Contents

Case Contributors ix

PART 1 THE PERSONNEL MANAGEMENT FUNCTION 1

Cases

- 1 The Jordan Company 9
- 2 Russell Company: The Case of Jim Rand 12
- 3 The Midvale Plant (A): The Reorganized Personnel Department 23
- 4 The College Protester 29
- 5 The Night Shift Group 32
- 6 Travers Hospital: The Personnel Department Secretary 35

Policy Statement

1 McDonnell Douglas Electronics Company 38

PART 2 PEOPLE AT WORK 55

Cases

- 7 Carl Lohman, Lineman 64
- 8 Telecronics, Inc. 66
- 9 The Bypassed Supervisor 70
- 10 Frazer's Department Store (A): Communications 73
- 11 Tri City Utility Company: A Problem of Alcoholism 80
- 12 Tom Mendola 84
- 13 Too Many Personal Calls 86
- 14 A Matter of Priorities 89
- 15 Olin Library: The Four Day Work Week Proposal 94

Policy Statements

- 2 National Super Markets, Inc. 101
- 3 Motorola, Inc. 103

PART 3 ORGANIZATION FOR MANAGEMENT 105

Cases

- 16 The Ozark Foundry 116
- 17 Allen Company (A) (United Stores, Inc.) 122

- 18 Allen Company (B) (United Stores, Inc.) 131
- 19 Hill City Junior College 135
- 20 Oscar Metz Tool Company 142
- 21 Northwest Community Hospital: Communicating Changes in Hospital Procedures 145
- 22 Supervisory Performance in the Budget Department 150
- 23 The Confidential-covenant Clause and the Reluctant Employees 153
- 24 The Adjustment Department (A): The Organizational Dilemma 157
- 25 The Adjustment Department (B): Management by Objectives 162
- 26 Too Many Bosses 166

Policy Statements

- 4 Ralston Purina Company 168
- 5 Continental Oil Company 170

PART 4 EMPLOYEE SELECTION AND DEVELOPMENT 173

Cases

- 27 Frazer's Department Store (B): A College Senior Views the Employment Process 178
- 28 Simmons Retail Chain Store: Selection of an Auditor 181
- 29 Paragon Pulp & Paper Company, Ltd. 183
- 30 Ajax Electronics Company: The Projective Tests 196
- 31 Red Dot Drug Stores: The Polygraph Test 198
- 32 Incident in a Government Agency: The Unqualified Examiner 200
- 33 The Training Manager's Objectives 204
- 34 The Evaluated Engineer 207
- 35 Petri Chemical Company (A): The Promotion of Kenneth Rogers 211
- 36 Petri Chemical Company (B): Harry Thurman 215

Policy Statements

- 6 St. Francis Hospital 218
- 7 St. Louis Public Library 219

PART 5 EQUAL OPPORTUNITY EMPLOYMENT 221

Cases

- 37 Global United (A): Melba Moore 236
- 38 Global United (B): The Older Supervisor 239
- 39 Central Hospital: The "Reluctant" Patient 243
- 40 The Sexist Remark 245
- 41 Hazard Protection Insurance Company 246
- 42 The Midvale Plant (B): The Resignation of "Mary Poppins" 248
- 43 A Problem of Tardiness 252
- 44 Willis B. Johnson 254
- 45 The Leadership-skills Conference for Supervisors 256
- 46 Discrimination or Insubordination in the Textile Plant? 260
- 47 The "Fixed" Election 264

Policy Statements

- 8 U.S. Army Aviation Systems Command 268
- 9 3M Company 270
- 10 The University and Affirmative Action 272

PART 6 COMPENSATING THE WORK FORCE 277

Cases

- 48 Charges of Discrimination among the Library Staff 289
- 49 Jones Manufacturing Company 294
- 50 Filmore Electric Company (A): The Machine Shop 299
- 51 Petri Chemical Company (C): Tom Moxley 303
- 52 Novac Company 305
- 53 The Superintendent's Vacation Pay 311
- 54 The Flying Policeman 313
- 55 The Engineering Department Salary Administration Plan 317
- 56 Avery Drug Company: Don Moran 322

Policy Statements

- 11 Anaconda Wire and Cable Company 324
- 12 Credit Systems, Inc. 326

Cases

- 57 On Organizing a Labor Union: An Interview with a Union Official 335
- 58 McGrath Hospital 338
- 59 Filmore Electric Company (B): The Assembly Department 341
- 60 Filmore Electric Company (C): Communications during a Union Organizational Campaign 346
- 61 Olympic Corporation 351
- 62 Petri Chemical Company (D): Howard Evans 358
- 63 Did the Employee "Refuse to Work"? 360
- 64 The Recall from Layoff Controversy 367

Policy Statements

- 13 Arkansas Power & Light Company and International Brotherhood of Electrical Workers Union 371
- Food Industry Council of Greater St. Louis and Retail Store Employees' Union, Local No. 655 372