Budget Rent-a-Car and International  p. 387
Developing Human Resources  p. 391
Training and Development  p. 392
Introduction to Orientation  p. 394
Goals of Orientation  p. 394
Who Orients New Employees?  p. 395
Orientation Follow-Up  p. 398
Introduction to Training  p. 399
Goals of Training  p. 399
Learning Theory and Training  p. 400
"Learning Organizations"  p. 401
Training Activities  p. 401
Managing the Training Program  p. 403
Determining Needs and Objectives  p. 403
Choosing Trainers and Trainees  p. 407
Training and Development Instructional Methods  p. 408
On-the-Job Training  p. 408
Case Method  p. 409
Role Playing  p. 410
In-Basket Technique  p. 410
Management Games  p. 410
Behavior Modeling  p. 411
Outdoor-Oriented Programs  p. 412
Which Training and/or Development Approach Should Be Used?  p. 412
Management Development: An Overview  p. 418
What Is Management Development?  p. 418
Development: Individual Techniques  p. 419
Goal Setting  p. 419
Behavior Modification  p. 421
Development: Team Building  p. 425
Development: An Organizationwide Technique  p. 426
Total Quality Management (TQM)  p. 426
Evaluation of Training and Development  p. 427
Criteria for Evaluation  p. 430
A Matrix Guide for Evaluation  p. 431
Summary  p. 433
Key Terms  p. 433
Questions for Review and Discussion  p. 434
HRM Legal Advisor  p. 434
Notes  p. 435
Labor Management Relations Act (Taft-Hartley Act)  
Labor-Management Reporting and Disclosure Act (Landrum-Griffin Act)  
Structure and Management of Unions  
Federation of Unions  
Intermediate Union Bodies  
National Unions  
Local Unions  
The Union Organizing Campaign  
Authorization Card Campaign and Union Certification  
Union Security  
Levels of Union Security  
Right-to-Work Requirements  
Public Employee Associations  
Background  
Public Sector Labor Legislation  
Collective Bargaining  
Prenegotiation  
Selecting the Negotiators  
Developing a Bargaining Strategy  
Using the Best Tactics  
Reaching a Formal Contractual Agreement  
Contract Ratification  
Failure to Reach Agreement  
Strikes  
Lockouts  
Permanent Replacements  
Third Party Intervention  
Administering the Contract  
Discipline  
Grievances  
Arbitration  
The Changing Climate of Unionization in the United States  
Union Membership Trends  
Global Unionization  
Union Organizing Trends  
Summary  
Key Terms  
Questions for Review and Discussion  
HRM Legal Advisor  
Notes
Reporting on Labor Unions  
Union-Management Contract Negotiation  
The Union's Demand for Recognition and Bargaining Rights  
Managing Employee Discipline  
Categories of Difficult Employees  
Ineffective Employees  
Alcoholic and Substance-Abusing Employees  
Participants in Theft, Fraud, and Other Illegal Acts  
Rule Violators  
The Discipline Process  
Approaches to Discipline  
The Hot Stove Rule  
Progressive Discipline  
Positive Discipline  
The Disciplinary Interview: A Constructive Approach  
Legal Challenges to Discipline and Termination  
Employment at Will  
Alternative Dispute Resolution  
Summary  
Key Terms  
Questions for Review and Discussion  
HRM Legal Advisor  
Notes  

Making Difficult Decisions  
The Case for and against Drug Testing  
Promoting Safety and Health  
Background  
Causes of Work-Related Accidents and Illnesses  
Who Is Involved with Safety and Health?  
Governmental Responses to Safety and Health Problems  
OSHA Safety Standards  
OSHA Inspections  
OSHA Record Keeping and Reporting  
OSHA: A Report Card  
Organizational Responses to Safety and Health Issues  
Safety Design and Preventive Approaches  
Inspection, Reporting, and Accident Research
<table>
<thead>
<tr>
<th>Chapter Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety Training and Motivation Programs</td>
<td>559</td>
</tr>
<tr>
<td>Preventive Health Programs: A Wellness Approach</td>
<td>559</td>
</tr>
<tr>
<td>Safety and Health Issues</td>
<td>562</td>
</tr>
<tr>
<td>Stress Management</td>
<td>562</td>
</tr>
<tr>
<td>Violence in the Workplace</td>
<td>564</td>
</tr>
<tr>
<td>Indoor Environmental Quality (IEQ)</td>
<td>565</td>
</tr>
<tr>
<td>HIT-AIDS in the Workplace</td>
<td>566</td>
</tr>
<tr>
<td>Cumulative Trauma Disorders (CTDs)</td>
<td>568</td>
</tr>
<tr>
<td>Evaluation of Safety and Health Programs</td>
<td>569</td>
</tr>
<tr>
<td>Summary</td>
<td>570</td>
</tr>
<tr>
<td>Key Terms</td>
<td>571</td>
</tr>
<tr>
<td>Questions for Review and Discussion</td>
<td>571</td>
</tr>
<tr>
<td>Notes</td>
<td>571</td>
</tr>
<tr>
<td>Preparing for an OSHA Inspection</td>
<td>574</td>
</tr>
<tr>
<td>Campus Food Systems</td>
<td>575</td>
</tr>
<tr>
<td>Video Case</td>
<td></td>
</tr>
<tr>
<td>OSHA and Unions versus Manufacturers: Is Workplace Ergonomics a Problem?</td>
<td>577</td>
</tr>
<tr>
<td>Measuring Human Resource Activities</td>
<td>579</td>
</tr>
<tr>
<td>Sources of Information about Human Resource Management: Where to Find Facts and Figures</td>
<td>585</td>
</tr>
<tr>
<td>Career Planning</td>
<td>593</td>
</tr>
<tr>
<td>Glossary</td>
<td>603</td>
</tr>
<tr>
<td>Name Index</td>
<td>614</td>
</tr>
<tr>
<td>Company Index</td>
<td>623</td>
</tr>
<tr>
<td>Subject Index</td>
<td>626</td>
</tr>
</tbody>
</table>

Table of Contents provided by Blackwell's Book Services and R.R. Bowker. Used with permission.