

W I L L A M . B R U C E

**PROBLEM  
EMPLOYEE  
MANAGEMENT**

**PROACTIVE  
STRATEGIES  
FOR  
HUMAN RESOURCE  
MANAGERS**

# Problem Employee Management Proactive Strategies For Human Resource Managers

**Mary E. Guy**



## **Problem Employee Management Proactive Strategies For Human Resource Managers:**

*Problem Employee Management* Willa M. Bruce, 1990-05-07 Written for human resources managers and executives this book takes a pragmatic approach to a problem all organizations face but is often neglected in management handbooks what to do about the problem employee As the author notes at the outset problem employees constitute from ten to twenty percent of the workforce yet usually require as much as eighty percent of a manager's time This volume provides a practical guide on how to both reduce the numbers of problem employees in an organization and decrease the time required to manage them Bruce calls for a proactive approach toward the problem employee and demonstrates field tested methodologies for dealing with a variety of problem workplace behaviors Particular emphasis is given to the techniques of Performance Monitoring a technique based on Reality Therapy Bruce also offers an extensive discussion of the advantages and limitations of Employee Assistance Programs and explains in detail legal issues associated with employee discharge for undesirable behavior The author begins by defining the problem employee and offering examples of typical problem employee response patterns She goes on to offer a theoretical explanation of the causes of problem behavior in the workplace and demonstrates why traditional remedies generally do not improve performance Two chapters introduce effective methods for dealing with the problem employee Performance Monitoring is discussed in detail as are methods for dealing with particular types of problem employees such as substance abusers those involved in family crises and employees with health related problems Turning to situations that require outside help Bruce provides a step by step procedure for both establishing an Employee Assistance Program and utilizing an existing one Directions for training supervisors to handle problem employees are provided Because the experience of managing a problem employee can be an extremely difficult one Bruce provides a technique for helping the manager reduce stress understand transition and formulate a personal plan to survive the impact of the problem employee Finally Bruce explains the legal rights of the employee the supervisor and the organization presents relevant court decisions and shows the manager how to work within the law when employee discharge becomes the only option

**Key Concepts in Human Resource Management** Jonathan Sutherland, 2017-05-02 Key Concepts in Human Resource Management is one of a range of comprehensive glossaries with entries arranged alphabetically for easy reference All major concepts terms theories and theorists are incorporated and cross referenced Additional reading and Internet research opportunities are identified More complex terminology is made clearer with numerous diagrams and illustrations With over 500 key terms defined the book represents a comprehensive must have reference for anyone studying a business related course or those simply wishing to understand what human resource management is all about It will be especially useful as a revision aid

Poorly Performing Staff in Schools and How to Manage Them Tessa Atton, 2005-08-10 This book will help headteachers managers and governors diagnose and tackle poor performance where it has arisen and help them to prevent poor performance in the future The book investigates a whole range of solutions and issues and includes detailed case studies on

remedial action disciplinary action legal and moral issues employment law dismissals and appeals

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**Ethical Decision Making in Everyday Work Situations** Mary E. Guy, 1990-03-23 This book takes a new approach to ethics by focusing on the kinds of dilemmas that confront people almost daily on the job The author's unique contribution is to meld philosophy with everyday decisionmaking offering the reader a common sense approach to making ethical decisions Mary Guy introduces ten core values which surround ethical dilemmas demonstrating the way in which personnel can sensitize themselves to the values involved in a problem and reach a solution which maximizes the important values Real life case examples illustrate ethical dilemmas that involve personnel practices organizing strategies reporting functions supervisory practices whistleblowing and more Throughout the author emphasizes the kinds of concerns which confront the vast majority of employees from ambitious entry level personnel to top executives Realistic in tone the discussion acknowledges the inevitable need to make compromises showing how to optimize ethical values situations that arise on the job and for which no

formal rules exist In her introductory chapter Guy defines ethics clarifies the relationship between ethical behavior and morality and presents the ten guiding values that serve as the foundation for ethical decisions Turning to a focus on decisionmaking she explores such issues as the theoretical framework for rational decisionmaking rational decisionmaking in real life the application of ethical analysis to decisionmaking and the definition of ethical decisionmaking The four subsequent chapters present case studies of problems that personnel commonly encounter In each case Guy examines the ethical issues involved applies various scenarios for reaching an ethical decision and demonstrates the tension that exists among ethical decisionmaking coping with daily exigencies and accommodating the preferences of stakeholders The concluding chapter summarizes the relationship between ethics and decisionmaking and offers a prescription for ensuring ethical decisionmaking throughout the organization Must reading for managers in business government and not for profit organizations this book is also an excellent supplemental text for advanced undergraduate and graduate level courses in business and public administration

**Human Resource Management in Public Service** Evan M. Berman, 2006 Effective human resource management is a critical function in today s public workplace and the authors have written a book that helps readers develop key skills for success while also reminding them of the complex puzzles and paradoxes of management in the public sector The Second Edition has been completely revised and updated to reflect changes in practice policy law and scholarship and has been carefully crafted to be an effective learning tool with learning objectives chapter reviews and three sets of end chapter study questions class discussion team activities and individual assignments The book concludes with a comprehensive glossary and interesting and illuminating examples are liberally scattered throughout the book

*The Journal of Human Resources* ,1991 A general journal of political science

*How Do Public Managers Manage?* Carolyn Ban, 1995-05-22 If the reengineering of government is to be successful we must first understand how the current system affects how managers actually manage Based on a comprehensive study of four federal agencies including interviews with over 100 public managers How Do Public Managers Manage is a richly detailed analysis of the effect of organizational culture on managers behavior This important book offers a practical understanding of how government managers solve problems manage personnel and plan in the face of bureaucratic constraints How Do Public Managers Manage examines what managers can do to work more effectively within existing systems and evaluates the potential of success of the reform efforts designed to free managers from the chains of bureaucracy Author Carolyn Ban delivers critical information on how managers from government agencies that vary in mission size structure resources and leadership cope with bureaucratic limitations and constraints She reveals how organizational differences directly affect such considerations as the management selection process the quality of management training and the managers career path The book also analyzes how the role of manager can vary within and between organizations as exemplified by first line working manager supervisors and supervisors who have the title but perform very few of the functions of a supervisor Focusing on how coping strategies differ

across agencies the author probes how managers react to the constraints imposed by the civil service system and the budget process and outlines the strategies they use when dealing with the lengthy and complex process of hiring and firing And the author examines how managers implement the often frustrating mandates of personnel ceilings hiring freezes and reductions in workforce Using numerous examples and insightful stories the book reveals the range of methods that managers find to operate within or to circumvent the formal systems of

**HUMAN RESOURCE MANAGEMENT** SAMANTA, SASMITA RANI, MAHAJAN, J.P., 2022-03-24 This text provides a comprehensive and refreshing insight into the application of human resource knowledge at the workplace to maximise operational efficiency and secure competitive advantage in the midst of ever evolving environment While the book is careful in providing a contemporary view of the constantly changing field of HRM it nonetheless gives the readers a firm grip over its fundamentals which can be applied to handle real time situations Apart from its practical usefulness to HR scholars and practitioners the book intends to go a long way in meeting the knowledge and examination needs of students pursuing a career in HR courses at BBA MBA level

**KEY FEATURES** Coverage The book provides exhaustive coverage of topics to understand intricacies and complexities of human resource management from its original functional role as a key instrument in search of human resources for the firm to being a strategic component of a firm s competitiveness growth and development A special treatment is given to application of Technology to manage HR issues and the unfolding of HR scenario in the Post Covid era Learning Objectives Each chapter opens with the synoptic view of its coverage through learning objectives providing a preview of what students will learn by reading and studying the chapter Study Aids Each chapter makes a careful but productive use of a variety of study aids such as flow charts tables exhibits figures and boxes Review Questions Each chapter lists review questions to develop understanding of concepts covered in the chapter Case Studies Each chapter concludes with substantial case studies enabling students to acquire greater conceptual clarity and sharpen their diagnostic skills of HR problem solving

**TARGET AUDIENCE** BBA B Com MBA PGDM M Com

*Antitrust Policy and Interest-Group Politics* William F. Shughart, 1990-04-09 This groundbreaking study is the first to apply an analytical model derived from the interest group theory of regulation to the study of antitrust law and policy The application of this model which stresses that government intervention in the economy will always benefit some political groups at the expense of others to the analysis of antitrust enables Shughart both to identify important trends in the antitrust arena and demonstrate which groups have benefited most from antitrust legislation His analysis clearly shows that consumer welfare is often not enhanced by antitrust suits or legislation Rather well organized private interest groups have tended to benefit more even in cases where consumer welfare is the stated goal of legislation or policy Divided into three sections the volume begins by discussing normative and positive theories of antitrust The author provides an overview of the origins of antitrust law and policy and introduces the interest group theory of government The second section explores the various private interests that impinge on antitrust policy the business community the antitrust bureaucracy Congress the

judiciary and the antitrust bar Finally Shughart examines the political economy of antitrust He shows how antitrust can be used to subvert competition and offers suggestions for reform in the realm of interest group politics Students of economics and business as well as professional economists corporate lawyers legislators and business consultants will find important new insights into the direction taken by antitrust policy during the last few decades *Books in Print*, 1991

**Electronic Data Interchange in Finance and Accounting** Robert J. Thierauf, 1990-05-11 One of the most important trends in information systems today is the increasing use of electronic data interchange whereby paper is replaced by electronic communication for transactions between companies Written for financial and accounting professionals as well as the MIS managers with whom they interface this book offers a comprehensive discussion of the elements of EDI systems that are particularly useful in finance and accounting applications Thierauf introduces the underlying framework for EDI comparing it to the present paper operating mode explains the fundamentals of national and international electronic communication and explores the hardware and software necessary as well as the typical costs involved Numerous real world case studies are included to demonstrate the feasibility development and implementation of EDI systems in finance accounting and banking operations The text s structure follows a logical sequence from concept through application designed to assist the typical end user in the design and installation of an EDI system Part One shows the relationship of EDI systems to various types of management information systems and discusses factors underlying both U S and international systems In Part Two Thierauf investigates the currently available EDI hardware and software and presents a custom designed approach to software In the final chapter of Part Two Thierauf provides in depth treatment of typical EDI applications as well as the design considerations for their development The feasibility of undertaking an EDI system and detailed procedures for developing and implementing such a system form the focus of Part Three Separate chapters cover EDI in strategic planning banking finance and accounting Numerous figures amplify points made in the text In addition to providing a thorough guide to EDI for accounting finance and MIS professionals this volume will also be ideal as a supplemental text for undergraduate and graduate courses in business information systems *Global Encyclopedia of Public Administration, Public Policy, and Governance* Ali Farazmand, 2023-04-05 This global encyclopedic work serves as a comprehensive collection of global scholarship regarding the vast fields of public administration public policy governance and management Written and edited by leading international scholars and practitioners this exhaustive resource covers all areas of the above fields and their numerous subfields of study In keeping with the multidisciplinary spirit of these fields and subfields the entries make use of various theoretical empirical analytical practical and methodological bases of knowledge Expanded and updated the second edition includes over a thousand of new entries representing the most current research in public administration public policy governance nonprofit and nongovernmental organizations and management covering such important sub areas as 1 organization theory behavior change and development 2 administrative theory and practice 3 Bureaucracy 4 public

budgeting and financial management 5 public economy and public management 6 public personnel administration and labor management relations 7 crisis and emergency management 8 institutional theory and public administration 9 law and regulations 10 ethics and accountability 11 public governance and private governance 12 Nonprofit management and nongovernmental organizations 13 Social health and environmental policy areas 14 pandemic and crisis management 15 administrative and governance reforms 16 comparative public administration and governance 17 globalization and international issues 18 performance management 19 geographical areas of the world with country focused entries like Japan China Latin America Europe Asia Africa the Middle East Russia and Eastern Europe North America and 20 a lot more Relevant to professionals experts scholars general readers researchers policy makers and manger and students worldwide this work will serve as the most viable global reference source for those looking for an introduction and advance knowledge to the field

Managing Human Resources in the 21st Century Ellen Ernst Kossek, Richard N. Block, 1999 This text uses a modular approach to lead the student to develop an understanding of the current theory principles policies and practices associated with human resource management decision making and strategy Students will learn to appreciate how the human resource function can contribute to organizational effectiveness and the achievement of strategic business objectives The authors present a balanced approach by considering HR issues from both the employer traditional and employee social perspectives

*The British National Bibliography* Arthur James Wells, 1998

**Managing Discrimination Problems and Employee Needs** Joseph D. Levesque, 1989

**Human Resource Management for the 1990's and Beyond** James D. Brodzinski, 1990

**Canadian Human Resource Management** Hermann Franz Schwind, 1999

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