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Resource Management Barry A. Gerhart Barry Gerhart George Milkovich George T. Milkovich Donald L. Caruth Nancy Hyer Roland Thériault George T. Milkovich Vipin Gupta University of Cincinnati Salt Lake City (Utah). Board of Education David W. Belcher Richard I. Henderson University of Cincinnati West Virginia. Auditor's Office Gilbert B. Siegel Michael Harris

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this text is a lively well written and carefully illustrated guide to the mysteries and mystique of how people are compensated for their efforts in all types of organizations with clear discussions of what works what doesn't and why this intensely practical handbook it covers such topics as job evaluation job pricing employee benefit programs pay for performance and the compensation of executives sales personnel and international employees executives and managers with no special training in pay determination and management will find it an easily accessible handbook that not only makes clear how compensation systems are conceived and developed but most importantly how they are implemented and administrated its logical presentation and full coverage makes the book valuable as a text for upper level college students as well as a solid instructional resource for teachers the authors open with an overview of compensation and its role in organizations and then move to the legal environment in which compensation is embedded and the laws that govern it they describe current and traditional views of motivation and elucidate the importance of job analysis and its end products job description and job specification the role of compensation surveys and their use in assigning monetary rates to jobs are discussed a topic of special interest to executives in new economy organizations will be the purpose and importance of benefits particularly indirect monetary compensation stock options and other pay for performance incentives caruth and handlogten address the challange of compensating teams and pay special attention to the often unique problem of compensating uppermost management sales people and employees abroad the text concludes with practical suggestions for the on going maintenance and management of compensation systems and how to adapt them to changing organizational circumstances

winner of the 2003 shingo prize reorganizing work processes into cells has helped many organizations streamline operations shorten lead times increase quality and lower costs cellular manufacturing is a powerful concept that is simple to understand however its ultimate success depends on deciding where cells fit into your organization and then applying the know how to design implement and operate them reorganizing the factory presents a thoroughly researched and comprehensive life cycle approach to competing through cellular work organizations it takes you from the basic cell concept and its benefits through the process of justifying designing implementing operating and improving this new type of work organization in offices and on the factory floor the book discusses many important technical dimensions such as factory analysis cell design planning and control systems and principles for lead time and inventory reduction however unique to the literature it also covers in depth the numerous managerial issues that accompany organizing work into cells in most implementations performance measurement compensation education and training employee involvement and change management are critically important these issues are often overlooked in the planning process yet they can occupy more of the implementation time than do the technical aspects of cells includes why do cells improve lead time quality and cost planning for cell implementation justifying the move to cells strategically and economically designing efficient manufacturing and office cells selecting and training cell employees compensation system for cell employees performance and cost measurement planning and control of materials and capacity managing the change to cells problems in designing implementing and operating cells improving and adapting existing cells structured frameworks and checklists to help analysis and decision making numerous examples of cells in various industries

this comprehensive volume on the transformational organization and change management in the asian and trans asian context draws on international contributors to discuss regional differences in the nature and meaning of organizations leadership emerging and industrialized markets and transformative intiatives across and range of enterprises

written for undergraduate courses in compensation management and wage and salary administration this text offers a practical exploration of the systems methods and procedures involved in establishing and administering a compensation system within any organization

beginning with the decade of the nineties the idea of strategic management of government and nonprofit organizations burst upon the scene traditionally governments have been thought of as being unchanging resistant to change or at the most changing by reaction to pressure strategic management suggests both the idea of adaptation to change forces as well as defining mission and concerting future organizational design and behavior accordingly perhaps even changing the environment work force management is an important dimension of this new approach both direct and indirect compensation of this work force to achieve an array of possible objectives is a critical aspect of work force management the strategic approach to public organizations is also concerned more than ever with obtaining optimal performance however it may be defined compensation as a subset is very much part of this quest for organizational performance and performance improvement thus there is a linkage of subparts each with many potential alternatives organizational mission objectives compensation objectives compensation system design and the role of pay in obtaining desired type and levels of performance this design chain is the focus of this book

this human resource management text covers all aspects of hrm and focuses on the practical approach emphasizing how human resource issues are relevant to everyone within an organization

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