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Staffing Organizations Herbert G. Heneman III; Timothy A ...

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Staffing Organizations: Contemporary Practice and Theory, the new third edition of a classic in the field, shows how organizations of all sizes can use effective staffing procedures as a source of sustained competitive advantage. Practically, the book shows how to choose, develop, and administer effective staffing procedures, including conducting job analyses, defining and measuring job performance, identifying predictors of performance that are both valid and legally defensible, and using this information to make sound hiring decisions. All three authors are active practitioners and recommendations based on their experiences are interwoven throughout the chapters. The authors are also grounded in a scientific, conceptual perspective that informs what they say and do in the staffing area. They review cutting-edge theory and research in diverse areas of importance to the practice of staffing, and identify scientific advances as well as areas that should be informed by additional research. Examples of such cutting-edge issues include: *multilevel staffing models linking individual, group, and organizational levels; *comprehensive consideration of diversity and cross-cultural challenges; *the opportunities and challenges of the use of information technology in staffing; *the legal, professional, and ethical challenges facing staffing practitioners; *modern statistical approaches (e.g., structural equation modeling, item response theory, hierarchical linear modeling); and *integrated models of staffing predictors and frameworks for understanding predictor and

criterion spaces. Each chapter contains real-world examples and illustrations, a discussion of best practices, practical recommendations, and directions for future research. In doing so, *Staffing Organizations: Contemporary Practice and Theory* is a modern version of a genuine classic.

Heneman and Judge's *Staffing Organizations*, 7/e, is based on a comprehensive staffing model. Components of the model include staffing models and strategy, staffing support systems (legal compliance, planning, job analysis and rewards), core staffing systems (recruitment, selection, employment), and staffing system and retention management. Up-to-date research and business practices are the hallmarks of this market leading text. In-depth applications (cases and exercises) at the end of chapters provide students with skill-building and practice in key staffing activities and decision-making. A comprehensive running case involving a fictitious retailing organization provides even greater opportunity for in-depth analysis and skill building. Students also have the opportunity to address ethical issues at the end of each chapter.

Over the past two decades the use of flexible employment relations has increased in most developed countries. The growth of temporary agency work constitutes a significant component of this development. Organizations are now facing the challenges of managing a "blended workforce", i.e. a workforce consisting of both direct hires and contractors. At a time when Europe, as well as the rest of the world, is facing enhanced global competition and a severe labor market crisis, an understanding of temporary employment practices becomes all the more acute. With the evolution of the use of agency work in the Western world over the past decade, the chapters in this volume show how a focus on the management and organization of temporary agency work can be helpful to see possibilities and pitfalls for the use of temporary employment in the wake of changed employment practices and challenges to labor market stability and welfare structures. Together, the new case studies presented in this volume provide a wide scope of analysis of the organization and management of temporary agency work, offering a much-needed contribution to the discussion of issues and priorities that guide and shape organizational practices today. Its particular uniqueness lies in the empirical richness and variety of local case studies and the way in which these are related to wider policy aims, ideological shifts, and the dynamics of organizational practice, with a particular focus on the organization and management of "blended workforces".

Employment systems consist of complex arrays of formal and informal rules that structure the relationships between employees and employers. There are many different types of employment systems. Some are specified in considerable detail in collectively bargained quasilegal employment contracts, while others are left to discretion. This book describes the latter type of employment system—one in which there is an active market for knowledge and skills. This is the salaried employment system of ForestCo—a large multiplant manufacturing company in the forest products industry. Here, supervisors and managers actively adjust the jobs and persons under their authority to meet the market, social, and institutional forces that influence the activities and performance of their departments. The study of employment systems is a relatively recent phenomenon, and few prior studies or theories were found to guide this investigation. Neither the scope nor the components of employment system studies are yet established. The field is confused and contested. Nevertheless, there is related literature which can be used to focus attention on different features of employment systems. One emerging body of work that holds the most promise for the study of employment systems is internal labor market (ILM) theory.

Increasing costs and higher utilization of resources make the role of process improvement more important than ever in the health care industry. *Management Engineering: A Guide to Best Practices for Industrial Engineering in Health Care* provides an overview of the practice of industrial engineering (management engineering) in the health care industry. Explaining how to maximize the unique skills of management engineers in a health care setting, the book provides guidance on tried and true techniques that can be implemented easily in most organizations. Filled with tools and documents to help readers communicate more effectively, it includes many examples and case studies that illustrate the proper application of these tools and techniques. Containing the contributions of accomplished healthcare process engineers and process improvement professionals, the book examines Lean, Six Sigma, and other process improvement methodologies utilized by management engineers. Illustrating the various roles an industrial engineer might take on in health care, it provides readers with the practical understanding required to make the most of time-tested performance improvement tools in the health care industry. Suitable for IE students and practicing industrial engineers considering a move into the health care industry, or current healthcare industrial engineers wishing to expand their practice, the text can be used as a reference to explore individual topics, as each of the chapters stands on its own. Also, senior healthcare executives will find that the book provides insights into how the practice of management engineering can provide sustainable improvements in their organizations. To get a good overview of how your organization can best benefit from the efforts of industrial engineers, this book is a must-read.

Faced with strict government regulations and increasing service demands by consumers, healthcare providers find themselves accountable on both ends. Written to reflect the realities of the 21st century, *Principles of Health Care Management* considers the many outside forces influencing health care institutions, and in doing so provides a progressive and modern reference on how to effectively manage a health organization. Using relevant case studies to illustrate key points, this text explains the critical changes and challenges that administrators must deal with as they go about practicing their profession and what students must learn as they begin their study of this vital field.

The thoroughly revised and updated fifteenth edition of *Management - A Global, Innovative and Entrepreneurial Perspective* takes an international view of management. This book comprehensively covers the latest management advancements. Entrepreneurial and innovative perspectives of management are integrated throughout in this edition. Based on real-life business experiences and integration of theory with practice, this edition focuses on the professional development of its readers by providing exercises that encourage students to enhance their professional profile and network. Salient Features: • Inclusion of professional development and global networking exercises • Inclusion of exclusive interviews with leading executives to help students gain more professional insights • Real-time examples from global, innovative, international, entrepreneurial, and leadership perspectives of management from leading companies such as Apple, Google, Facebook, Nissan, Boeing, Cisco, Netflix, General Motors, General Electric, and many others • Case study with questions that ends each chapter • Key ideas and Concepts for Review, For Discussion, Action Steps, and Internet Research in all chapters for better understanding

Few business functions are more important than putting people where they can do the most good. Get it right, and the business soars. Get it wrong, and the business pays dearly in reduced sales, profits, and productivity. *Staffing the Contemporary Organization* provides a comprehensive treatment of staffing procedures, policies, techniques, and problems. It includes a number of human resources topics not usually covered in one volume—HR planning, legal aspects of staffing, recruiting, selecting, performance appraisal, career development, and many others—in an integrated system. The method presented is a proven, useful tool that managers and HR people can employ to build stronger, more resilient organizations. This thoroughly revised edition provides a comprehensive treatment of staffing procedures, policies, techniques, and problems. It covers areas newly developed since the last edition, like

recruiting via the Internet and new court decisions that clarify the scope and application of antidiscrimination laws in the workplace. Among other topics, it covers the following areas in detail: -Employment law -Job analysis -Recruiting and interviewing -Selecting and selection tests -Appraisals and employee development -Administration: Handling promotions, demotions, layoffs, terminations, etc. -Career planning -Measuring the effectiveness of the HR function. Staffing, the authors contend, must encompass the entire range of activities associated with planning for, obtaining, utilizing, and developing human resources. Suitable for business students as well as professionals, this is the first book to present a systems view of the staffing function—a view necessary to maximize the contribution of any company's most important asset: its people.

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