**SURVEY OF BUSINESS – FILL-IN-THE BLANK: SESSION 5**

**Business Foundations: A Changing World 11th Edition – O.C. Ferrell, Geoffrey Hirt, and Linda Ferrell; McGraw Hill Education; New York, NY 2018: ISBN: 978-1-259-68523-1**

**Chapter Nine: Motivating the Workforce**

Because employees do the actual work of the business and influence whether the firm achieves its objectives, most top managers agree that employees are an organization’s most valuable \_\_\_\_\_\_\_\_\_\_\_\_\_.

To achieve organizational objectives, employees must have the motivation, ability (appropriate knowledge and skills), and tools (proper training and equipment) to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ their jobs.

Managers who understand the needs of their employees can help them reach higher levels of productivity and thus contribute to the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of organizational goals.

What motivates employees to perform on the job is the focus of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, the study of the behavior of individuals and groups in organizational settings.

In business, human relations involves \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ employees to achieve organizational objectives efficiently and effectively.

The field of human relations is increasingly important as businesses strive to understand how to boost workplace morale, maximize employees’ productivity and creativity, and motivate their ever more diverse employees to be more \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Motivation is an inner drive that directs a person’s behavior toward \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Human relations is concerned with the needs of employees, their goals and how they try to achieve them, and the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of those needs and goals on job performance.

Effectively motivating employees helps keep them engaged in their work. Engagement involves emotional involvement and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Motivating employees to stay engaged is a key responsibility of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

One prominent aspect of human relations is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ – an employee’s attitude toward their job, employer, and colleagues.

EEs are motivated by their perceptions of intrinsic and extrinsic rewards. Both types contribute to motivation that stimulates employees to do their best in \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to business goals.

An \_\_\_\_\_\_\_\_\_\_\_\_\_ Reward is the personal satisfaction and enjoyment that you feel from attaining a goal.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Rewards are benefits and/or recognition that you receive from someone else.

Many companies offer a diverse array of benefits designed to improve the quality of employees’ lives and increase their \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

The following is a list of ways in which a manager can effectively retain good employees:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The following are proven methods to motivate employees.

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
6. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
7. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
8. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
9. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
10. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The birth of the study of human relations can be traced to time and motivation studies conducted at turn of the century by Frederick W. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and Frank and Lillian \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Their studies analyzed how workers perform specific work tasks in an effort to improve the employee’s \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

These efforts led to the application of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ principles of management.

According to the Classical Theory of Motivation, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the sole motivator for workers.

Elton Mayo and a team of researchers from Harvard wanted to determine what physical conditions in the workplace – such as, light and noise levels – would stimulate employees to be most \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

They discovered that productivity increased regardless of the physical conditions, a phenomenon called \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Psychologist Abraham Maslow theorized that people have five basic needs and Maslow’s Hierarchy of Needs arranges these needs in order in which people strive to satisfy them: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (4) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (5) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Maslow’s theory maintains that the more basic needs at the bottom of the hierarchy must be satisfied before higher-level goals can be \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Frederick Herzberg proposed a theory of motivation that focuses on the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and on the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ where the work is done.

He studied various factors relating to the job and their relation to employee motivation and concluded that they can be divided into (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Factors and (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Factors.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Factors: company policies; supervision; working conditions; relationships with peers, supervisors, and subordinates; salary; and security.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Factors: achievement; recognition; work itself; responsibility; advancement; and personal growth.

Hygiene Factors, which relate to the work setting and not to the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of the work, include adequate wages, comfortable and safe working conditions, fair company policies, and job security.

These factors do not necessarily motivate employees to excel, but the absence is a potential source of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and high turnover.

Motivational Factors, which relate to the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of the work itself, include achievement, recognition, involvement, responsibility, and advancement.

The absence of motivational factors may not result in dissatisfaction, but their \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is likely to motivate employees to excel.

Herzberg’s motivational factors and Maslow’s esteem and self-actualization needs are \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Workers’ low-level needs (physiological and security) have been satisfied by minimum-wage laws and occupational safety standards set by various government agencies and are not \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Consequently, to improve productivity, management should focus on satisfying workers’ higher-level needs (motivational factors) by providing opportunities for achievement, involvement, and advancement and by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ good performance.

According to McGregor, managers adopting Theory \_\_\_\_\_ assume workers generally dislike work and must be forced to do their jobs.

They believe the following:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Managers who subscribe to the Theory X view maintain tight control over workers, provide almost constant supervision, try to motivate through fear, and make decisions in an autocratic fashion, eliciting little or no \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ from their subordinates.

Manager’s subscribing to Theory \_\_\_\_\_ view assume that workers like to work and that under proper conditions employees will seek out responsibility in an attempt to satisfy their social, esteem, and self-actualization needs. They believe:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
6. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Theory Y managers maintain less control and supervision, do not use fear as the primary motivator, and are more democratic in decision making, allowing subordinates to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ in the process.

Theory \_\_\_\_\_ is a management philosophy that stresses employee participation in all aspects of company decision making.

According to Equity Theory, how much people are willing to contribute to an organization depends on their assessment of the fairness, or equity, of the rewards they will receive in \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Psychologist Victor Vroom described Expectancy Theory, which states that motivation depends not only on how much a person wants something but also on the person’s \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of how likely they are to get it.

Goal-Setting Theory refers to the impact that setting \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ has on performance.

According to this philosophy, goals act as motivators to focus employee efforts on achieving certain performance \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Management by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (MBO) refers to the need to develop goals that both managers and employees can understand and agree upon.

This requires managers to work with employees to set \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ objectives that will be used to further \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ objectives.

Based on the various theories that attempt to explain what motivates employees, businesses have developed several strategies for motivating their employees and boosting \_\_\_\_\_\_\_\_\_\_\_ and productivity.

Some of these techniques include behavior modification and job design, as well as, the already described employee involvement programs and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Behavior Modification involves changing behavior and encouraging appropriate actions by relating the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of behavior to the behavior itself.

Behavior modification is the most widely discussed application of Reinforcement Theory, the theory that behavior can be strengthened or weakened through the use of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Herzberg identified the job itself as a motivational factor. Managers have several strategies they can use to design jobs to help improve employee motivation. These include: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (4) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Motivation is more than a tool that managers can use to foster EE \_\_\_\_\_\_\_\_\_\_\_\_\_ and boost productivity.

It is a process that affects all the relationships within an organization and influences many areas like pay, promotion, job design, training opportunities, and reporting \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Employees are motivated by the nature of the relationships they have with their supervisors, by the nature of their jobs, and by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of the organization.

There are many different ways employers can motivate employees; however, managers must be careful when considering what kinds of \_\_\_\_\_\_\_\_\_\_\_\_\_\_ to use.

Different cultures and individuals \_\_\_\_\_\_\_\_\_\_\_\_\_\_ different kinds of incentives more highly than others.

**Chapter Ten: Managing Human Resources**

If a business is to achieve success, it must have sufficient numbers of employees who are \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to perform the required duties.

Thus, managing the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (from hiring and firing) to the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (through training, compensating, and so on) of employees is an important business function.

Human resources is defined as labor, physical and mental abilities that people use to produce \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Human Resources Management (HRM) refers to all the activities involved in determining an organization’s human resource needs, as well as acquiring, training, and compensating \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to fill those needs.

How \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ are treated is important to consumers.

When planning and developing strategies for reaching the organization’s objectives, a company must consider whether it will have the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ necessary to carry out its plans.

HRM planning also requires forecasting the availability of people in the workforce who will have the necessary \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to meet the organization’s future needs.

Next, managers analyze the jobs within the organization so that they can \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ the human resources to the available assignments.

A Job \_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a formal, written explanation of a specific job that usually includes a job title, tasks to be performed, relationships with other jobs, physical and mental skills required, duties, responsibilities, and working conditions.

A Job \_\_\_\_\_\_\_\_\_\_\_\_\_\_ describes the qualifications necessary for a specific job, in terms of education, experience, personal characteristics, and physical characteristics.

After forecasting the firm’s human resources needs and comparing them to existing human resources, the human resources manager should have a general idea of how many new employees the firm needs to \_\_\_.

Recruiting means forming a pool of qualified applicants from which management can select \_\_\_\_\_\_\_\_\_\_.

There are two sources from which to develop this pool of applicants: (1) \_\_\_\_\_\_\_\_\_\_\_ (2) \_\_\_\_\_\_\_\_\_\_\_.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the process of collecting information about applicants and using that information to decide which ones to hire. It includes the application itself, as well as interviewing, testing, and reference checking.

In the first stage of the selection process, the individual fills out an application form and perhaps has a brief interview. The goal of this stage of the selection process is to get \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ with the applicants and to weed out those who are obviously not qualified for the job.

The next phase of the selection process involves interviewing applicants. Interviews allow management to obtain detailed information about the applicant’s experience and skills, reasons for changing jobs, attitudes toward the job, and an idea of whether the person would \_\_\_\_\_\_\_\_\_\_\_\_\_ in with the company.

The following are common Interviewing Tips:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

List some of the most common questions asked during the interview:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

List some of the common mistakes made in interviewing:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Another step in the selection process is testing. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ tests are used to determine whether an applicant has the skills necessary for the job.

Before making the offer, the company should always check the applicant’s \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

List some of the top ten resume lies:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Legal constraints and regulations are present in almost every phase of the recruitment and selection process, and a violation of these regulations can result in \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ or \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Once the most qualified applicants have been selected, have been offered positions, and have accepted their offers, they must be formally \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to the organization and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ so they can begin to be productive members of the workforce.

Although recruiting and selection are designed to find employees who have the knowledge, skills, and abilities the company needs, new employees still must undergo training to learn how to do the specific \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of the job.

Mentoring involves supporting, training, and guiding an EE in their professional \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Development is training that augments the \_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_ of managers and professionals.

Assessing an employee’s performance – their strengths and weaknesses on the job – is one of the most difficult tasks for managers. However, performance appraisal is crucial because it gives employees \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ on how they are doing and what they need to do to improve. It also provides a basis for determining how to compensate and reward employees, and it generates information about the quality of the firm’s selection, training, and development activities.

When jobs do not lend themselves to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, the manager must relate the employee’s performance to some other standard.

One popular tool used in subjective assessment is the ranking system, which lists various performance factors on which the manager \_\_\_\_\_\_\_\_\_\_\_\_\_ employees against each other.

Another performance appraisal method used by many companies is the 360-degree feedback system, which provides feedback from a \_\_\_\_\_\_\_\_\_\_\_\_ that typically includes superiors, peers, and subordinates.

It is important for managers to provide \_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_ on employee weaknesses in addition to their strengths so workers know what to expect and how they are viewed.

List some performance characteristics:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Turnover, which occurs when employees \_\_\_\_\_\_\_\_\_\_\_\_\_\_ or are \_\_\_\_\_\_\_\_\_\_\_\_\_ and must be replaced by new employees, results in lost productivity from the vacancy, costs to recruit replacement employees, management time devoted to interviewing, training, and socialization expenses for new employees.

A \_\_\_\_\_\_\_\_\_\_\_ is an advancement to a higher-level job with increased authority, responsibility, and pay.

A \_\_\_\_\_\_\_\_\_\_\_ is a move to another job within the company at essentially the same wage level.

\_\_\_\_\_\_\_\_\_\_\_\_\_ occur when employees resign, retire, are terminated, or are laid off.

Managers should warn employees when their performance is unacceptable and may lead to dismissal, elevating the importance of performance \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

List some actions you should and shouldn’t take when you are terminated:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

When employees choose to leave the organization, the company will often ask them to conduct an \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

People generally don’t work for free, and how much they are paid for their work is a complicated issue. Designing a fair compensation plan is an important task because \_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_ represent a substantial portion of an organization’s expenses.

Designing a fair compensation plan is a difficult task because it involves evaluating the relative worth of all jobs within the business while allowing for individual \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Financial compensation falls into two general categories: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

To overcome the disadvantages of time wages, many companies pay on an incentive system, using piece \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ or \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

A \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a financial reward calculated on a weekly, monthly, or annual basis.

In addition to the basic wages or salaries paid to employees, a company may offer bonuses, monetary rewards offered by companies for exceptional performance as incentives to increase \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Another form of compensation is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, which distributes a percentage of company profits to the employees whose work helped generate those profits.

Benefits are nonfinancial forms of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ provided to employees, such as pension plans for retirement; health, disability, and life insurance; holidays and paid days off for vacation or illness; credit union membership; health programs; child care; elder care; assistance with adoption and more.

A benefit increasingly offered is the Employee Assistance Program (EAP), which provides counseling for and assistance with employees’ personal problems that might hurt their job performance if not \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Companies try to provide the benefits they believe their employees want, but diverse people want many \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Employees who are dissatisfied with their working conditions or compensation have to negotiate with management to bring about \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Collective Bargaining is the negotiation process through which management and unions reach an \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ about compensation, working hours, and working conditions for the bargaining unit.

Sometimes management and labor simply cannot agree on a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Most labor disputes are handled through collective \_\_\_\_\_\_\_\_\_\_\_ or through \_\_\_\_\_\_\_\_\_\_\_ procedures.

Employee Tactics: (1) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (2) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (3) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Management’s version of a strike is the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_; management actually closes a work site so that employees cannot go to work.

Management and union members normally reach mutually agreeable decisions without \_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Resolving Disputes (Outside Resolution): (1) \_\_\_\_\_\_\_\_\_\_\_\_\_ (2) \_\_\_\_\_\_\_\_\_\_\_\_\_ (3) \_\_\_\_\_\_\_\_\_\_\_\_\_.

Customers, employees, suppliers – all the participants in the world of business – come in different ages, genders, races, ethnicities, nationalities, and abilities; a truth that business has come to label \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Understanding this diversity means recognizing and accepting differences as well as valuing the unique perspectives such \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ can bring to the workplace.

There are a number of benefits to fostering and valuing workforce diversity, including:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Many companies strive to improve their working environment through Affirmative Action Programs, legally mandated plans that try to increase job opportunities for minority groups by analyzing the current pool of workers; identifying areas where women and minorities are underrepresented; and establishing specific hiring and promotion goals, along with target dates for meeting those goals to resolve the discrepancy. Reverse discrimination occurs when a company’s policies force it to consider only minorities or women instead of concentrating on hiring the person who is best \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.