

UNIT

8

Human Resources Management

REVIEW QUESTIONS

PART A

Complete the following sentences by filling in the blanks.

1. When applying for a job, you must complete a/an _____ form, which is usually divided into five sections.
2. Two records of information in an employee's file are _____ and _____.
3. To keep an evaluation as unbiased as possible, a carefully designed _____ should be used.
4. The title of a job, its location, and its duties and responsibilities are among other data shown on a job _____.
5. Familiarizing a new employee with company policies and procedures is called _____.
6. Employees who are _____ are insured as to their honesty.
7. Another term used to describe the regular review of an employee is _____.
8. All dismissals should be based on careful _____.
9. A wise interviewer _____ an applicant only when certain specific skills are relevant to the available job.
10. A manager can _____ staff by treating them respectfully, making their jobs interesting, providing proper working conditions, and paying them fairly.

PART B

Answer the following questions in the spaces provided.

1. Name the Act that deals with discriminatory behaviour in the workplace.

2. A job interview can be stressful. What can you do to ensure that the candidate is as comfortable as possible?

3. What is another name for a transfer within an organization without a change in responsibilities? What reasons might there be for such a move?

4. What skills and attributes might be included on an employee rating form?

5. Define *fringe benefits* and give four examples of them.

PART C

Indicate your answer by circling True or False in each of the following.

1. Screening is the process of interviewing appropriate candidates. True or false?
2. In a unionized workplace, the elected representatives of the workers are called the Local Board Executive. True or false?
3. Discrimination means treating people differently, negatively, or adversely without good reason. True or false?
4. Refusing a service to a person because the service cannot be offered without undue cost is referred to as *bona fide justification*. True or false?
5. In a union environment, the grievance procedure is preceded by arbitration. True or false?

CALCULATIONS

Insert the answers to the following calculations in the spaces provided.

1. Your employees each have a salary scale that has five steps. Each step is 5% greater than the previous one. If the entry level (Step 1) is \$30 000, what is the top salary?

2. An employee asks you about the cost advantages of leasing or buying a car. Lease payments are \$349.00 for four years. Buying the car outright is \$19 500 with \$2000 down and monthly payments of \$299.00 for the same four years. Which is cheaper?

3. You interviewed an applicant yesterday who wanted \$2000 more than your offer of \$24 000. What percentage increase is that?

4. Your new sales representative is excited about the fact that your company pays \$0.35 per kilometre as wear and tear on her automobile. If she travels 12 000 km a year, how much will this amount to?

5. Your company wants to conduct a training seminar away from the office. You find a suitable location and prepare a budget for the one-day seminar. A bus to take the attendees to the seminar is \$600, the conference room is \$750, lunch is \$8.75 each, morning and afternoon break is \$2.00 each. There are 40 attendees. What is the total budget?

RESEARCH ACTIVITIES

1. What responsibility do companies have to train/retrain their employees? Contact three companies and ask what training/retraining programs they offer their employees. Present your findings in an oral report.
2. The two most common forms of business organization are line and line-and-staff. Other types are functional and matrix. Consult any current business management text and read a description of each. Produce a short report headed "Basic Organizational Structures" in which you provide a brief description of each of the four organizational structures and a short comment on the advantages and disadvantages of each.
3. You have worked at Phillipsons for many years. The company is looking for additional staff and requires an orientation booklet for them. Create a Table of Contents for this booklet including all of the material that will be of interest to a new employee.
4. Contact three businesses in your area for a copy of their employee evaluation form. Decide which form is the most useable and why.
5. What legal aspects must companies consider today in relation to application forms, advertising, interviews, etc.? Present your research in a written report.

6. Employment agencies are used by many companies to screen applicants. Discuss the advantages of using an employment agency for this task versus your company doing it.
7. You have an important interview with a major company in two days. What can you do to prepare for the interview?
8. "A salary increase is all that is required to motivate employees." Research the ramifications of, and be prepared to debate, this statement.
9. Working as a group, obtain copies of as many job descriptions as you can. Discuss your findings with your colleagues.
10. Telecommuting is an option at some companies. Research what this term means and write a report on the advantages and disadvantages to both the employer and employee.
11. Research the types of provisions that are normally included in a Collective Agreement. Present your findings in an oral report with handouts.
12. Debate the issue "Empowering employees: Is it too much of a good thing?"

ON-THE-JOB ACTIVITIES

1. Create a job description for an entry-level receptionist.
2. Your human resources department keeps a database of the following information concerning your company's salaried staff.

Name	Dept	Job	Salary (,000)	Starting Date
O'Neill, Terry	Sales	Rep.	37.5	88 10 10
Barrett, Grant	Admin.	Off. Ass't.	18.75	01 05 01
Kaminker, Doris	Prod.	Ass't. Mgr.	38.5	86 07 01
Bujic, Nela	Sales	Mgr.	55	88 04 01
Hunter, Belle	Purch.	Mgr.	54	94 07 15
VanNiewen, Ed	Acctg.	A/P Clerk	23	88 06 01
Giordani, Giulio	Acctg.	Mgr.	55	89 09 01
Kloezeman, Clare	Prod.	Mgr.	50	95 03 15
Carbone, Shelley	Admin.	Off. Mgr.	50	88 10 15
Mahabir, Nerril	Admin.	VP	65	93 10 15
Doyle-Fleming, Kay	Sales	VP	75	82 03 01
Halikias, Noura	Acctg.	Controller	70	85 02 01
Hampe, Harry	Purch.	VP	60	93 01 01
Derocher, Sue	Purch.	Adm. Ass't.	31.5	89 07 15
Caplan, Jerold	Sales	Rep.	39	99 06 01
Radau, Hans	Sales	Recept.	20	88 01 01
Clark, Rosie	Admin.	Recept.	21.5	90 08 01
Nensi, Amin	Sales	Adm. Ass't.	32	86 03 01
Yie, Shummai	Acctg.	A/R Clerk	24.5	89 01 01
Corbie, Rad	Acctg.	Adm. Ass't.	33.75	00 06 01

a) Who has been with the company the longest? What is his/her position?

b) How many administrative assistants does the company employ?

c) Who is the lowest-paid employee?

d) Which department has the largest number of employees?

e) Which is the second-largest department?

f) What is the ratio of management to clerical staff in the accounting department?

g) What is the average salary of a vice-president in the company?

h) What is the ratio of management to clerical and sales staff?

i) What conclusions about employee turnover can you draw from this database?

3. Taking the data from the database in Activity 2, prepare a graph showing the average salary in each department of the company.

4. Create an eye-catching poster advertising the vacant DTP Specialist position in your department. Remember, excellent DTP and proofreading skills are a given.

5. You work at Acme Stronghold Inc. Your department is expanding and the vice president wants to hire a manager from outside of the company. You think you are best suited for the job. Consider your options and draft a memo to your vice president suggesting that you would like to be considered for the position.

6. Using the information provided in Unit 8, H31, of the *Pitman Office Handbook* key a list, expressed in your own words, of the qualities of a good supervisor. Based on your observations of those who have supervised you, add any other qualities that you feel may be missing from this list.
7. The two advertisements on the following page appeared in a recent national newspaper. Read them very carefully and then react to them as examples of advertisements. Do you consider them well or poorly written? Why?
8. You have recently been promoted to the position of consultant in human resources, which means you now conduct interviews. Because there are so many points to remember, you have decided to create a company procedure on interview techniques for all interviewers to follow. Plan, key, and print this step-by-step guide.
9. Create an organizational chart illustrating the organizational structure of your school or college. Include the resource centre (library), computer centre/lab, cafeteria, student council, office, maintenance, health care, and student services staff, as well as the administrative and teaching staff.
10. You and your colleagues all work for Dillinger Electronics. It is time for your annual review. Working in pairs, prepare an evaluation of each other. Role-play the review with one student acting as the employer, the other as the employee. Switch roles and conduct the review for the other "employee."

MANUFACTURING CLERK

Dixon, a major manufacturer of automotive parts, has an immediate opening on staff for a manufacturing clerk.

The successful applicant will be responsible for processing manufacturing/maintenance data in report form, maintaining accurate production records, and providing clerical support for the manufacturing manager.

This position requires an organized person, good keying and mathematical skills. Computer expertise a must, along with 1-2 years' experience in a manufacturing environment.

We offer competitive wages and a comprehensive benefit program. Qualified applicants are requested to apply, stating salary requirements, to:

HUMAN RESOURCES DEPARTMENT

Dixon Ltd.
1400 Dixon Blvd.
Mississauga, Ontario
L4W 1E1

WE ARE LOOKING FOR HELP

Young, dynamic team handling large scale administration of investment plans is looking for help. WP, clerical background as well as a good sense for team work are essential.

Call Jaswinder Singh for an interview at:

Mutual Trust and Loan
863-1135

WHAT WOULD YOU DO?

In the space provided, indicate what you would do in the following situations.

1. Because of an e-mail attachment that you sent out in error, everyone in the department has found out how much money your supervisor is making and she is very upset.

2. One of your co-workers constantly tells you and others how to do your jobs better, demands more of everyone, and disagrees with you at every opportunity.

3. An non-unionized staff member, who is a good friend, refuses to cross a picket line during a wild-cat strike.

4. During your probationary appraisal, your supervisor points out that your lack of computer expertise might be detrimental to your promotion possibilities.

5. In response to your advertisement, a job candidate has sent in an application letter and a résumé. When he comes in for an interview, you ask him to complete an application form. He politely points out that he has already provided you with all of the information requested on the form.

6. A job applicant accuses you of discrimination because you did not hire her.

7. You are discussing a negative performance appraisal with a staff member who is angry because he feels that your assessment stems from a personality conflict. In addition, he says that it is about time that the staff had an opportunity to appraise management.

8. An employee refuses to take part in a service-quality program being instituted in your company.

9. Your company hires an employee who previously worked for a competitor. During a conversation with the new employee, she quotes from memory the details of a business proposal made by her former employer.

10. You terminate an employee for incompetence. The employee creates a scene in your office before leaving.

11. Your company is laying off employees. This is a particularly difficult time for everyone. Employee morale is low.

12. An employee refuses to make a fresh pot of coffee, even though she took the last cup from the pot. She says this isn't in her job description.

13. You are not satisfied with the physical appearance of some of the temporary employees you are being sent by your local employment agency.

14. A prospective employer, during the course of conversation in an interview, asks you whether you are married.

15. A prospective employee is exceptionally nervous during an interview with you.

16. An employee returns to the office drunk after a lunch-time party for an employee who is retiring.

17. One of your employees has been promoted but is experiencing difficulty with his new position.

18. One of the employees in your department has come in the last three mornings bleary-eyed and upset. Although he attempts to get through his workload, you have noticed that he is making frequent mistakes.

19. Your supervisor tends to come close to you when giving you instructions. You feel extremely uncomfortable.

20. Several of your staff complain about backaches, headaches, and eyestrain.
