 772
Ensman, R. G., 782
Epes, B., 788
Epstein, B. D., 787
Erez, A., 522, 758
Erez, M., 768
Erfurt, J. C., 788
Evanoff, B., 787
Evans, G., 785
Evans, M., 784
Evans, S. C., 771
Ewan, A. J., 761

F

Facteau, C. L., 760, 761
Facteau, J. D., 760, 764
Fairfax, R., 786
Faley, R. H., 759
Farrell, Warren, 345-346, 776
Farren, C., 299, 300, 769, 770, 771
Fausz, A. T., 768
Fay, C. H., 775, 776
Feared, J., 783, 784, 785
Featherstone, Liza, 518
Fedor, B. Donald, 390, 755
Feild, H. S., 760
Fein, M., 779
Feldman, D. C., 769, 773, 774, 781, 782
Feldman, S., 788
Felon, I. A., 766
Fenwick-Magrath, J. A., 771
Ferguson, T. W., 752
Ferman, L. A., 783
Fernandez, J. P., 780
Ferris, Gerald R., 390, 753, 754, 755, 760, 761, 774
Feuer, D., 787
Fiedler, F. E., 769
Field, J. M., 767
Filipczak, B., 17, 765, 767, 770
Fine, B., 787
Fine, M. G., 768
Finkelstein, S., 770
Finn, A., 762
Finney, M. I., 774
Fiore, F., 749
Fiorito, Jack, 438, 783, 785
Fischthal, A., 762
Fisher, A. B., 752
Fisher, C. D., 767
Fishman, Alan, 529
Fisk, G. M., 759
Fitz-enz, J., 749, 766
Fitzgerald, C., 772
Fitzgerald, L. F., 752, 759
Flanagan, J. C., 754
Flanagan, R., 783
Fletcher, B., 453, 785
Florkowski, G. W., 779
Flynn, G., 781, 783, 787
Folger, R., 772, 782
Foote, A., 788
Ford, D., 766
Ford, J. K., 762, 763, 764
Ford, M. T., 780

Fox, A., 749
Fox, M. L., 787, 788
Fox, S., 755
Foy, N., 768
Fraccaroli, F., 773
Franklin, S., 755
Freedman, S. M., 502
Freeman, K. W., 771
Freeman, R. B., 783
French, M. T., 787
Freudenheim, M., 788
Fried, J., 779
Fried, M., 773
Fried, Y., 754
Friedman, L., 754
Friedman, R. A., 772, 784
Friedman, Thomas L., 11, 29, 129, 749, 750, 754
Fritzsche, Barbara A., 269, 765
Frye, N. K., 780
Fuess, J. R., 784
Fukuda, J., 751
Fukunaga, C., 782
Fuld, Richard, 386
Fuller, R. M., 772
Fuller, Todd, 178
Fulmer, I. S., 749

G

Gadsden, E. N., 767
Gael, S., 753, 754
Gaertner, K. N., 771
Gaeta, E., 788
Gaillard, M., 773
Gajendran, R. S., 780
Galagan, P., 769
Gallos, J. V., 768
Gandossy, R., 771
Gangemi, R. A., 786
Gannon, M. J., 756
Ganster, D. C., 787, 788
Ganzel, R., 781
Gardner, P. D., 773
Gardner, W. L., 758
Garonzik, R., 751
Garrett, C., 761
Garrett, E. M., 771
Garron, R. S., 782
Gaugler, B. B., 759
Geber, B., 766
Geidt, T., 759
Gelfand, M. J., 752
Geller, E. Scott, 479-480, 786, 789
Gentry, W. A., 771
George, J., 767
Georgemiller, D., 771
Gerbman, R., 782
Gerhart, B., 366, 749, 774, 777, 778, 779, 780
Gerstner, L. V., 774
Gettings, L., 787
Giacalone, R. A., 782
Gier, Joseph A., 206
Gifford, Kathy Lee, 23
Gill, J., 517
Gillespie, M. A., 760
Gilmore, M. R., 786
Gist, M. E., 764
Gitter, R. J., 765
Glaberson, W., 785
Glaser, Jürgen, 780
Gobeille, K. R., 784
Goff, S. J., 774

Han, J. C. Y., 750
 Hancock, B. W., 765
 Handlin, H. C., 533
 Hanigan, M., 756
 Hanover, J. M., 768
 Hansen, F., 776, 777
 Harris, J. I., 771
 Harris, James R., 593
 Harris, M. M., 756, 760
 Harris, P., 766
 Harris, R. I. D., 783
 Harris, Theresa, 68
 Harrison, D. A., 751, 760, 780, 788
 Harrison, J. K., 769
 Hart, D. E., 776
 Harter, J. K., 749, 780, 781
 Hartmann, H. J., 754, 775
 Harvey, M. G., 768, 774
 Harvey, R. J., 753, 754
 Harzing, A., 751
 Hassett, C. E., 762
 Hastings, Don, 532
 Hatch, D. D., 781, 784
 Hatcher, L., 779
 Hauser, J. R., 778
 Hawk, E. J., 778
 Hayes, J., 768
 Hayes, T. L., 749, 780, 781
 Heath, T., 536
 Hefner, D., 765
 Hegler, D., 774
 Heilman, M. E., 773
 Heinen, B. A., 780
 Heinselman, T., 772
 Heirich, M. A., 788
 Helliker, K., 523
 Helmer, D. C., 788
 Henderson, R. I., 775, 778
 Hendricks, Anne, 373
 Hendricks, W. H., 784
 Heneman, H. G., 755, 756, 757, 775, 777, 778, 783, 784, 785
 Heneman, R. L., 755, 756, 757, 777
 Hennessey, H. W., 761
 Henry, S., 759
 Heppner, M., 772
 Herriot, P., 768
 Herst, David, 637
 Herzberg, Frederick, 531
 Heskett, J. L., 778
 Hesler, K., 761
 Hickey, R., 783
 Hicks, W. D., 763
 Highhouse, S., 756, 760
 Hill, R. P., 510, 749
 Hippel, C., 755
 Hirsch, B. T., 783, 784, 785
 Hochner, A., 783
 Hodes, B. S., 755
 Hodgson, Paul, 387
 Hoerr, J., 785
 Hoffa, James, 536
 Hofstede, Geert, 38-39, 577, 751
 Hogan, G. W., 768
 Hogan, J., 758
 Hogan, R., 758
 Holcomb, B., 780, 781
 Holland, K., 777
 Hollenbeck, G. P., 772
 Hollenbeck, J. R., 755
 Holmes, Gayle, 307
 Holtz, B. C., 759

Hooper, J. A., 755
 Hopkins, B. L., 533
 Hornsby, J. S., 761
 Hornung, Severin, 780
 Horowitz, A., 781
 Hoskin, A. F., 785
 Hottenstein, M. P., 767
 Hough, L. M., 753, 757, 777
 Houston, P., 782
 Howard, J. L., 760
 Hoyman, M., 752, 783
 Huan, H. J., 760, 761
 Huffcutt, A. I., 760
 Hull, R., 755
 Humphrey, S. E., 119, 754
 Hunt, S. T., 754
 Hunter, D. R., 759
 Hunter, J. E., 757, 758, 766
 Huo, Y. P., 760, 761
 Huselid, Mark A., 5, 18, 19, 22, 749, 757, 761, 762, 774, 777, 780, 783
 Hyde, B. G., 765

I

Ihlwan, M., 750
 Imberman, W., 779
 Ingols, C., 773
 Inkson, K., 769
 Irving, P. G., 756
 Ivancevich, J. M., 498, 502, 750, 751, 757, 760, 787, 788
 Iverson, R. D., 784, 786

J

Jack, D. W., 767
 Jackson, Jesse, 23, 24
 Jackson, S. E., 768
 Jackson, T., 770
 Jacobs, R. L., 766
 Jamison, R. L., 774
 Janak, E. A., 766
 Janofsky, M., 533
 Jansen, B. J., 770
 Jansen, K. J., 759, 770
 Jansen, P. G., 771
 Jarrett, M. Q., 766
 Jaworski, R. A., 751
 Jayne, M. E. A., 134
 Jeanneret, P. R., 103, 753, 754
 Jeannet, Jean-Pierre, 49, 752
 Jennings, K. R., 784
 Jerdee, T. H., 424, 782
 Johnson, Alan, 364, 391
 Johnson, C., 751, 752, 781
 Johnson, D. L., 754, 758, 785, 787
 Johnson, Nancy Brown, 733
 Joinson, C., 763
 Jonas, P., 789
 Jones, A. P., 781
 Jones, C., 759, 760
 Jones, J. W., 491, 759, 787
 Jones, S. D., 778
 Jordan, K., 767
 Jossi, F., 764
 Joyce, A., 749, 752
 Judge, T. A., 522, 755, 756, 757, 758, 775, 777, 788
 Juliff, R., 761

K

Kahn, A., 778
 Kahn, L. G., 432
 Kahn, L. M., 780
 Kaleba, K., 766
 Kane, J. S., 220, 532, 761
 Kane, K., 761
 Kanin-Lovers, J., 775
 Kanter, Rosabeth Moss, 47, 327, 357, 363, 751, 752, 774, 777, 778
 Kao, T., 771
 Kaplan, Robert, 5, 749
 Karier, T., 783
 Karr, A. R., 785, 787
 Kate, Julia, 530
 Katz, H. C., 784
 Katz, J. A., 759
 Kaufman, H. G., 782
 Kavanagh, M. J., 764
 Kay, I. T., 774, 778
 Kayande, U., 762
 Kaye, B. L., 299, 300, 766, 769, 770, 771
 Keaveny, T. J., 447
 Kedjidian, C. B., 787
 Keegan, Wayne, 22
 Kehoe, J. F., 760
 Keller, J., 770
 Kelley, Kathleen A., 533
 Kemp, C., 759
 Kemper, C. L., 768
 Kennedy, C., 521
 Kenney, J. J., 432
 Kerr, J., 780
 Kersey, P., 538
 Kets de Vries, M. F. R., 771
 Ketter, P., 766
 Keyes, M. A., 757
 Khapova, S. N., 769
 Kilburg, R. R., 772
 Killinger, Kerry, 528-529
 Kim, B. H., 760
 Kim, D., 779
 Kim, K., 763
 Kim, P., 534
 Kimber, J., 787
 Kinney, J. A., 787
 Kinsell, S. Kirk, 284
 Kirkham, K., 772
 Klager, A. N., 762
 Kleiman, L. S., 755
 Klein, K. J., 779
 Kleiner, M. M., 783
 Kleinman, L. S., 759
 Klimoski, Richard J., 37, 758, 762, 763
 Kluger, A., 757
 Knight, J., 765
 Knott, James, 476-477
 Knouse, S. B., 782
 Knowlton, C., 750
 Kochan, T. A., 430, 784
 Kohn, Alfie, 531-532
 Komaki, J., 786
 Komar, J. A., 758
 Komar, S., 758
 Konopaske, R., 108, 522, 523, 750, 751, 753, 757, 760
 Konovsky, M., 772, 782
 Konrad, A. M., 778
 Konz, A., 754
 Kopp, R., 44
 Korman, A., 769, 771
 Kosarzycki, M. P., 766
 Kossek, E. E., 768, 773, 774

Kraimer, M. L., 751
 Kraizberg, E., 779
 Kram, K. E., 771, 772
 Kramer, J. K., 783
 Kramer, R. M., 767
 Krausz, M., 755
 Kraut, A. I., 769, 771
 Kristof, A. L., 756
 Kristof, Nicholas, 386
 Krugman, Paul, 537, 538
 Krumwiede, J., 756
 Kruse, Douglas L., 774, 779, 780
 Kudisch, Jeffrey D., 669, 764
 Kurland, N. B., 780
 Kurschner, D., 771
 Kush, K., 780

L

Laabs, J. J., 752, 766, 776
 LaBar, G., 789
 Labaton, S., 785, 787
 Lacy, E., 787
 Ladd, Jennifer, 386
 Ladd, R. T., 764
 Laff, M., 765, 766, 772
 LaHuis, D. M., 758
 Lam, S. K., 788
 Lamb, M. R., 789
 Lambert, S. G., 773
 Lancaster, L. C., 770
 Landau, D., 771
 Landis, D., 767
 Landler, Mark, 517, 518, 750
 Langkamer, K. L., 780
 Lansberg, I., 780
 Lanza, R., 781
 Lanzarone, M., 752
 Lao, Y., 750
 Larson, R., 769, 770
 Latack, J. C., 782
 Latham, Gary P., 206, 273, 760, 761, 764
 Law, K. S., 749
 Lawler, Edward E., 18, 376, 377, 749, 761, 774, 777, 778, 779, 780
 Lawlor, J., 774
 Lawrence, S., 754
 Laws, J., 786
 Le, H., 757
 Leana, C. R., 782, 784
 LeBar G., 786
 Lebiecki, J. E., 758
 LeBlanc, P. V., 775
 Lebow, S., 760
 Leck, J. D., 755
 Ledbetter, Lilly, 343
 Ledford, G. E., 778
 Ledvinka, J., 64
 Lee, A., 787
 Lee, H. W., 764
 Lee, K., 758
 Lee, S., 778
 Lehman, W. E., 787
 Leibowitz, Z. B., 299, 300, 769, 770, 771
 Leigh, D., 764
 Lengnick-Hall, M. L., 752
 Lenn, D. J., 772, 782
 Lent, R. W., 770
 Lentz, E., 771
 Leonard, B., 767, 772, 785, 788
 Leonard, R. L., 766

Lepsinger, R., 240, 753
 LeRoux, J. A., 760
 LeRoy, M. H., 753, 784
 Lesieur, F., 779
 Lesly, E., 771
 Leung, J., 563
 Levering, R., 782
 Levine, E. L., 753, 754
 LeVino, Ted, 149
 Levitt, S. D., 777
 Levitt, Steven, 364
 Levy, P. E., 756
 Levy-Leboyer, C., 760
 Lewicki, R. J., 780
 Lewis, P. M., 760
 Liang, X., 749
 Lichty, D. T., 775
 Liefogge, A., 769
 Lievens, F., 753, 756, 757, 758, 759, 760
 Like, S. K., 787
 Lilienthal, S. M., 782
 Lim, K. Y., 764
 Lima, L., 771
 Lind, E. A., 782
 Lindo, D. K., 781
 Lindquist, V. R., 756
 Linowes, D. F., 521
 Liska, L. Z., 788
 Lispi, Lauren J., 532
 Lissy, W. E., 775, 776
 Litvan, L. M., 787
 Litzky, B., 772
 Lobel, S. A., 768
 Locke, E. A., 758, 764
 Lockwood, N. R., 773
 Loerch, K. J., 788
 Logan, J. W., 780
 Loher, B. T., 763
 Lohman, J. S., 765
 Lohr, S., 749
 London, M., 221, 312, 762, 767, 770, 772, 785
 Lowman, C., 784
 Lua, C., 751
 Lublin, J. S., 751, 757, 768, 773, 777, 779, 780
 Lubritz, L., 788
 Lucia, A. D., 753
 Luk, D. M., 751, 757, 760
 Lund, J., 778
 Lund, L., 763
 Luria, G., 523
 Lynch, R. S., 759
 Lynn, R., 788
 Lyon, M. A., 775

M

MacDonald, E., 779
 Mace, R. F., 784
 Macedonio, C., 788
 Machia, M. A., 759
 MacKenzie, Jerold, 70
 Macpherson, D. M., 783, 784, 785
 Maddox, E. N., 787
 Madonia, J. F., 787
 Mael, F. A., 757
 Magjuka, R. J., 763, 764
 Mahoney, J. D., 760
 Mainiero, L. A., 773
 Maister, D., 769
 Major, D. A., 773
 Maki, W. R., 755
 Malos, S. B., 760

Miller, R. L., 783
 Mills, A. J., 768
 Mills, D. Q., 771, 785
 Mills, E., 759
 Mills, T., 774
 Millsap, R. E., 762
 Miner, J. B., 758
 Minette, K. A., 366, 777
 Minter, S. G., 787
 Minton, J. W., 780
 Mirabella, L., 767
 Mishel, Lawrence, 538
 Mitchell, H. R., 773
 Mitchell, T., 769
 Moffett, M. H., 750
 Moffett, Richard G., III, 657
 Mohrman, S. A., 778
 Mol, S. T., 761
 Mone, E. M., 221
 Monoky, J. F., 765
 Montagliani, A., 782
 Montgomery, C. E., 770
 Montross, D. H., 770
 Moore, M. L., 254
 Moore, T. L., 788
 Moran, R., 757
 Morath, R. A., 757
 Moravec, M., 761
 Morgan, S., 779
 Morgenstern, M. L., 775, 776
 Morgeson, F. P., 119, 754, 758
 Moriarty, H., 762
 Morin, W. J., 782
 Morris, C. J., 783
 Morrison, A. J., 752
 Morrison, R. F., 764
 Morrow, C. C., 766
 Morrow, P. C., 778
 Moses, J. L., 771
 Moskowitz, M., 782
 Moss, Jean, 517
 Mount, M. K., 757, 758, 774
 Mourad, S., 765
 Mozilo, Angelo R., 20, 365
 Muhl, C. J., 780, 781
 Mullen, E. J., 766
 Mulligan, J., 768
 Mulvaney, T., 764
 Mulvey, P. W., 775
 Murphy, B., 784
 Murphy, Kevin, 364, 765, 777
 Murphy, S. E., 771, 772
 Murray, A. F., 779
 Murray, K., 525
 Murray, M. K., 783, 784, 785
 Murrell, A. J., 784
 Myers, Stephanie D., 669, 769

N

Nachreiner, F., 788
 Nadler, L., 763
 Nalirgang, J. D., 754
 Nancherla, A., 768
 Napier, N. K., 760, 761, 774
 Nasser, Jacques, 523
 Neale, M. A., 755
 Neider, L. L., 523, 762
 Nelson, C., 760
 Nelson, F. D., 784
 Newell, S., 761
 Neuman, J. F., 787

Newton, L. A., 783, 784, 785
 Ng, I., 784
 Ng, T., 771
 Ng, T. W. H., 769
 Ngo, H., 751
 Nichol, V., 774
 Nicholson, N., 298
 Niehaus, R. J., 755
 Noe, R. A., 762, 763, 773
 Noel, J. L., 766
 Noer, David M., 422, 782
 Norton, David P., 5, 749
 Norton, R., 776
 Nusbaum, H. J., 771
 Nwaelele, O. D., 786, 789
 Nyaw, M., 750

O

O'Boyle T., 757
 O'Connor, E. J., 761
 O'Connor, Sandra Day, 72
 Oddou, G., 757, 760
 Odiorne, G. S., 772
 Oetting, E. R., 759
 Okimoto, T. G., 773
 Okumura, T., 750
 Oldham, G. R., 754
 Olesen, M., 767
 Olsen, C. A., 783
 Olson, A., 760
 Olson-Buchanan, J. B., 788
 O'Neill, H. M., 772, 782
 Ones, D. S., 757, 758
 Opie, John, 34
 Opperman, M., 782
 Orey, M., 776
 Orlitzky, M., 510, 749, 756
 O'Rourke, Dara, 511
 Orth, M. S., 753
 Orvis, K. A., 758
 Osipow, S. H., 769
 Oskamp, S., 767
 Oswald, E. M., 787
 Oswald, F. L., 756, 758, 760
 Overly, Michael, 406
 Overman, S., 751, 763
 Owens, D. M., 767
 Ozanian, M. K., 779

P

P-Sontag, L., 772
 Pacala, Marc, 133
 Page, R. C., 751, 753
 Paine, T., 775
 Pajo, K., 757, 759
 Palich, L. E., 756
 Pallak, M. S., 769
 Palma-Rivas, N., 767
 Palmer, M., 789
 Paradise, A., 762, 763
 Parent, K. I., 776
 Parker, B., 767, 768, 772
 Parker, D. F., 788
 Parker, P., 769
 Parker, S. K., 786, 788
 Parks, L., 777, 778, 779, 780
 Parry, S. B., 522, 766
 Partridge, M. D., 784
 Paskoff, S. A., 525
 Pasquarelli, T., 789

Pearlman, K., 766
 Pearlstein, Steven, 537, 538
 Pearson, A. L., 754
 Pellico, M. T., 773
 Pemberton, C., 768
 Pence, E. C., 762
 Pepermans, R. G., 766
 Perkins, Marilyn A., 739
 Perloff, R., 769
 Perrin, Charles, 47
 Peter, L. J., 755
 Peters, H., 770
 Peters, L. H., 761
 Peters, Richard, 510
 Petersen, C., 788
 Peterson, M. H., 758
 Peterson, N. G., 111
 Peyrefitte, J., 532, 761
 Pfeffer, Jeffrey, 4-5, 21, 295, 365, 378, 749, 763, 766, 769, 777, 778, 783

Phillips, J. J., 766
 Phillips, J. M., 755
 Phillips, J. S., 502
 Pickus, P. S., 777
 Pierce, F. D., 786
 Pierce, J. L., 779
 Pikul, C., 520
 Pinder, C. C., 782
 Pinto, P. R., 753
 Piotrowski, C., 770
 Piskor, W. G., 755
 Plaschke, B., 757
 Ployhar, R. E., 759
 Plummer, D. L., 767
 Polk, Christopher, 513
 Pollin, Ellen, 202
 Popovich, P., 756
 Porter, Michael E., 36, 750
 Poteet, M. L., 771, 773
 Potosky, D., 759
 Potter, G., 778
 Poval, J., 776
 Prasad, P., 768
 Prasch, R. E., 776
 Premack, S. L., 756, 781
 Preston, Karen, 531
 Prewett-Livingston, A. J., 760
 Prewitt, M., 768
 Prien, E. P., 759
 Pritchard, R. D., 778
 Prochaska, S. T., 770
 Pulakos, E. D., 762
 Pustay, R. W., 750
 Putka, D. J., 754
 Putney, D. M., 768
 Pynes, Joan E., 631, 759, 784, 788

Q

Quaintance, M. K., 759
 Quick, J. C., 786
 Quinn, J. B., 770
 Quinones, M. A., 763, 764, 765

R

Radebaugh, L. H., 750
 Rader, M., 760
 Raelin, J. A., 769
 Rafaeli, A., 758
 Rafalko, R. J., 780
 Ragins, B. R., 771, 772
 Raines, C., 17, 770, 781

Ramsay, L. J., 760
 Ramsey, R., 767
 Ramsey, V. J., 768
 Randolph, A. Philip, 453
 Rankin, Randy, 511
 Rao, Jerry, 12, 146
 Rasmusson, E., 781
 Raver, J. L., 752
 Ravlin, E. C., 756
 Raymark, P. H., 758, 760
 Reace, D., 776
 Read, W., 761
 Reagan, Ronald, 476
 Redeker, J. R., 785
 Reed-Mendenhall, D., 767
 Reich, Robert, 458, 529
 Reider, M. H., 758
 Reilly, R. R., 757, 759, 762
 Reiss, A. D., 758
 Reissman, L., 775
 Renn, R. W., 755
 Resch, J., 765
 Reyes, Gregory L., 365
 Reynolds, D. H., 759
 Reynolds, L., 765
 Ribeiro, O., 763
 Richardson, R., 778
 Richey, Brenda E., 563
 Richter, A. S., 774
 Rickett, D., 767
 Rigby, Darrell, 140
 Rigdon, J. E., 772
 Riley, R. A., 771
 Risher, H., 775
 Risser, Rita, 215
 Ristelhueber, R., 563
 Ritzy, S., 789
 Rivera, R. J., 762, 763
 Rizzo, M., 759
 Roberson, Q., 780
 Roberts, D. S., 786
 Robertson, J. T., 756
 Robie, C., 758
 Robin, Jennifer, 393, 534, 729
 Robinson, G., 525
 Robinson, R., 752
 Rocco, J., 771
 Rock, M. L., 775
 Roebuck, M. C., 787
 Roehling, M. V., 760, 788
 Rollins, T., 779
 Rolnick, A. L., 785
 Roman, M. A., 762
 Romney, Mitt, 533
 Ronen, S., 210, 767
 Ronkainen, I. A., 750
 Roomkin, M., 783
 Rosen, B., 424, 768, 774, 782
 Rosen, H., 443
 Rosen, S. D., 753
 Rosenbloom, J. S., 776
 Rosenthal, D. B., 759
 Rosopa, P. J., 772
 Ross, T. L., 779
 Rosse, J. G., 755
 Roth, P. L., 757, 758, 759, 778
 Rothman, J., 754
 Rotundo, M., 758
 Rouen, D., 787
 Roughton, J. E., 786
 Rouiller, J. Z., 764
 Rousch, P., 762
 Rousseau, Denise M., 774, 780

Rubinfeld, S., 779
 Rubin, Jeff, 12, 146
 Rubin, P., 778
 Rubinstein, S. A., 783
 Ruderman, M. N., 768
 Rudolph, A. S., 759
 Rundle, R. L., 787
 Rupinski, M. T., 766
 Rush, M. C., 788
 Russell, C. J., 177, 757
 Russell, D. W., 788
 Russell, Joyce E. A., 245, 293, 527, 535, 661, 669, 673, 764, 765, 767, 768, 770, 771, 772, 773, 788
 Russell, M. C., 788
 Rust, K. G., 140
 Ruttenberg, A., 773
 Ryan, A. M., 163, 175, 185, 751, 756, 758, 760
 Ryan, Mike, 512
 Rynes, S. L., 366, 510, 749, 755, 756, 768, 774, 777, 778, 779, 780

S

Saari, Lise M., 206
 Sabbaghian, Z., 765
 Sacco, J. M., 760
 Sackett, P. R., 754, 757, 758, 759, 766
 Sadri, G., 771
 Saks, A. M., 755, 781
 Salas, Eduardo, 269, 764, 766, 767
 Sales, E., 765
 Salgado, J. F., 758
 Salinger, R. D., 763
 Salipante, P. F., 784
 Salopek, J. J., 771
 Salsburg, S. W., 783
 Salsky, L. M., 762
 Saltzstein, A. L., 773
 Saltzstein, G. H., 773
 Salvemini, N., 762
 Sanchez, J. I., 753
 Sanders, G., 751
 Sandver, M. G., 755, 783, 784, 785
 Sankey, K. S., 759
 Santora, J. E., 767
 Sanyal, R. N., 750
 Sarchielli, G., 773
 Sassi, Paul, 3
 Saunders, D. M., 755
 Sauner, A. M., 778
 Savoie, E. J., 783
 Savoie, M., 765
 Scandura, T. A., 773
 Scanlon, Joseph, 383
 Scarpello, V. G., 64, 776, 777
 Schaaf, D., 763, 765
 Schaeffer, L. J., 776
 Schalk, R., 773
 Schaubroeck, J., 787, 788
 Schaufeli, W. B., 788
 Schein, E. H., 769
 Schenkel-Savitt, S., 755
 Schiller, Phillip, 25
 Schimidt, F. L., 749
 Schippmann, J. S., 753, 759
 Schlageter, Diane, 153
 Schlesinger, L. A., 771, 778
 Schmidt, C. A., 750
 Schmidt, D. W., 755
 Schmidt, F. L., 510, 757, 758, 760, 766, 780, 781
 Schmitt, N. W., 758, 759, 760, 763, 781

Sitzmann, T. M., 765
 Skoglund, J. D., 755
 Slavenski, L., 770, 771, 774
 Sloan, A. A., 785
 Slocum, J. W., Jr., 780
 Small, B., 760
 Smith, A., 777
 Smith, B., 761
 Smith, D. E., 762
 Smith, J. M., 787
 Smith, L. M., 779
 Smith, Lee, 765, 772, 787
 Smith, M. A., 757
 Smith, P. C., 761
 Smith, R. E., 788
 Smith, S. V., 788
 Smith-Jentsch, K. A., 772
 Smith-Ruig, T., 769
 Smither, J. W., 759, 762, 770
 Sniezek, J. A., 756
 Snitz, B. E., 760
 Snow, C. C., 770
 Solomon, C. M., 769, 774, 781
 Solomon, J., 766
 Song, F., 777
 Sorensen, K. L., 769
 Sorra, J., 764
 Souerwine, A. H., 770
 Spangler, J., 788
 Spector, P. E., 753
 Spencer, R. C., 521
 Spina, James, Dr., 5
 Spina, Lori, 607
 Spink, A., 770
 Spivey, W. A., 755
 Spratt, M. F., 777
 Sprietzer, G. M., 760
 Sprigg, C. A., 788
 Springer, Ken, 179
 Srinivasan, D., 778
 St. Antione, Theodore, 451
 Stadlander, L. M., 765
 Stage, J. K., 787
 Stage, V. C., 767
 Stagner, R., 443
 Stahl, G. K., 751, 774
 Stahl, H., 757
 Stamps, D., 763, 767
 Stanley, J. C., 766
 Starke, Mary, 145
 Staw, B. M., 768, 781
 Stecher, M. D., 755
 Steel, R., 757, 784
 Steele-Johnson, D., 765
 Steensma, H., 788
 Steinberg, T. A., 776
 Steinmetz, G., 785
 Stelnicki, M. B., 764
 Stepina, Lee P., 693
 Stern, R. N., 783
 Stevens, Bob, 288
 Stevens, C. K., 764
 Stevens, John Paul, 74
 Stevens, W. K., 787
 Stewart, J. L., 758
 Stewart, Susan M., 459
 Stewart, Thomas A., 510-511, 750
 Stillman, D., 770
 Stock, R. M., 759
 Stockdale, M. S., 752
 Stone, D. L., 768
 Stoop, B. A., 771
 Stossel, John, 476

Strenger, C., 773
 Stringfield, P., 757, 759
 Stroh, L. K., 751, 757, 773, 774, 780
 Strong, M., 754
 Stuebing, K. K., 778
 Sturgess, J., 769
 Sturman, M. C., 772
 Sugrue, B., 763, 764, 765, 766
 Sullivan, D. P., 750
 Sullivan, J. F., 787
 Sullivan, S. E., 770, 773
 Sulsky, L. M., 762
 Summitt, P. H., 764
 Sun, L., 749
 Sunoo, B. P., 784
 Sutton, K. L., 773
 Swaak, R. A., 777
 Swearingen, M. H., 787
 Sweeney, John, 450
 Swisher, K., 767
 Switzer, F. S., 757

T

Talaga, J. A., 782
 Tang, D. J., 785
 Tang, T. L., 752, 772
 Tannenbaum, S. I., 289, 764
 Tapon, F., 777
 Tasini, J., 782
 Taylor, A., 786
 Taylor, D., 767
 Taylor, Frederick W., 331, 778
 Taylor, G. S., 755
 Taylor, J., 782
 Taylor, M. S., 755, 756
 Taylor, P. J., 757, 759, 760
 Taylor, S., 751
 Teal, Winnie, 66
 Teas, D., 765
 Tejada, D. A., 764
 Teng, J. T., 766
 Terpstra, D. E., 752
 Tessler, J., 756
 Tetrick, L. E., 786
 Thach, L., 772
 Thacker, J. W., 763
 Thibaut, J., 782
 Thigpen, P., 779
 Thomas, B., 767
 Thomas, Charles C., 770
 Thomason, Stephanie J., 29, 166, 209, 573, 761
 Thompson, D. E., 753
 Thompson, G., 512
 Thompson, J. H., 779
 Thompson, L., 756
 Thompson, M. M., 765
 Thompson, P., 772
 Thompson, T. A., 753
 Thomsen, D. J., 751
 Thoresen, C. J., 522, 758
 Thornburg, L., 763, 774
 Thornton, E., 762
 Thornton, G. C., III, 759
 Thornton, T., 752
 Tien, H. L. S., 772
 Ting, Y., 773
 Tippins, N. T., 163, 175, 185, 756
 Tivendeel, J., 784
 Tornow, W. W., 753
 Torrance, E. P., 765
 Torrence, R. D., 775
 Tower, S. L., 755

Triandis, H. C., 769
 Truby, M., 761
 Truxillo, D. M., 757
 Tully, S., 778
 Tung, Rosalie L., 45, 211, 577, 751, 760, 768, 769, 774
 Turban, D. B., 751
 Turner, N., 786
 Tyler, C. L., 108, 522, 523, 753, 759, 761
 Tyler, P., 757
 Tziner, A., 779

U

Uggerslev, K., 762
 Uhlmann, David, 460
 Ulrich, David O., 19, 567, 749, 774, 777, 783, 788
 Ulrich, M., 6
 Umemoto, D., 782
 Uzumeri, M. V., 786

V

Van de Ven, A. H., 755
 Van der Heijden, B. I. J. M., 773
 Van der Laan, G., 510
 Van der Molen, H. T., 761
 Van Ees, H., 510
 Van Houten, B., 786
 Van Hoyer, G., 760
 Van Iddekinge, C. H., 754, 758
 Van Veldhoven, M. J. P. M., 773
 VanBuren, M. E., 765
 VanHook, J. B., 758
 Vantelloostuijn, A., 510
 Vappie, K., 772
 Vasconcellos, G. M., 783
 Vasilopoulos, N. L., 762
 Vaux, A., 752
 Vecchio, R. P., 756
 Veiga, J. F., 763, 766
 Velzen, D. V., 788
 Veres, J. G., III, 760
 Verespej, M. A., 785, 786
 Verma, A., 784
 Vermunt, R., 788
 Veves, J. G., 768
 Viamonte, S. M., 759
 Villanova, P. J., 220, 532, 754, 758, 761, 762, 778
 Vinson, M. N., 762
 Viswesvaran, C., 757, 758
 Vitberg, A., 770
 Vlastic, B., 785
 Voageley, E. G., 775

W

Waddock, S. A., 510
 Wageman, R., 778
 Waggoner, Richard, 47, 131
 Wagner, J. A., III, 778
 Wagner, Sharon L., 657
 Waldroop, J., 770
 Walker, J. W., 755, 771

Walker, L., 782
 Wall, J., 759
 Wallace, J. C., 767
 Wallace, M. J., 775, 776
 Walsh, D. J., 781
 Walsh, Jack, 141
 Walsh, K., 772
 Walsh, W. B., 772
 Wanberg, C. R., 772
 Wanek, J. E., 758
 Wang, Z. M., 759
 Wanous, J. P., 756, 767, 773, 781
 Warner, M., 773
 Warren, M., 781
 Wartzman, R., 779
 Waterman, J. A., 769, 770
 Waterman, R. H., 769, 770
 Watkins, R., 764
 Watson, Clara, 66, 784
 Watson, Kirsten, 517
 Wayne, S., 751, 753
 Weakland, Tom, 132
 Weaver, M., 766
 Webb, S., 781
 Weber, C. L., 776
 Weber, M. C., 784
 Weber, P. F., 770
 Weber, T. J., 771
 Weekley, Jeff A., 206, 759, 760
 Weinstein, S. M., 786
 Weisburg, J., 779
 Weidtauff, J., 788
 Welbourne, T. M., 779
 Welch, D. E., 750, 751, 757, 777
 Welch, Jack, 47, 226-227, 294, 357, 769
 Welchans, T. D., 782
 Wellins, R., 767
 Wellner, A. S., 755
 Wells, S. J., 773, 780
 Wentling, R. M., 767
 Werner, J. M., 752
 Wernerfelt, B., 778
 Westaby, J. D., 772
 Westberry, Catherine M., 657
 Wexley, Kenneth N., 273, 761
 Weyers, Howard, 406-407
 Whanger, J. C., 758
 Whitcomb, K., 766
 White, E., 749
 White, R. P., 772
 Whitney, F., 785
 Wicker, L., 782
 Wieman, S., 758
 Wiesener, W. H., 760
 Wigand, Jeffrey, 404
 Wigdor, A. K., 761
 Wikstrom, W. S., 755
 Wild, J. J., 750
 Wild, K. L., 750
 Wilderom, C. P. M., 769
 Wilhelm, W. R., 770, 773
 Will, M., 782
 Willemsen, M. E., 761
 Willert, Sheryl J., 74

Williams, C. P., 769
 Williams, F., 512
 Williams, M. L., 755
 Williams, S. D., 766
 Williamson, G., 760
 Willis, R. P., 764
 Wilson, A. M., 523
 Wilson, J. C., 786, 787
 Wilson, K. A., 767
 Wilson, M. A., 754
 Wilson, Mary E., 513, 517, 521, 525, 536
 Wilson, T. M., 787
 Winskowski, A. M., 771
 Winslow, R., 777, 787
 Wisher, R., 765
 Witherspoon, R., 772
 Woehr, D. J., 759
 Wolf, I., 787
 Wolfe, R. A., 788
 Wolkinson, B., 752
 Woodruff, D., 785
 Wooldridge, A., 782
 Wright, P. M., 778
 Wuebker, L., 759
 Wuensch, K. L., 756
 Wulf, K., 769
 Wynn, P., 140

X

Xiao, X., 759
 Xie, J. L., 788

Y

Yagil, D., 523
 Yandrick, R. M., 787
 Yang, Y. W., 771
 Yarbrough, C. S., 772
 Yeager, M., 512
 Yi, M. Y., 765
 Yorks, L., 782
 Younts, Rick, 131
 Yu, K. C., 758
 Yukl, G., 240

Z

Zacharatos, A., 786, 789
 Zald, D. H., 760
 Zappala, S., 773
 Zellner, W., 750
 Zemke, R., 17, 770
 Zepke, B. E., 752
 Zhao, J., 140
 Zigarelli, M. A., 752, 759, 787
 Zimmerman, R. D., 191, 758, 760
 Zimmerman, S., 765
 Zingheim, P. K., 775, 776, 778, 779
 Zohar, D., 786
 Zubrzycki, J., 750
 Zuckerbrod, Gary, 451

Index

Black & Decker, 255, 266
 Blockbuster Video, 21, 98, 202, 219, 365
 Bloomingdale's, 202, 253
 BMW, 184
 Boeing, 322
 Booz, Allen, and Hamilton, 90, 96, 317
 Brainshark Rapid Learning, 264
 British Airways, 129, 277
 British Petroleum, 24
 Brocade Communication, 365
 Brown and Williamson (B&W), 401
 Bulova Corporation, 483
 Burger King, 13, 24, 149, 239, 247, 357, 365, 388, 437, 445, 523
 Burlington Industries, 386
 Burlington Northern Santa Fe Railway, 317

C

Caliper Corporation, 184
 Campbell Soup Company, 47, 256, 342, 504
 Cannon, 24
 Careerbuilder.com, 151, 157, 516
 Carrier Battery, 12
 Catalyst, 314
 Caterpillar, 34, 246, 264, 271, 277, 382
 CBS, 13
 CBT Group, 266
 Cereal Partners Worldwide, 34
 Challenger, Gray & Christmas, 423
 Champion International, 373, 374
 Chapters Inc., 512
 Chase Manhattan, 49, 284
 Checkfree Services, Inc., 270, 297
 Cheetah Technologies, 163
 Chemical Bank, 149
 Chevron, 296
 Chicago Magnet Wire Company, 460
 Chrysler, 27, 125
 Chubb & Son, 314
 Ciba-Geigy, 143
 Cigna, 296, 319, 501
 Circuit City, 54, 132
 Cisco Systems, 24, 25, 164, 266
 Citibank, 399
 Citicorp, 355
 Citigroup, 15, 125, 282, 314, 529
 Citizens Bank, 202
 Coca-Cola, 12-13, 15, 24, 30-31, 42, 54, 132, 152, 153, 166, 298, 322, 360, 365, 370, 422
 Colgate-Palmolive, 286, 314
 Comptech, 637-641
 ConAgra, 317, 342
 Conference Board, 157
 Conoco, 369
 Continental Airlines, 410, 455
 Continental Bank, 115
 Coors, 264
 Corning, Inc., 120, 319, 499
 Corning Glass Work, 138, 265, 401
 Corporate Library, 387
 Corporate Resolutions, 179

Crown Battery, 146
 C&S Corporation, 188
 Cummins Engine Company, 283

D

Daimler-Benz, 27, 454
 DaimlerChrysler, 27
 Dairy Queen, 33
 Darby Gas & Light, 661-663
 Dell Computer, 12, 16
 Deloitte & Touche, 284, 308, 313, 314, 319, 320
 Delphi, 387
 Delta Airlines, 33, 239
 Denny's Restaurant, 283
 DESA, 12, 146
 Detroit Edison Company, 203
 Deutz, 455
 DHB Industries, 386
 DHR International, 155
 DiamondCluster International, 132
 Digital Equipment, 256, 264
 Disney, 12, 153, 202, 255, 281, 284, 310
 Dominion Bankshares, 355
 Domino's Pizza, 21, 33, 180, 190, 239, 367, 480
 Dow Chemical, 24, 153, 265, 309, 314, 516
 Duke Power Company, 182
 Dunn and Bradstreet, 137
 DuPont, 13, 308, 317-319, 382, 399, 450, 482, 483, 499, 505
 Duracell, 47
 Dynamo Industries, 649-652

E

Eaton Corporation, 138, 384
 Eddie Bauer, 319
 EDS, 267
 Elance, 131
 Electromation, Inc., 450
 Eli Lilly and Company, 287, 303, 310, 318
 Enron, 227, 353, 534
 Ernst & Young, 25, 317, 318, 401
 ERTL, 22
 Ex Corporation, 96
 Exeter Healthcare, Inc., 505
 Exxon, 31, 270, 369
 ExxonMobil, 203

F

Federal Express, 15, 193, 253, 261, 286, 309, 365, 373, 374, 377, 513, 535-536
 Ferguson-Hall Co. Inc., 460
 Film Recovery Systems, 460
 First Tennessee Bank, 319
 First Union Corporation, 319
 Ford Motor Company, 12-13, 15, 26, 47, 54, 65, 90, 97, 125, 133, 140, 149, 197, 204, 219, 227, 240, 247, 252, 253, 256, 267,

G

Gallup Organization, 202
 Gandalf Technologies, 318
 Gannett Co., 319
 The Gap, 135, 523
 Garrett Engine Division, 283
 GE Silicone, 314
 GEICO, 13, 316
 General Cinema, 89, 91, 96, 105
 General Dynamics, 407
 General Electric, 12, 34, 47, 129, 135, 137, 141, 149, 152, 166, 168, 212, 226, 227, 255, 259, 266, 271, 283, 294, 303, 306, 308, 315, 317, 356, 384, 388, 443
 General Foods Corporation, 239
 General Mills, 34, 47, 314, 317, 318, 499
 General Motors, 12-13, 26, 47, 125, 131-132, 140, 144, 150, 207, 239, 266, 305, 319, 365, 368, 370, 373, 374, 438, 442, 453, 460, 463, 479, 503
 Georgia Pacific, 384
 Gillette Company, 47, 286, 356, 424, 505
 Global Exchange, 378
 GMAC, 184
 Goldman Sachs, 366
 Goodyear Tire and Rubber, 47, 240, 255, 343
 Google, 24, 27, 129, 147, 152, 164, 179, 208
 Greenberg Traurig, 261
 Greyhound Bus Lines, 74, 480
 Grumman, 365
 GTE, 153

H

Hard Rock Café, 265
 Harley-Davidson, 166
 Hay Associates, 340
 HealthSouth, 534
 Heineken, 33
 Herman Miller, 399
 Hertz Auto Rentals, 523
 Hewitt Associates, 142, 339
 Hewlett-Packard, 35, 157, 282, 284, 301, 352
 Highmark, 308
 HireRight, 179
 HireTopTalent, 517
 Hitachi, 455
 H.J. Heinz Company, 424
 Hoffman-LaRoche, 355
 Holiday Inn, 65
 Home Depot, 54, 59, 132, 255, 267, 282, 356, 369, 374
 Home Shopping Network, 316
 Honda of America, 15, 26, 31
 Honeywell, 35, 168, 223, 285, 314
 HotJobs, 516
 Huffy Bicycle, 384
 Hughes Aircraft, 355
 Hughes Communication, 270
 Hunter Industries, 483
 Hyatt Hotels, 523

I

I2 Technologies, 129
 IBM, 13, 15, 31, 35, 126, 141, 142, 144, 152, 159, 166, 197, 212, 223, 252, 253, 255, 261, 266, 298, 301, 306, 308, 309, 314, 315, 316, 317, 318, 328, 352, 367, 372, 389, 399, 485, 504, 637
 Il Giornale, 512
 iLogos Research, 516

Inland Container, 384
 Intel, 297

J

J. Walter Thompson, 21
 Jackson Enterprises, 460
 James River Corporation, 90, 104
 Janus Capital Group, 248
 JCPenney, 261, 306, 342, 380, 385, 525
 J.D. Power and Associates, 439
 JetBlue, 146, 241
 The Jewel Companies, 309
 J.M. Smucker, 25
 JM Family Enterprises, 25, 164, 380
 John Hancock Insurance, 21
 John Morell and Co., 460, 463
 Johnson & Johnson, 24, 305, 317, 381, 455, 504
 Johnson Wax, 204, 347
 JP Morgan Chase, 314

K

Kaiser Aluminum, 71
 Kellogg, 34
 Kendall-Futuro, 384
 KerrMcGee Chemical Corporation, 487
 KFC, 13, 33, 133
 Kimberly-Clark, 314, 504
 Kinko's, 261
 KLM, 33
 Knight-Ridder, 253
 Kodak, 13, 255, 305, 314, 483
 Komatsu, 34
 Korn/Ferry, 155
 KPMG, 317
 Kraft Foods, 264, 314

L

La Pointe Steel Company, 383
 Larouk Systems, 146
 Lawrence Livermore National Laboratory, 306
 Lehman Brothers, 366, 386, 391, 529, 531
 Lenscrafters, 225
 Levi Strauss, 384, 485
 Lexadigm Solutions, 131
 The Limited, 523
 Lincoln Electric, 298, 365, 378, 381, 390, 532-533
 Liz Claiborne, 125, 378
 Lockheed Martin, 54, 259, 266, 267, 270, 288, 306, 308, 385, 397
 LQ Management LLC, 248
 Lucent Technologies, 267, 501
 Lucky Stores, 524
 Lutheran Health Systems, 489

M

Magnavox Electronics Systems Company, 277
 Mahoning Culvert, 489
 Marriott Corporation, 172, 201, 202, 239, 247, 369, 567
 Marriott International, 296
 Mazda Motor Corporation, 240, 525
 McClachy, 181
 McDonald's Corporation, 12, 27, 30-31, 33, 36, 62, 146, 149, 166, 239, 255, 265, 316, 356, 372, 388, 437, 445, 501
 The McGraw Hill Companies, 317, 318, 319
 MCI Communications, 267
 McKinsey and Company, 130

Mercy Health Corporation, 485
 Merrill Lynch, 153, 202, 252, 309, 319, 364, 462, 529, 534
 MetLife, 314
 Mexmode, 511
 Microsoft, 24, 27, 31, 129, 147, 152, 153, 166, 219, 223, 227, 261, 266, 306, 329, 360, 376, 389, 398
 Miller Brewing, 70
 Milliken & Company, 505
 Mirage Resorts, 360, 365
 Mitsubishi Motors, 23, 34, 284
 Mobil Oil, 201, 318
 Monsanto Corporation, 90, 316, 369, 482
 Monster.com, 157, 159, 516
 Morgan Stanley, 15, 29, 59, 146, 364, 529, 534
 Motorola Corporation, 35, 97, 131, 248, 255, 263, 297, 317, 352, 501

N

National Applicant Screening, 179
 Neiman Marcus, 523
 Nestlé, 34, 39, 204
 Netscape Communications, 266
 Neuville Industries, 320
 New Era Cap Co., 511
 New York Telephone, 504
 Newman's Own, 342
 Nextel, 270
 Nike, 16, 23, 33, 35, 378, 511
 Nokia, 24, 31
 Nordstrom, 25
 Northern Telecom, 310, 339
 Northwest Airlines, 445
 Novations, 313
 Novell, 266
 Nucor Steel, 17, 510

O

Office Depot, 21, 105, 109, 115, 132, 147, 197, 254, 263, 356, 365, 523
 OfficeMax, 387
 Ohio Health, 248
 Old Town Trolley Tours, 487
 Omni Hotels, 253
 Oracle, 105, 144, 266, 529
 Owens-Corning Fiberglass, 21

P

Pacific Bell, 121, 308, 398, 504
 Pan American Airways, 62
 Peace Corps, 211-212
 Pension Benefit Guarantee Corporation, 352
 PeopleBonus, 164
 PeopleSoft, 105, 266
 Pepperidge Farm, 497
 Pepsi Bottling Group, 282
 Pepsi-Cola, 33
 Pepsico, 314
 Perdue Farms, 341
 Perkins & Will, 248
 Philip Morris, 204
 Philips Electronics, 34
 Phillips Petroleum, 255, 478
 Pillsbury, 342
 Pilot Pen Company, 4
 Polaroid, 314, 316
 Pratt & Whitney, 90, 97, 135-137, 153, 219, 254, 301, 306
 PricewaterhouseCoopers, 303, 305, 314, 317,

Steelcase, 380
Stride Rite, 347
Sun Bank, 201
Sun Microsystems, 517
Sun Oil, 256
Sunoco, 263
SurePrep, 146
Suzuki Motors, 34
Sybase, 266
Symagery Microsystems, 517

T

T-Mobile, 341
Taco Bell, 239, 373, 437, 445
Tandem Computers, 499
TAP Pharmaceutical Products, 314
Target Stores, 54, 188
Tata Consultancy Services Limited, 285
Telecomputing Interviewing Services, 202
Tenneco Corporation, 117, 314, 504, 645
Texaco, 15, 132, 204, 284, 296, 369, 385, 525
Texas Commerce Bank, 313
Texas Instruments, 35, 202, 212, 261, 285, 315, 318, 397
Thomas Weisel Partners, 517
Thompson Corporation, 39
Thorn EMI, 34
3M, 308, 322, 355
Time-Warner, 398
Timken, 384
T.J. Maxx, 283
Tommy Hilfiger, 378
Toshiba, 455
Toyota, 24, 26, 41, 202, 208, 246, 247, 255, 455
Tribune Company, 5, 209, 327, 365, 375
TrueTime, Inc., 481
TRW Automotive, 30, 318, 384
Tungsum, 34
Tupperware, 47
Turner Broadcasting, 296
TVA, 303, 306
Tyco, 534

U

UBS, 264, 317
Union Carbide, 255, 270
Unisys, 317
United Airlines, 352
United Parcel Service, 360, 365
U.S. Gypsum, 264
U.S. Steel, 249
United Technologies, 90, 97, 197, 219, 267, 368, 386, 529

Upjohn, 142
UPS, 142, 193, 280-281, 399, 535
US Sprint, 399
USX, 460, 463

V

Valley National Bank, 553-555
Verizon Communications, 314, 352
Victoria's Secret, 25
Voice of America, 59
Volkswagen, 455
Volvo, 93

W

Wachovia, 268, 317
Wackenhut Security, 172, 174-176, 184, 207
Wakemed Health & Hospitals, 315
Wal-Mart, 12-13, 15, 20, 22, 23, 26, 30, 39, 54, 58-59, 64, 65, 142, 147, 150-151, 224, 298, 314, 316, 341, 342, 356, 364, 365, 369, 372, 410, 438, 451-452, 511, 518-520, 525
Walgreens, 59, 275
Walt Disney, 133
Wang Laboratories, 265
Washington Mutual, 528, 531
Watson Wyatt Worldwide, 352
Wells Fargo & Co., 308
Wendy's, 373
Westinghouse Electric Corporation, 15, 34, 239, 270
Weyco, Inc., 407, 488-489
Weyerhaeuser, 138
Whirlpool, 384
Whole Foods, 25
William M. Mercer, Inc., 531
Willow CSN Corp., 147
Wipro Spectramind, 146
Wipro Technologies, 315
World Bank, 30, 35, 222, 253
WorldCom, 387, 534

X

Xerox, 13, 98, 133, 197, 249, 255, 270, 283, 284, 298, 308, 314, 317, 369, 389, 499, 504

Y

Y-3 Holdings, 416

Subject Index

A

Ability, 92, 255-256
Academy of Management, 157
Accidents; *see also* Employee health and safety
 construction, 477-478, 481-482
 cost of, 460, 462
 industrial, 459-461
 proneness to, 193, 480-481
 reduction of, 479-484
 statistics about, 466, 477-478
Accomplishment record, 177
Achievement tests, 180-181
ACORN, 369
Acquisitions and mergers, 452
Action learning model, 259
Action programming, 143-144
Actor-observer bias, 234
Actuarial prediction, 201, 208, 214-215
Ad hoc method, 449
ADA; *see* Americans with Disabilities Act (ADA)
Adaptability, 296
Adoption aid, 318
Adult learners, 255
Adverse impact
 against African Americans, 65, 181, 182, 587-590
 assessment centers and, 199
 defined, 64
 determining, 65
 job specifications and, 94-95, 121, 122
 reducing, 185
 testing and, 104-105, 182-184
 women and, 94, 182
Advertising, 148, 153-154, 160, 162
Affirmative action, 70-73, 132-133, 595-602;
 see also Diversity
Affirmative defense, 68, 70
AFL-CIO, 428, 450, 452
African Americans
 adverse impact, 65, 181, 182, 587-590
 discrimination against, 53-54, 204
 job relatedness, 66
 pay-for-performance, 370
 test scores and, 180-183
Age discrimination; *see also* Discrimination
 downsizing and, 141, 143
 Ford Motor Company and, 523-524
 harassment and, 69
 increase in, 16, 54
 internationally, 168
 in interviewing, 204
 lawsuits, 13, 15, 133
 reverse, 54, 72, 74, 350, 595-602
Age Discrimination in Employment Act (ADEA)
 compensation and, 330
 establishing evidence, 73-74
 exercise, 579-586
 health care benefits, 350-351
 illegal harassment and, 67
 overview of, 56-57

Agencies, employment, 154
Agreeableness, 186, 189, 376
AIDS, 484-485
Albemarle Paper Company v. Moody, 66, 94, 174, 181, 182
Alcohol abuse; *see* Drug and alcohol abuse
Alliance of Motion Picture and Television Producers, 445
Alliances, 27, 30, 34
Allowances, 359
Alternative dispute resolution, 83, 416-417, 465-466, 725-728
American Arbitration Association, 83, 416, 449
American Association of Retired Persons, 149
American College Test (ACT), 180
American Compensation Association, 339
American Federation of Teachers, 368
American Heart Association, 488
American Management Association, 109, 486, 490
American Psychological Association, 192, 465
American Society for Training and Development, 248, 251, 279
Americans with Disabilities Act (ADA)
 2008 Amendments Act, 75
 AIDS and, 484-485
 career development and, 298, 314
 compensation and, 343
 definitions, 76, 78
 disability bias, 75, 204
 drug and alcohol use; *see* Drug and alcohol abuse
 job applications, 176
 job descriptions, 96
 job-related disabilities, 466
 legal questions to ask, 77-78
 multinational companies and, 80-83
 overview, 56-57
 privacy and, 405
 reasonable accommodation, 57, 75, 77, 94, 466
 summary of law, 74-76
Anchoring error, 236-237
Anticipatory socialization programs, 315
Applicants, job, 24-25
Application blanks, 172, 176-178
Appraisal, of performance; *see* Performance appraisal
Apprenticeship programs, 265-266
Arbitration, 83, 416-417, 433, 447-450, 725-728
Armed Services Vocational Aptitude Battery, 180
Artificial intelligence, 164
Assessment, 251-255, 305-308
Assessment center, 197-199, 254, 306, 308
Association of Community Organizations for Reform Now (ACORN), 369
Association of Internet Recruiters, 159
At-home workers, 480
At-will doctrine, 55, 403-404, 413, 418, 533-534
Attention, 258, 270
Attitude, of employees, 92, 107, 394, 396, 408-409
Attraction outcomes, 160-161

Automotive Parts Manufacturing Association, 247
Autonomous work groups (AWG), 90, 120-121
Autonomy, 114, 117-118
Availability error, 236

B

Baby boomers, 15-16, 280-281, 295, 298, 306
Backdating, 385
Background checks, 178-179
Bad drivers, identifying, 193
Balance, work versus family, 316-320, 499
Balance sheet approach, 44, 357
Balanced Scorecard, 5
Baldrige Award, 365
Banana wars, 30, 32
Banding procedure, 183
Bandura's theory of social learning, 270
Bargaining, collective, 304, 403, 440-450
Bargaining deadlock, 444
Bargaining zone, 443-444
Barnes and Noble, 499
Basic pay plans, 331; *see also* Compensation
Behavior modeling, 270-271
Behavioral criteria, 274-275
Behavioral encouragement plan, 373
Behavioral interviews, 207
Behavioral observation scales (BOS), 228, 231
Behaviorally anchored rating scale (BARS), 228-231
Benchmarking
 disabled hiring practices, 284
 of performance, 239-241
 of salary, 336-337
 training programs, 279
Benefits; *see* Employee benefits
Bennett Mechanical Comprehension Test, 181
BEST firms, 248, 262, 264, 271, 279, 288-289, 307
Best practices, 240
Bias, in work analysis data, 121
"Big Five" personality factors, 186-187, 193, 210, 521-522
Big picture, 128-129
The Big Squeeze, 328
Bilingual job specifications, 182
Binding arbitration, 416-417, 448
Biographical information blanks (BIB), 176-178
Bloodborne Pathogen Standards, 485
Board of directors, 388-389
Bona fide occupational qualifications (BFOQs), 62, 74, 603-606
Bonuses, 373-374, 380, 386-388; *see also* Reward systems
Bottom-up union campaigns, 436
Boycotts, 24, 432, 446
Broadbanding, 339
Bullying, 490
Burden of proof, 62-63, 587-590
Bureau of Labor Statistics, 344, 346, 354, 461, 469, 477
Burlington Industries, Inc. v. Ellerth, 68, 285
Burnout, job, 462, 500

- reasons for passing, 14
sexual harassment, 67-70, 284-285, 412, 525-526, 591-594
things not covered under, 62
Civil Service Reform Act, 404, 434, 446
Class action cases, 64
Classification, job, 96, 334
Clean Air Act, 404
Clerical ability tests, 181
Climate indices, 252
Clinical prediction, 208-209, 214
Closing conference, 471-472
Coaching, 141, 303, 313
COBRA, 348, 349-350
Codetermination, 454-455
Cognitive ability tests, 180-184, 195-197
COLA, 328, 358, 441
Collaborative planning, for training, 279-280
Collective bargaining, 304, 403, 440-450; *see also* Labor relations
Commission-based pay plans, 380
Communication Workers of America, 368
Company-level pay-for-performance, 374
Company unions, 439
Comparable worth dilemma, 338, 344-346, 699-704
Compensation, 327-361; *see also* Reward systems
 broadbanding, 339
 cash, 331, 373
 commission-based, 380
 comparable worth policy, 338, 344-346, 699-704
 compliance issues, 346
 defined, 327
 developing pay structure, 337-338
 discretionary benefits, 348, 350-355
 discrimination in, 530
 employee benefits; *see* Employee benefits
 employee welfare programs, 350-351
 equity in, 331, 333, 336-339, 699-704
 evaluation of traditional approach to, 338-339
 for executives, 328, 364-365, 386-389, 528-530
 FLSA, 15, 23, 330, 341-344, 381
 for foreign assignments, 44-45, 131-132, 356-359, 378-379
 fringe, 331, 346-355
 in geocentric organizations, 42
 government influence on, 341-344
 illegal plans, 530-531
 importance of, 328-330
 inequity in, 328, 693-698
 job evaluation, 97, 331, 333-336
 knowledge-based pay, 339-340
 market pricing approach, 336-337
 minimum wage, 331, 341-342, 378
 objectives of, 330
 for overtime, 23, 342
 pay-for-performance; *see* Pay-for-performance systems
 pensions, 351-354
 salary surveys, 336-337
 skills-based pay, 339-340
 for teams, 340-341, 374-375, 531
 tied to test scores, 533
 traditional approach, 331-332
 trends in, 327-328, 339-341
 U.S. workers versus offshore, 131-132
 workers' compensation, 349, 464-466
Compensation manager, 95
Competencies
 KASOCs; *see* Knowledge, abilities, skills, and other characteristics (KASOCs)
 measurement of, 196-197, 200
 portable, 296
 remeasurement of, 297
 staffing, 214
Competency model, 49, 92, 105, 107-109
Competitive advantage, 22-27
Compliance and safety health officers (COSHOs), 469
Compliance audit, 346
Compressed workweeks, 399
Computer-assisted instruction, 267
Computer-based training, 266-267
Computer interviews, 202
Computerized adaptive rating scales (CARS), 228
Concessionary bargaining, 441-442
Connecticut v. Teal, 66, 208
Conscientiousness, 186, 189, 191, 193, 376
Consolidated Omnibus Budget Reconciliation Act (COBRA), 348, 349-350
Constraints, situational, 234-236
Construction accidents, 477-478, 481-482
Consulting organizations, 8
Content Model, 110-111; *see also* O*NET
Content validity, 174
Contextual performance, 226
Contingency factors, 366
Contingency theory, 48-49
Contingent workers, 397, 451
Contract manufacturing, 33
Contracts
 implied, 55, 403-404, 413
 labor; *see* Labor contracts
 management, 33
Control, of planning process, 144
Copyright, 33
Core competencies, 34
Core Self-Evaluation (CSE), 186-187
Corporate boards, 388-389
Corporate downsizing; *see* Downsizing
Corporate Leadership Council, 510
Corporate social/environmental performance (CSP), 23-25
Corporate social responsibility, 23-25, 509-510, 526-527
Corporate universities, 288
Correlation coefficient, 174, 175
Cost-of-living adjustments, 328, 358, 441
Costs
 of arbitration, 450
 of assessment centers, 197
 labor, 356, 360
 recruitment, 158-159, 161
 of selection tools, 175
 of strikes, 445-446, 450
 of training, 263, 276-277
Counseling, individual career, 303-304, 313; *see also* Career development
Counterproductive work behavior (CWB), 184
Covenant of good faith and fair dealing, 403
Covenant of nondisclosure, 405
Crime, white-collar, 179
Criterion-related validity, 174, 176
Critical incident technique (CIT), 96, 100, 107, 111, 115, 253, 482
Cross-Cultural Adaptability Inventory, 213
Cross-cultural training, 45, 285-288
Cross-functional teams, 283
Cultural assimilator, 287
Cultural issues, 37-39
Culture shock, reverse, 45, 320
Customer orientation, 193
Damages, 68
Danger pay, 358
Data collection methods, 97-98
Databases, privacy and, 137
Davis-Bacon Act, 344
De-skilling of the population, 246
Deadlock, in negotiations, 444
Decentralization, 135, 297, 483
Decision-making skills, 262
Defamation, 404
Defined benefit plans, 351-352
Defined contribution plans, 351-352
Degree statements, 335
Delaying, 297
Delphi technique, 135
Design, organizational, 9-10
Development; *see* Training and development
Developmental assignments, 46
Developmental programs, 308-310
Diaz v. Pan America, 62
Differential rate, 378
Dimensions, 197-198
Direct mail advertising, 154
Disabilities; *see* Americans with Disabilities Act (ADA)
Disability, long-term, 354
Discipline, of employees, 413-415
Discontinuities, marketplace, 48
Discretionary benefits, 348, 350-355; *see also* Compensation
Discrimination
 affirmative action, 70-73, 132-133, 595-602
 age; *see* Age discrimination
 Civil Rights Act; *see* Civil Rights Act of 1964
 compensation, 530
 defined, 55-56
 disability; *see* Americans with Disabilities Act (ADA)
 disparate impact, 63-66, 73-74, 83, 94, 224, 531
 downsizing and, 13
 filing a lawsuit, 62, 63
 gender, 224, 518-520
 illegal practices, 56-57
 in the interview, 202-204
 litigation involving, 14-15, 56, 58
 national origin, 56, 58
 pregnancy, 79-80, 330, 351
 race, 53-54, 56, 204, 523-524, 587-590
 religious, 513-514
 reverse, 54, 72, 74, 350, 595-602
 sex, 15, 56-59, 204
 statistics, 53-54
 in testing methods, 182
 toward women, 58-59, 518-520
Disguised-purpose attitudinal scales, 191-192
Disparate impact, 63-66, 73-74, 83, 94, 224, 531
Displaced workers, 312
Dispositional testing, 184, 186-188
Dispute resolution, 83, 416-417, 465-466, 725-728
Dissatisfaction, with work, 430
Distance learning, 256, 267-268
Distributive bargaining, 441
Distributive justice, 395-396
Diversification, 32
Diversity
 advertising and, 154
 recruitment and, 132-133, 134
 training for, 283-284, 524-525
Downsizing; *see also* Layoffs
 approach to, 715-724
 career development and, 297
 discrimination and, 13, 141, 143
 diversity and, 132-133, 143
 implementing, 139-141
 organizational exit, 418-425
 problems with, 141
 recommendations, 311
 strategic planning and, 10
Draw-plus commission system, 380
Drug and alcohol abuse; *see also* Employee health and safety
 ADA and, 75-76, 415
 employee assistance programs, 354, 493, 501-504
 policy development, 739
 programs for, 145, 194-195
 testing for, 194-195, 485-488
Drug Free Workplace Act, 486, 502
Dual-career couples, 317, 499
Dukes v. Wal-Mart, 67, 518-520
Duty of fair representation doctrine, 449
Duty to bargain, 441
E-learning, 264, 266-267
E-learning Readiness Self-Assessment, 256
E-mentoring, 309-310
E-Span Interactive Employment Network, 151
E-Verify, 138-139
Early retirement, 141, 423
Economic capability, 26
Education, 7, 95-96, 354
Educational allowances, 359
EEO-1 form, 59-61
EEOC, 15, 59-62
EEOC v. Detroit Edison, 153
Effectiveness, 331
Efficiency, 331
Efficiency indices, 252, 254
Egalitarian culture, 372
80 percent rule, 65, 224
Elder care services, 319
Electronic learning, 264, 266-267
Electronic monitoring, 241-242
Electronic Privacy Information Center, 405
Electronic recruiting, 157-160
Electronic surveillance, 241
Emotional Intelligence (EI), 186
Emotional stability, 186, 189
Empirical validity, 174
Employability, 296
Employee assistance programs (EAP), 354, 493, 501-504
Employee Benefit Plan Review, 501
Employee benefits; *see also* Compensation
 cafeteria style, 44, 347-348, 355
 child care, 319, 347, 355
 communicating the programs, 355-356
 discretionary, 348, 350-355
 elder care, 319
 employee services, 354-355
 employee welfare programs, 350-351
 401(k), 352-354
 health care, 350-351
 importance of, 346
 legally required benefits, 348-350
 mental health, 347, 354
 trends in, 347
 unions and, 453
Employee feedback, 407-410
Employee Free Choice Act, 433, 536-537
Employee handbook, 393, 410-413
Employee health and safety, 459-507
 accidents; *see* Accidents
 AIDS, 484-485
 common injuries/diseases, 462-463
 drugs in the workplace; *see* Drug and alcohol abuse
 employee assistance programs, 354, 493, 501-504
 hazardous materials, 461, 468
 impact on productivity, 462
 incentive system, 483
 job burnout, 462, 500
 legal issues, 463-479
 noise level, 463
 OSHA; *see* Occupational Safety and Health Administration (OSHA)
 principles of a total safety culture, 479-480
 program development, 740-742
 repetitive strain injury, 461-462, 495, 497
 right-to-know, 463
 safety rules, 483-484
 safety training, 481-482, 493-494
 smoking in the workplace, 488-489, 738
 steps to improve, 505
 stress, 462, 465, 497-501, 502, 538
 training and, 481-482, 493-494
 video display terminals, 495, 496
 violation of safety laws, 460
 violence in the workplace, 490-495
 wellness and fitness, 350, 504-505
 workers' compensation, 349, 464-466
Employee leasing, 142
Employee Polygraph Protection Act, 192
Employee recognition programs, 354-355; *see also* Reward systems
Employee referral program, 153, 191
Employee Retirement Income Security Act (ERISA), 15, 330, 331, 351
Employee satisfaction, 19-20, 24-25
Employee stock ownership plan (ESOP), 353-354, 364-365, 373, 381, 385-386
Employee surveys, 407-410
Employee theft, 192-193
Employee turnover, 20-21
Employee welfare programs, 350-351
Employee wellness and fitness programs, 504-505
Employer Policy Foundation, 341
Employment agencies, 154
Employment-at-will doctrine, 55, 403-404, 413, 418, 533-534
Employment laws, 402-407
Employment processing outsourcing (EPO), 155
Employment relationships, 393-426
 employee handbooks, 393, 410-413
 employee surveys, 407-410
 ethics programs, 24, 396-397, 534-535
 grievances, 415-418, 447-448
 internal forces affecting, 407-413
 laws affecting, 402-407
 organizational entry, 397-402
 organizational exit, 418-425
 organizational justice, 394-396
 policy violations/discipline, 413-415
Employment screening, 178-179
Employment status, 397-398
Empowerment, 117

F

Face-to-face feedback, 657-660

Facebook, used for background checks, 178, 517

Factor scales, 335

Fair Credit Reporting Act (FCRA), 179, 406

Fair Employment and Housing Act, 526

Fair Labor Association, 511-512

Fair Labor Standards Act, 15, 23, 330, 341-344, 381

Fair representation doctrine, 449

Fairness, 394-396

Fake Bad Scale, 465

Fall River Dyeing & Finishing Corp. v. NLRB, 452

False Claims Act, 404

Family and Medical Leave Act (FMLA), 318, 348, 350, 405, 407, 415

Faragher v. City of Boca Raton, 68, 285, 526

Farley v. American Cast Iron Pipe, 68, 70

Fast Company, 18

Fast-track employees, 310

Federal Emergency Management Association (FEMA), 369

Federal government

- job classification, 334
- pay equality and, 341
- Peter Principle and, 150
- recruiting for jobs in, 156
- use of E-Verify, 138-139

Federal Insurance Contributions Act (FICA), 349

Federal Mediation and Conciliation Service, 433, 444

Federal National Mortgage Association, 299, 303

Federal Sentencing Guidelines, 397

Federal Supervisor Training Act, 280

Federal Unemployment Tax Act, 349

Feedback

- from employee surveys, 407-410
- face-to-face, 657-660
- frequency ratings, 233
- methods of delivering, 242-243
- negative, 233
- 360-degree appraisal, 200, 223, 239, 240, 241, 253, 308, 408
- training and, 258
- using BARS, 228-231

Field experiences, 287

Financial capability, 26

FireArms Training System (FATS), 268

Fisher's Exact Test, 65

Fitness programs for employees, 350, 504-505

Five-factor model (FFM) of personality, 184, 186, 188-190, 193, 196, 233, 376, 521-522

Flexible benefits, 347

Flexible work arrangements

- compressed workweek, 399
- flextime, 399
- to improve work-family balance, 316-320, 499
- job sharing, 142-143, 318, 399
- for late-career employees, 316
- telecommuting, 143, 146-147, 318, 398

Flextime, 399

FLSA, 15, 23, 330, 341-344, 381

Flypaper recruiting method, 164-165, 400

FMLA, 318, 348, 350, 405, 407, 415

Food and Drug Administration, 404

Forced choice, 228

Forced distribution rating, 226-227, 233, 376, 523-524

Forecasting

- Delphi technique, 135
- gap analysis, 139-143, 637-644

nominal group technique, 135

promotability, 306

regression analysis, 136

trend analysis, 135-136

Foreign Assignment Selection Test, 213

Foreign direct investment (FDI), 30, 34, 38-39

Foreign job assignments, 43-47

Foreign service premiums, 358-359

Four-fifths rule, 65

401(k) programs, 352-354

Fourth Amendment, 487-488

Frame-of-reference training, 237

Franchising, 33, 512-513

Fraud, related to workplace injury, 465

Freakonomics, 364

Free-riders, 375, 381

Frequency ratings, 233

Fringe compensation, 331, 346-355; *see also* Compensation

Functional illiteracy, 255-256

Fundamental attribution error, 234

G

Gain sharing, 381, 382-385

Gallup survey, 409-410, 428

Games, as instructional devices, 262, 265, 268, 283

Gap analysis, 139-143, 637-644

Gas chromatography test, 194-195

Gender bias, 121

Gender discrimination, 224, 518-520

Gender roles, 38

General duty clause, 468, 497

General Dynamics Land Systems v. Cline, 74, 350

General Mental Ability Test (GMAT), 180-184, 189-190

Generation X/Y, 15-17, 126, 280-281, 298

Genetic Information Nondiscrimination Act (GINA), 78-79, 405

Geocentric managerial approach, 41-42, 168

Glass ceiling, 72, 84, 96, 314

Global 500 Web Site Recruiting: 2003 Survey, 516

Global Assignment Preparedness Survey, 213

Global industry, 36

Global labor market, 30, 129-132

Global mindset, 49

Global Professional in Human Resources, 7

Globalization; *see also* International commerce

- growth of, 11-13, 29-31
- reverse, 12, 146
- unions, 454-457

Goals

- setting of, 258, 367
- for work analysis, 92-93

Goebel Et Al. v. Frank Clothiers, 587-590

Going-rate approach, 44, 357

Golden handcuffs, 439

Good-faith bargaining, 440-441

Graduate Record Examination (GRE), 174

Graphic rating scales, 228-231

Graphology, 4, 6, 187-188

Gratz v. Bollinger, 72

Grievances, 415-418, 447-448

Griggs v. Duke Power, 64, 66, 90, 94, 181, 182

Group-based pay plans, 374-375, 381-386

Group discussions, 263

Group interview, 206

Group life insurance, 351

Grutter v. Bollinger, 72

H

Handbooks, for employees, 393, 410-413

Handwriting analysis, 3-4, 174, 187-188

Harassment, 67-70, 284-285, 412, 525-526, 591-594

Hardship premiums, 358

Harris v. Forklift, 68

Hay plan, 334

Hazard communication, 463

Hazardous materials, 461, 468; *see also* Employee health and safety

Health and safety, employee; *see* Employee health and safety

Health care benefits, 350-351; *see also* Employee benefits

Health Insurance Portability and Accountability Act (HIPAA), 351, 405

Health maintenance organizations (HMOs), 351

High-Performance Work Characteristics, 304

High-performance work systems (HPWS)

- characteristics of, 6, 25
- labor unions and, 438
- performance appraisals; *see* Performance appraisal
- recruiting and, 149, 164
- reward systems and, 363-364, 366, 391
- turnover and; *see* Turnover, of employees
- validated selection, 6, 84, 171, 173-175

Hiring freeze, 423

HIV, 484-485

Holistic prediction, 208-209, 214

Home-based work, 318

Home leave allowances, 359

Honesty tests, 192-193

Horns effect, 233

Host-country nationals (HCN), 41, 43, 168, 356

Hostile work environment, 68

Hot desking, 318

Hoteling, 318

Housing allowance, 359

Human Resource Certification Institute, 7

Human resource information systems (HRIS), 136-137, 252, 406

Human Resources Business Process Outsourcing, 18

Human resources index, 409

Human resources management

- academic research in, 7-9
- activities performed by, 9-11
- defined, 5
- domains of, 9-11, 553
- domestic versus international, 37-41
- effect on corporate performance, 6-7
- international; *see* International human resources management
- outsourcing of, 8, 510-511
- responsibilities of, 4
- trends, 11-18, 246
- vision of, 5

I

I-9 form, 138

Illegal immigrants, hiring of, 15, 23, 138-139

Illiteracy, 255-256

Immigration and Customs Enforcement (ICE), 138

Immigration Reform and Control Act (IRCA), 138

Immunoassay test, 194

Impasse resolution, 442, 444

Implied contracts, 55, 403-404, 413

Improshare plan, 383-385

In-basket performance tests, 198-199, 207, 270

Independent contractors, 142, 398

Independent study, 264

Individual career counseling, 301, 303-304, 313

Individual pay-for performance plans, 375-380; *see also* Reward systems

Individualism, 38

Individualized socialization, 401

Information, 99-101

Informational justice, 395-396

Informational training method, 260-261, 263-265

Inspection, workplace, 469-472

Institutionalized socialization, 401

Instructional objective development, 254-255

Insurance, 349, 351

Integrative bargaining, 441-442

Integrity/honesty tests, 192-193

Intellectual property, protection of, 14, 32-33

Interest-based bargaining, 442

Intermediaries, 32

Internal equity, 331, 333

Internal labor supply, 136-138

Internal programming, 144

Internal recruitment, 149-151

International assignments; *see* International human resources management

International Brotherhood of Electrical Workers, 442

International Brotherhood of Teamsters, 450, 535-536

International Coach Federation, 313

International commerce; *see also* Globalization

- contract manufacturing, 33
- cultural issues, 37-39
- EEO laws and, 80-83
- exporting, 32, 35
- forces influencing decisions, 36-37
- foreign direct investment (FDI), 30, 34, 38-39
- franchising, 33, 512-513
- global labor market, 30, 129-132
- human resources strategies, 41-42, 567-572
- joint ventures, 34, 37
- leadership, 47-49
- licensing, 32-33
- offshore operations centers, 30, 511-512
- offshoring; *see* Offshoring
- using intermediaries, 32

International human resources management

- compensation, 44-45, 131-132, 356-359, 378-379
- cross-cultural training, 45, 285-288
- domestic versus international, 37-41
- exercise, 563-566
- expatriates; *see* Expatriates
- foreign job assignments, 43-47
- host-country nationals (HCN), 41, 43, 168, 356
- parent-country nationals (PCN), 41, 43, 356
- recruiting for multinational corporations, 166-169
- repatriation, 45, 168, 320-321
- selecting for overseas assignments, 209-213
- staffing, 30, 563-564
- strategies, 41-42
- third-country nationals (TCN), 42, 43, 356
- unions, 454-457

International piece-rate pay, 378-379

Internet

- abuse of, 412
- distance education, 256, 267-268
- e-learning, 264, 266-267
- e-mentoring, 309-310
- recruiting via, 148, 157-160, 162-164, 516-517
- used for background checks, 178

Interpretative Guidelines on Sexual Harassment, 59

Interviews

- behavioral, 207
- combining data from, 207-209
- computer, 202
- discrepancies between research and practice, 200-201
- discrimination in, 202-204
- for employment, 200-207
- factors affecting, 201-202
- group/panel, 206
- physical environment for, 204
- situational, 206-207
- structured, 172, 175, 189, 201-203, 206, 492
- training to conduct, 201, 203, 204-205
- types of, 206-207
- unstructured, 175, 201-203, 206, 215
- used in work analysis, 97-98
- validity of, 202-206, 207
- what to ask, 653-656

Intracompany Transferee L-1 classification, 139

Intranet, 14, 304

Introversion, 186

Investing, socially responsible, 23-24

J

Job analysis, 93, 333, 514-516, 625-630; *see also* Work analysis

Job Analysis Handbook for Business, Industry, and Government, 101

Job applicants, 24-25

Job burnout, 462, 500

Job Characteristics Model, 117, 120

Job classification, 96, 334

Job coaching, 141, 303, 313

Job Compatibility Questionnaire (JCQ), 115-117, 165, 192, 193

Job demands, 499

Job descriptions

- defined, 94
- exercise in writing, 611-624
- pros and cons, 93
- samples of, 94-95
- work analysis and, 147-148

Job design, 117

Job Diagnostic Survey (JDS), 97, 117, 516

Job dimensions, 197

Job evaluation, 97, 331, 333-336

Job family, 335

Job interviews; *see* Interviews

Job knowledge tests, 174, 180, 183

Job listings, 148, 159

Job loss, 311

Job-oriented method, 99-100

Job placement services, 154

Job posting systems, 151, 304

Job ranking, 333

Job rating, 334

Job redesign, 97, 100

Job relatedness, 64-67, 90, 94, 104, 174, 208, 521

Job rotation, 93, 266, 283, 308

Job satisfaction, 6-7, 19-20, 309, 439

Job satisfaction indexes, 252

Job sharing, 142-143, 318, 399

Job specifications, 95-96, 121-122, 147, 173, 182, 204

Job stress, 462, 497-501, 538

Johnson v. Santa Clara Transportation Agency, 71

Joint ventures, 34, 37

Line management, 5, 8
 Living case, 270
 Localization, 44
 Lockouts, 446
 Locus of control, 187
 Long-term assignments, 46
 Long-term capital accumulation plan, 351–354
 Long-term disability, 354
 Long-term orientation, 38
 Lower back disability, 462

M

Malcolm Baldrige Award, 365
 Man who statistic, 4
 Managed care, 351
 Management by measurement system, 21, 27
 Management by objectives (MBO), 228, 232
 Management contracts, 33
 Management Position Description
 Questionnaire (MPDQ), 96, 105, 106–107
 Management skills, 47–49
 Manager as ambassador approach, 212
 Managerial incentive pay, 386–389
 Mandatory arbitration, 83
 Manifest imbalance, 71
 Marginal utility, 366–367
 Market pricing approach to compensation,
 336–337
 Market-seeking behavior, 11
 Marketplace discontinuities, 48
 Markov analysis, 137–138
Marshall v Barlow's Inc., 471
 Masculinity/femininity, 38
 Massed practice, 257
Mastie v. Great Lakes Steel Corp., 73
 Matching recruiting method, 164–165
 Maternity leave, 318–319
McDonnell Douglas v. Green, 63–64
Meacham v. Atomic Power, 73, 74, 83
 Measurement
 balanced scorecard method, 5
 benchmarking; *see* Benchmarking
 challenges of, 19
 of employee satisfaction, 19–20, 24–25
 importance of, 18–22
 leading/lagging indicators, 5
 linked to strategic goals, 20–21
 of performance; *see* Performance appraisal
 Mediation, 62, 83, 416–417, 444
 Mediator, 444
 Medicare, 348–349
 Medigap protection, 348
 Mental health benefits, 347, 354
 Mentoring, 309–310
 Mergers and acquisitions, 452
 Merit pay plans, 375–377; *see also*
 Reward systems
 Merit program (OSHA), 474
Meritor Savings v. Vinson, 67
 Meta-analyses, 8, 66
 Metrics challenge, 19
 Military recruiting, 164
 Military rights, 407
 Millennials, 16–17, 126, 162, 163
 Miner Sentence Completion Scale (MSCS), 187
 Minimum wage, 331, 341–342, 378
 Minnesota Clerical Test, 181
 Minnesota Local Government Pay Equity
 Act, 335
 Minnesota Multiphasic Personality Inventory
 (MMPI), 188, 465
 Minorities

hiring of, 160
 race norming, 65
 recruiting, 154
 target referrals, 153
 Misconduct, 397, 405, 406, 414–415
 Modular companies, 16
 Motivation, 256, 259, 367–368, 391
 Motivational hierarchy, 366
 Motivational testing, 180, 183, 184
 Motor reproduction, 270
 Multilocal industries, 36, 42
 Multinational corporations; *see* International
 human resources management
 Multiple time-series design, 279
 Mutual funds, 23–24
 Mutual gains bargaining, 442
 Myers-Briggs Type Indicator (MBTI), 188, 306
 MySpace, used for background checks, 178, 517
 Mystery shoppers, 365, 373, 522–523

N

NAFTA, 30, 32
 National Association of Software and Service
 Companies, 129
 National Association of Suggestions Systems, 355
 National Association of Temporary Services, 142
 National Business Ethics Survey, 397
 National Center for Employee Ownership, 373
 National Committee on Pay Equity, 345
 National Conference of State Legislatures, 138
 National Council on Compensation Insurance
 (NCCI), 465
 National defense variance, 468
 National Education Association, 428, 452
 National Foreign Trade Council, 31
 National Institute for Occupational Safety and
 Health, 461
 National Labor Relations Act, 15, 403,
 431–433, 457
 National Labor Relations Board, 431, 434–435,
 439, 441, 446, 456, 487, 535, 536–537
 National Organization for Women (NOW), 142
 National origin discrimination, 56, 58
 National Safety Council, 459, 466–467
 National Safety Workplace Institute, 491
 Needs analysis, 223
 Needs assessment, 251–255, 669–676
 Negative feedback, 233
 Negligent hiring, 178, 188, 193, 481, 492
 Negotiation, 441–444
 NEO Personality Inventory, 188
 Nepotism, 317
 Networking, 296, 303, 305, 310, 314
 Neuroticism, 186, 189
 Neutral employment practices, 65, 66
 Neutrality agreements, 436–437
 New employee orientation, 281–282, 315,
 400–402
 Newspaper advertising, 148, 153–154, 160, 162
 NLRA, 15, 403, 431–433, 457
NLRB v. Mackay Radio & Telegraph, 445
 Noise pollution, 463
 Nominal group technique, 135
 Noncognitive testing, 184
 Noncompete agreements, 405
 Nondisclosure, covenant of, 405
 North American Free Trade Agreement, 30, 32
Now, Discover Your Strengths, 202

O

Objectives

Observation, 92, 97–98
 Occupational illness, 469
 Occupational Information Network (O*Net), 90,
 109–111, 112–114, 303, 527–528
 Occupational injury, 469
 Occupational Outlook Handbook, 336
 Occupational Safety and Health Act, 404,
 460–461
 Occupational Safety and Health Administration
 (OSHA), 466–479; *see also* Employee
 health and safety
 accident statistics, 466, 477–478
 AIDS and, 484–485
 citations and penalties, 472–473
 criticism of, 478–479
 defining injuries and illnesses, 469
 effects of, 476–479
 employee rights under, 475–476
 employer responsibilities, 474–475
 purpose of, 467
 recordkeeping and reporting, 468–469
 services available, 473–474
 standards, 468
 state plans, 467–468
 violation costs, 460
 workplace inspection, 469–472
 workplace violence, 490–495
 Occupational stress, 497–501, 538
 Office of Contract Compliance (OFCCP), 15,
 71, 132
 Offshoring operations centers, 30, 511–512
 Offshoring
 case study, 511–512
 growth of, 30, 129–131, 146
 HR's role in, 13, 126
 operations centers for, 30, 35
 On-the-job injuries; *see* Employee health and
 safety
 On-the-job training, 261, 265–266
 Onboarding, 282
 One-group pretest-posttest design, 278
 One-shot posttest-only design, 278
 O*NET, 90, 109–111, 112–114, 303, 527–528
 Open mentoring, 309
 Openness to experience, 186, 189
 Operational capability, 27
 Opportunities, 128
 Opt-out revolution, 314
 Oral presentation, 198–199
 Organizational analysis, 252–253
 Organizational assessment programs, 302,
 305–307
 Organizational attractiveness, 145–147
 Organizational capability, 27, 89
 Organizational career management, 301, 302
 Organizational citizen, 225
 Organizational commitment, 20
 Organizational design, 9–10
 Organizational development, 9–10
 Organizational entry, 397–402
 Organizational exit, 418–425
 Organizational justice, 394–396
 Organized labor; *see* Unions
 Orientation programs, 281–282, 315, 400–402
 OSHA; *see* Occupational Safety and Health
 Administration (OSHA)
 Outdoor experiential programs, 268–270
 Outplacement, 141, 155, 311–312, 423
 Outsourcing
 call centers, 517–518
 disadvantages of, 132
 of employment processing, 155
 of HR, 8, 510–511

of recruitment, 155
 trend toward, 17–18
 Overlearning, 257
 Overseas assignments, 43–47; *see also*
 International human resources management
 Overtime, 23, 342

P

Paired comparisons, 226–227
 Panel interview, 206
 Parent-country nationals (PCN), 41, 43, 356
 Part learning, 256–257
 Part-time employees, 142, 399
 Partnerships, with search firms, 155–156
 Patents, 33
 Paternity leave, 318–319
 PATRIOT Act, 406
 Pay-at-risk programs, 328, 340, 360
 Pay equity policy, 344–346
 Pay-for-performance systems; *see also*
 Compensation
 advantages versus disadvantages, 531–532,
 711–714
 African Americans and, 370
 company level, 374
 design of, 705–710
 for executives, 364–365
 failure of, 364, 376
 individual, 375–380
 linked to strategic goals, 365
 trends, 222–223, 337
 Pay grades, 337, 339
 Pay inequity, 328, 693–698
 Paycheck Fairness Act, 345, 530
 Peer reviews, 197, 415, 482
 Peer trainers, 283
 Penalties, for OSHA violations, 472–473
 Pension plans, 351–354
 Performance appraisal, 219–243
 administration of, 241–242
 anchors, 226–232
 behaviorally anchored rating scale (BARS),
 228–230
 benchmarking, 239–241
 competency measurement, 522
 defined, 222
 defining the rater, 239–241
 defining the rater, 237–239
 discipline, 413–415
 exercise, 661–668
 feedback; *see* Feedback
 forced-distribution systems, 226–227, 233,
 376, 523–524
 graphic rating scales, 228–231
 halo effect, 233, 334, 480
 HR's role in, 9–10
 in-basket tests, 198–199, 207, 270
 legal issues, 223–225
 leniency bias, 233, 376
 management by objectives (MBO), 228, 232
 measurement content, 225–226
 measurement process, 226–233
 mystery shoppers, 365, 373, 522–523
 peer reviews, 197, 415, 482
 prescription for effective, 220
 rating errors, 233–237, 334, 532
 rating instruments, 226–233
 research versus practice, 7, 221
 reward systems; *see* Reward systems
 self-assessments, 239, 301–303, 685–691
 termination and; *see* Termination
 360-degree, 200, 223, 239, 240, 241, 253,
 254
 of data from, 222–223
 what should be measured, 232–233
 work analysis and, 93
 Performance Appraisal Discomfort Scale
 (PADS), 376, 532
 Performance/constraint matrix, 235–236
 Performance distribution assessment (PDA),
 231–232
 Performance testing, 195–200
 Permanent arbitrator, 449
 Permanent part-time employees, 142, 399
 Permanent variance, 468
 Person analysis, 253–254
 Person-oriented method, 99–100
 Personal responsibility clauses, 350
 Personality factors, 186–187
 Personality testing, 184, 186–190, 520–521
 Personnel selection, 171–216
 accomplishment record, 177
 application blanks, 172, 176–178
 background checks, 178–179
 biographical data, 176–178
 defined, 171
 80 percent rule, 65, 224
 exercise, 649–652
 identifying bad drivers, 193
 identifying customer-oriented people, 193
 importance of, 171
 interviews; *see* Interviews
 laws affecting, 607–610
 methods, 173–175
 of minorities, 160
 negligent hiring, 178, 188, 193, 481, 492
 for overseas assignments, 209–213
 predicting turnover, 190–192
 reference checks, 178–179
 reliability, 173–174
 steps for, 173, 213–214
 using graphology, 4, 6, 187–188
 using work analysis, 96
 utility, 174–175
 validity of, 6, 84, 171, 173–175
 Personnel testing
 abilities and characteristics rating, 514–516
 achievement tests, 180–181
 adverse impact, 104–105, 182–184
 assessment centers, 197–199
 Bennett Mechanical Comprehension Test, 181
 clerical ability, 181
 cognitive ability, 180–184, 195–197
 discrimination, 182
 dispositional, 184, 186–188
 drugs, 194–195, 485–488
 establishing a program, 194
 general mental ability tests, 180–184,
 189–190
 in-basket tests, 198–199, 207, 270
 integrity/honesty tests, 192–193
 knowledge based, 174, 180, 183
 Minnesota Clerical Test, 181
 Minnesota Multiphasic Personality Inventory
 (MMPI), 188, 465
 motivational, 180, 183, 184
 Myers-Briggs Type Indicator (MBTI),
 188, 306
 performance testing, 195–200
 personality tests, 184, 186–190, 521–522
 physical ability, 181–182
 polygraph, 192
 privacy and, 195
 psychological, 172, 184, 194, 209, 213, 306
 racial differences in performance, 182–184
 reducing adverse impact, 185

- unions' impact on, 368, 438
Professional in Human Resources, 7
Profit sharing, 381-382
Programmed instruction, 264
Programming, action, 143-144
Progressive discipline, 414-415
Projective tests, 187
Promotability forecasts, 306
Promotion, 197, 198, 200
Prudent man rule, 354
Psychological testing, 172, 184, 194, 209, 213, 306
Psychomotor tests, 181
Public policy, 403
Public sector union membership, 452
Punishment, for policy violations, 413-415
Purchasing power, 359
- Q**
Qualitative labor demand forecast, 135
Qualitative work analysis, 100
Quality circles, 438, 450-451, 531
Quality of work life (QWL), 438-439, 463
Quantitative labor demand forecast, 135-136
Quantitative work analysis, 100
Questionnaires, 101-105
 advantages/disadvantages of, 98
 Job Compatibility Questionnaire (JCQ), 115-117, 165, 192, 193
 Management Position Description Questionnaire, 96, 105, 106-107
 Position Analysis Questionnaire, 90, 99, 101-105
 used for selection, 96, 98-99
 Work Design Questionnaire (WDQ), 117, 118-119
Quid pro quo, 67-68
Quotas, 32
- R**
Race discrimination, 53-54, 56, 204, 523-524, 587-590; *see also* Discrimination
Race norming, 65
Racial bias, 121, 182-184
Raiding, unit, 150
Railway Labor Act, 434, 535
Randomization, 279
Rating errors, 233-237, 334, 532
Reaction measures, 272, 273
Realistic job preview (RJP), 165, 400-402
Realistic Orientation Program for New Employee Stress (ROPES), 281
Reasonable accommodation, 57, 75, 77, 94, 466; *see also* Americans with Disabilities Act
Recognition, of employees, 354-355; *see also* Reward systems
Recruitment
 advertising and, 148, 153-154, 160, 162
 affirmative action, 70-73, 132-133, 595-602
 available labor market, 127, 129
 campus visits, 156-157
 cost of, 158-159, 161
 defined, 126
 diversity, 132-133, 134, 143
 employment agencies, 154
 external versus internal, 149-151
 external labor supply, 138-139
 factors influencing, 127
 for federal government, 156
 flypaper versus matching, 164-165, 400
 global labor market, 30, 129-132
 internal labor supply, 136-138
 matching method, 164-165
 of millennials, 162, 163
 most effective methods, 160-164
 for multinational corporations, 166-169
 organizational attractiveness, 145-147
 outsourcing of, 155
 planning, 635
 policies/programs that impact, 145-147
 process, 145
 realistic, 315
 research on, 162
 responsibility for, 144-145
 search firms, 155-156
 selection ratios, 164-165
 senior citizens, 149
 sources used for, 151-157
 targeted, 155
 time lapse data, 148
 understanding applicants, 165-166
 using the Internet, 157-160
 using work analysis, 96
 via referrals, 153
 work analysis, 147-148
 yield ratio, 148-149, 631-634
Redeployment, 311-312
Redesign, of jobs, 97, 100
Reengineering, 10, 139-141
Reentry shock, 320-321
Reference checks, 178-179
Referrals, 153
Regiocentric management, 42
Regression analysis, 136
Rehabilitation Act, 71, 74, 484
Relapse prevention, 260
Relative frequencies, 232
Relevant market, 336
Reliability of personnel selection methods, 173-174
Religious accommodation, 57
Religious discrimination, 513-514
Relocation assistance, 317, 359
Reorganization, 297
Repatriates, 45, 168, 320-321; *see also* Expatriates
Repetitive strain injury, 461-462, 495, 497
Representation certification, 436
Representative certification, 434
Representativeness error, 236
Resignation, 419-422
Responsible Restructuring, 139
Restructuring, 139-141, 715-724
Résumés, 152-153
Retaliation, 64, 404
Retention, of training, 258
Retention tools, 301
Retirement
 defined, 423
 early, 141
 influences on decision, 424-425
 mandatory, 94
 pension plans, 351-354
 problems with, 316
 trends, 15-16
Retraining of workers, 452-453
Return on investment (ROI), 271, 276-277
Reverse culture shock, 45, 320
Reverse discrimination, 54, 72, 74, 350, 595-602
Reverse globalization, 12, 146
Reward systems, 363-392; *see also* Compensation activities of, 9-11
 bonuses, 373-374, 380, 386-388
 contingency factors affecting, 366
 determinants of effective, 367-369
 effectiveness of, 366-367
 gain sharing, 381, 382-385
 group plans, 374-375, 381-386
 HPWS, 363-364, 366, 391
 incentive pay, 375, 377-380
 individual pay-for performance, 375-380
 individual versus group, 374
 legal implications of, 371-372
 managerial implications, 389-390
 merit pay plans, 375-377
 piece-rate system, 369, 375, 377-379, 532-533
 problems with, 370-371
 profit sharing, 381-382
 for referrals, 153
 research versus practice, 373-374
 safety incentives, 483
 selection of, 372-375
 unions and, 368
Riding the Waves of Culture, 48
Right-to-know laws, 463
Right-to-work laws, 431, 433
Rightsizing, 139-141, 422, 500; *see also* Downsizing
Riley Guide, 159
Risk assessment, 494
ROI, 271, 276-277
Role ambiguity, 499, 501
Role-playing, 198-199, 270
Rorschach Inkblot Test, 187
Rotation, job, 93, 266, 283, 308
Rucker plan, 383-385
Rules of origin, 32
- S**
Sabbaticals, 308
Safety, employee; *see* Employee health and safety
Safety incentives, 483
Safety Locus of Control (SLC), 193
Salary surveys, 336-337
Sales incentive plans, 375, 379-380
Satisfaction, job, 6-7, 19-20, 309, 439
Say on Pay Act, 330
Scanlon plan, 383-385
Scanning, environmental, 128-133, 637-644
Scholastic Aptitude Test (SAT), 180
Scorecard, 18-19, 269
Screening, of potential employees, 178-179
Screwdriver factories, 30, 32
Search firms, 155-156
Secondary boycotts, 432, 446
Securities and Exchange Commission, 385
Security, 494-495
Selection; *see* Personnel selection
Selection ratio (SR), 164-165
Selective hiring, 480-481
Self-assessment, 239, 301-303, 685-691
Self-Directed Learning Readiness Scale (SDLRS), 264
Self-directed learning (SDL), 263-265, 681-684
Self-efficacy, 259
Self-esteem, 187
Self-management skills, 340
Self-managing teams, 120-121, 239
Self-report inventories, 188
Senior Professional in Human Resources, 7
Sensation-seeking personality, 193
Sensitivity training, 262
Sensory/perceptual tests, 181
Service Employees International Labor Union, 437, 450, 451
Service Orientation Index (SOI), 193
Service quality audit, 120
Sex biases, 121
Sex discrimination, 15, 56-59, 204; *see also* Discrimination
Sexual harassment, 67-70, 284-285, 412, 525-526, 591-594
Shaping, 241
Short-term orientation, 38
Short-term overseas assignments, 45-46
Simulations, 196, 268-270
Single rate pay structure, 337
Situational constraints, 234-236
Situational interview, 206-207
Situational judgment inventory, 208-209
Situational Judgment Test (SJT), 196
Six sigma, 524
16 Personality Factors (16PF), 188, 212
Skills, 47-49, 92
Skills-based pay, 339-340
Skills inventories, 304-305
Slave labor bill, 433
Sleep deprivation, 463
Smith v. Jackson, 73, 74, 83
Smoking in the workplace, 488-489, 738; *see also* Employee health and safety
Social intelligence, 186
Social learning theory, 270
Social networking Web sites, 517
Social responsibility, 23-25, 509-510, 526-527
Social Security, 348-349
Socialization programs, 315, 400-402
Socially responsible investing (SRI), 23-24
Society for Human Resource Management (SHRM), 7, 13, 82, 126, 157, 266, 490
Sole ownership, 34
Spaced practice, 257
Specifications, job, 95-96, 121-122, 147, 173, 182, 204
Specificity, of work analysis, 93
Spouse assistance, 359
Staffing
 globally, 30, 563-564
 layoffs; *see* Layoffs
 recruitment; *see* Recruitment
 selective hiring, 480-481
 using part-time workers, 142, 399
 using performance appraisal data, 223
 using temporary workers, 16, 125, 139, 142, 397-398, 451, 455
Standard hourly pay rate, 377, 379
Standardization, of work analysis content, 100-101
Standards, OSHA, 468
Star program (OSHA), 474
State health plans, 467-468
Statistical prediction, 201, 208, 215
Stereotyping, 201, 203, 236
Stock appreciation rights (SARs), 388
Stock ownership plans, 353-354, 364-365, 373, 381, 385-386
Straight piece work, 377
Straight ranking, 226-227
Strategic alliances, 27, 30, 34
Strategic assignments, 46
Strategic capability, 27
Strategic job analysis, 117, 119-120
Strategic objectives, 126
Strengths, internal, 36-37
Strengths, weaknesses, opportunities, threats (SWOT), 283
Stress, 462, 465, 497-501, 538
Stretch assignments, 308
Strikes, 442, 444-446, 450, 456, 535-536
Strong Vocational Interest Inventory, 306
Structured interviews, 172, 175, 189, 201, 202
- Succession planning, 137, 149-150, 306-308
Summated scales, 228, 231
Surveillance, of employees, 241
Surveys, employee, 407-410
Survivors, of layoffs, 422
Sustainability, 24
Sweatshops, 12, 24, 511-512
SWOT, 283
Symbolic mental rehearsal (SMR), 266
- T**
Taft-Hartley Act, 431-433, 440, 444
Take it or leave it proposals, 443
Talent Alliance, 303
Target referrals, 153
Targeted recruitment, 155
Tariffs, 32
Task environment, 36
Task identity, 118
Task-oriented method, 99-100, 253
Task statements, 612-613
Tax deductions, for benefits, 347
Tax-deferred compensation, 347
Tax equalization approach, 359
Tax protection approach, 359
Taxman v. Piscataway Township, 599-600
Taylor v. James River, 105
Teams
 autonomous, 90, 120-121
 compensation for, 340-341, 374-375, 531
 cross-functional, 283
 safety and, 483
 self-managed, 120-121, 239
 threat management, 494
 training for, 120, 282-283
Teamsters, 368
Technical specialty, 296
Technological capability, 27
Technological transfer, 356
Technology usage policies, 412
Telecommuting, 143, 146-147, 318, 398
Teleconferences, 264
Telementoring, 309-310
Temporary variance, 468
Temporary workers, 16, 125, 139, 142, 397-398, 451, 455
Tenure-based pay approach, 337
Termination
 guidelines for, 419
 outplacement services, 141, 155, 311-312, 423
 for poor performance, 73-74, 223, 227
 privacy and, 406
 process, 729-732
 progressive discipline, 414-415
 reasons for, 418-419
 training for, 494
 unlawful, 70
 wrongful, 404, 413
Terrorism, 166, 406
Testing; *see* Personnel testing
Theft, by employees, 192-193
Thematic Apperception Test (TAT), 187
Theory of social learning, 270
Third-country nationals (TCN), 42, 43, 356
Threat management teams, 494
Threats, 128
360-degree appraisal, 200, 223, 239, 240, 241, 253, 308, 408
Threshold trait analysis, 99
Time lapse data, 148

Union Potential Index, 410
 Unions
 arbitration, 447-450
 attitude toward, 427-428
 collective bargaining, 304, 403, 440-450
 conducting negotiations, 442-444
 effects of, 437-440
 Employee Free Choice Act, 433, 536-537
 how to form, 434-437, 733-736
 international issues, 454-457
 labor contracts; *see* Labor contracts
 legal environment, 431-434
 managerial prerogatives, 737
 membership statistics, 427-429, 450-452
 National Labor Relations Act, 15, 403, 431-433, 457
 pay for performance and, 368
 public sector, 452
 reinventing, 453
 strikes, 442, 444-446, 450, 456, 535-536
 trends in, 450-453
 why people join, 430-431
 worker satisfaction and, 439
 Uniqueness, 25-27
 Unit raiding, 150
 Unite Here, 450
 United Auto Workers (UAW), 368, 437, 438-439
 United Food and Commercial Workers Union, 450
 United Nations Conference on Trade and Development, 39-40
 U.S. Steelworkers v. Weber, 71, 72
 U.S. Training and Employment Service (USTES), 154
 United Students Against Sweatshops, 24, 511-512
 Universities, corporate, 288
 Unlawful termination, 70
 Unresolved People Index, 410
 Unsolicited applicants, 151-153
 Unstructured interviews, 175, 201-203, 206, 215
 Urine test, 194; *see also* Drug and alcohol abuse
 Utility, 174-175
 Utility analysis, 276-277

V

Vacation, 395, 402, 407, 423
 Validity
 content, 174
 criterion-related, 174, 176
 defined, 174
 incremental, 183
 of interview process, 202-206, 207
 reference checks, 178-179
 of selection methods, 6, 84, 171, 173-175
 of tests, 173-175, 182-183
 Validity generalization, 66, 174, 182
 Value, customer, 22-25
 Value chain analysis, 22
 Video display terminals, health risk from, 495, 496
 Videoconferencing, 156, 263
 Violence in the workplace, 490-495
 Virtual reality simulation, 268
 Visas, for work, 139
 Voluntary affirmative action programs, 71-72
 Voluntary protection programs (VPP), 473-474
 Voluntary severance, 190-191, 419-422

W

Wage Equity Day, 345
 Wage gap, 345-346
 Wage Act, 431, 445

Watson v. Ft. Worth Bank & Trust, 66, 203
 Weaknesses, internal, 36-37
 Web-based instruction, 266-267; *see also*
 E-learning
 Web-based recruiting, 148, 157-160, 162-164, 516-517
 Web-camera interviews, 207
 Wechsler Adult Intelligence Scale, 180-181
 Weighted application blank (WAB), 176-178, 191
 Weingarten rule, 432
 Wellness programs, 350, 504-505
 What Color Is Your Parachute, 303
 Whirlpool v. Marshall, 475
 Whistleblowing, 404-405
 White-collar crime, 179
 Whole learning, 256-257
 Wildcat strikes, 456
 Will-do competencies, 107
 Winsharing, 383-384
 Women
 adverse impact, 94, 182
 career development and, 314
 comparable worth dilemma, 338, 344-346, 699-704
 discrimination toward, 58-59, 518-520
 equality in pay, 338, 344-346
 glass ceiling, 72, 84, 96, 314
 pregnancy, 79-80, 330, 351
 Wonderlic Personnel Test, 180-181, 645-648
 Work analysis, 89-124
 autonomous work groups, 90, 120-121
 bias and inaccuracy, 121
 competency modeling, 49, 92, 105, 107-109
 critical incident technique (CIT), 96, 100, 107, 111, 115, 253, 482
 data collection, 97-98
 defined, 91-92
 form/type of information, 99-100
 goals for, 92-93
 importance of specificity, 93
 job classification/evaluation, 96, 334
 job compatibility questionnaire (JCQ), 115-117, 165, 192, 193
 job descriptions; *see* Job descriptions
 job design and, 117
 job specifications, 95-96, 121-122, 147, 173, 182, 204
 legal significance, 94
 Management Position Description Questionnaire (MPDQ), 96, 105, 106-107
 method selection, 122
 methods of, 97-101
 O*NET; *see* O*NET
 Position Analysis Questionnaire (PAQ), 90, 99, 101-105
 products, 94-97
 recruitment and, 147-148
 scenarios, 89-90
 steps involved, 91-92
 strategic job analysis, 117, 119-120
 training programs and, 253
 Work and Family Leave Act, 79
 Work design, 10
 Work Design Questionnaire (WDQ), 117, 118-119
 Work-family balance, 316-320, 499
 Work sample tests, 196
 Work-sharing programs, 423
 Work visas, 139
 Worker Adjustment and Retraining Notification Act, 407-408, 425
 Worker dissatisfaction, 430

Worker's Rights Consortium, 24
 Workforce
 changes in, 15-18
 reduction of, 139-141
 Workforce scorecard, 18-19, 269
 The Workforce Scorecard: Managing Human Capital to Execute Strategy, 18
 Working Mothers Network, 319
 Working Time Directive, 500

Workplace inspection, 469-472
 Workplace stress, 462, 497-501, 538
 Workplace violence, 490-495
 World Health Organization, 495
 The World Is Flat: A Brief History of the Twenty-First Century, 11, 29, 129
 Writers Guild of America, 445
 Wrongful termination, 404, 413

Y

Yield ratio, 148-149, 631-634

Z

Zero-sum negotiation, 441
 Zimpfer v. Palm Beach County, 579-586



Human Resource Management

An Experiential Approach

5e

**Mc
Graw
Hill
Education**

Higher
Education

ISBN-13: 978-1-25-909722-5

ISBN-10: 1-25-909722-6



9 781259 097225