

CONTENT

	Page
Introduction	9
Part One Administrative Problems in Personnel Management	13
1. The Personnel Department and Business Objectives	15
2. The Personnel Function in Tomorrow's Company	21
3. An Overview of the Personnel-Management Function	30
Part Two Building the Organization	45
4. Forecasting Manpower Requirements in Conditions of Technological Change	49
5. Ethics for Recruiting Employees and Executives	53
6. Can Personnel Selection be Computerized?	59
7. The Inviolable, but Invalid, Employment Predictors	66
8. Gray Areas in Black and White Testing	71
9. Organizational Effect of Supervisory Human Relations Training : An Evaluative Technique	78
10. Programmed Learning	86
Part Three Human Relations and Organizational Behaviour	105
11. Human Relations – 1968 Style	107
12. Using Behavioral Science to Solve Organization Problems	128
13. Effects of Group Cohesiveness on Organization Performance	141
14. Focus on the Attitude Change Process	151
15. What Job Attitudes Tell About Motivation	158
16. Job Satisfaction Research : A Manageable Guide for Practitioners	175
17. Eight Ways to Motivate Plant Employees	185
18. Job Enlargement : Antidote to Apathy	192
Part Four Wage and Salary Administration	211
19. Managing a Dynamic Compensation System	213
20. Wage Administration and Production Standards	234
21. The Wage Incentive Program at Personal Products Company	249
22. A Sensitivity Analysis for a Wage Incentive System	254
Part Five Labour – Management Relations	263
23. Collective Bargaining in the Post-war Period	265
24. Strikes in a Contemporary Context	302
25. The Comparative Labor Field	324
Part Six Control Problems	339
26. Yardsticks for Measuring Personnel Departments	341
27. Demotion in Industrial management	353
28. The Unsatisfactory Performer : Salvage or Discharge?	373
29. Education and Research in Industrial Relations in the United States	383
Further Reading	395
Acknowledgements	397
Author Index	399
Subject Index	403