



Book Series

# *Contemporary Human Resource Management Issues Challenges and Opportunities*

Series Editors

Ronald R. Sims, *College of William and Mary*

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- Transforming Government Organizations
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## Succeeding as a Frontline Manager in Today's Organizations

Ronald R. Sims, College of William and Mary

2021. Paperback 978-1-64802-363-7 \$45.99. Hardcover 978-1-64802-364-4 \$85.99. eBook 978-1-64802-365-1 \$65.

*Succeeding as a Frontline Manager in Today's Organizations*, highlights the fact that as the world of work continues to change in response to a variety of trends, issues and opportunities, managers on the frontline will still be expected to see that their organizations operate both effectively and efficiently to not only survive but to thrive. To do this, frontline managers (FLMs) must continue to learn and develop their skills to get the organization's work done through its people. This book examines both the traditional and contemporary skills today's frontline managers must have at a minimum and those they must successfully learn to implement to fulfill their critical roles and responsibilities.

The book argues that FLMs will continue to play a critical role in helping their organizations pursue and achieve their strategic, tactical and operational goals efficiently and effectively. By focusing on the skills a good FLM needs, this book offers specificity on what the FLM and their organizations must do to increase the potential for the success of FLMs in having a positive influence on the organization overall by focusing both on results and the well-being of employees.

The book examines not only looks at the essentials of effective management but discusses the importance of how one becomes and makes a smooth transition to the role of a FLM. In addition, the book examines the essential elements of management—planning, organizing, controlling, and leading—while also offering an in-depth look at the important role FLMs can and should play as it relates to ethics, building and leading effective teams, and safety and health. Each chapter offers insights into what FLMs can do to be effective in their work, particularly for those FLMs who want to continue to develop themselves as they play the different roles and exercise different skills in doing their jobs. In the end, this book is written for, those who are interested in increasing their understanding of the FLMs role, responsibilities and skills needed to be effective while also getting those who work for them to accomplish their work effectively, efficiently and productively on their own or as a member of a group or team.

**CONTENTS:** List of Tables. List of Figures. Acknowledgments. CHAPTER 1: The Effective Front Line Manager: What They Do. CHAPTER 2: On Becoming a Front-Line Manager: "You're Not in Kansas Anymore" CHAPTER 3: Ethics and Doing the Right Thing: The "Buck Stops With You" CHAPTER 4: Planning, Organizing, and Controlling. CHAPTER 5: Decision-Making: How Front-Line Managers Make Things Happen. CHAPTER 6: Human Resource Management: People Performance Equals Organizational Success. CHAPTER 7: Change: The Reality for Effective Front-Line Managers. CHAPTER 8: Leading Through Effective Leadership. CHAPTER 9: Motivating Employees: Exceeding Performance Expectations. CHAPTER 10: Building and Leading Effective Groups and Teams. CHAPTER 11: Communication: Successfully Bridging the Exchange of Information. CHAPTER 12: Performance Management: Getting the Most Out of Your People. CHAPTER 13: Conflict, Negotiation, and Organizational Politics: Critical Survival Skills. CHAPTER 14: Safety and Health: Truly Looking Out for Your Employees. About the Author.



## Leadership, Leaders and Leading

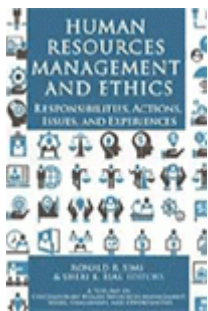
Ronald R. Sims, College of William and Mary

2021. Paperback 978-1-64802-348-4 \$45.99. Hardcover 978-1-64802-349-1 \$85.99. eBook 978-1-64802-350-7 \$65.

Why with hundreds and hundreds of books on leadership to choose from, why another one?" The answer is simple. Given the importance of leadership and leaders in organizations there will always be efforts to try to improve our understanding on how we can improve the leadership process. *Leadership, Leaders and Leading* focuses on the age old reality that successful organizations will continue to need effective leaders at all levels. The book is based on the premise that effective leaders need to be able to establish a shared vision and accompanying strategy that other members of the organization strongly believe in and are willing to help execute. The book argues that we can continue to learn from traditional and contemporary theories and myths about effective leadership & leaders and how they can successfully lead an increasingly diverse and demanding workforce, consumers and the broader society.

The book discusses foundational leadership skills like motivation, communication, building leader-follower relationships, groups and teams, developing others, conflict, negotiation and organizational politics along with highlighting the important role leaders should play in the areas of human resource management, ethics, crisis and reputation management, sustainability/sustainable development, and cybersecurity. Each chapter offers the opportunity for the reader to increase their understanding of leadership, leaders and leading in an increasingly dynamic world of work. This book is written for those who are interested in the continued effort and dialogue on what effective leadership, leaders and leading should entail in the coming years.

**CONTENTS:** List of Figures. List of Tables. Preface. Acknowledgments. CHAPTER 1: Leadership, Leaders, and Leading. CHAPTER 2: Leadership: Vision and Strategy. CHAPTER 3: Leadership and Organization Ethics. CHAPTER 4: Leadership and Human Resource Management. CHAPTER 5: Leaders and Motivating Employees. CHAPTER 6: Leaders and Followers. CHAPTER 7: Leaders and Developing Others. CHAPTER 8: Leadership and Groups and Teams. CHAPTER 9: Leaders and Communication. CHAPTER 10: Leaders and Conflict, Negotiation, and Organizational Politics. CHAPTER 11: Leadership and Organization Change. CHAPTER 12: Leadership and Reputation and Crisis Management. CHAPTER 13: Leaders and Cybersecurity. CHAPTER 14: Leadership and Sustainability.



## Human Resources Management and Ethics Responsibilities, Actions, Issues, and Experiences

Ronald R. Sims, College of William and Mary; Sheri K. Bias, Saint Leo University

In press 2021. Paperback 978-1-64802-329-3 \$45.99. Hardcover 978-1-64802-330-9 \$85.99. eBook 978-1-64802-331-6 \$65.

Human Resources Management and Ethics: Responsibilities, Actions, Issues, and Experiences, explores and provides an in-depth look at the responsibilities, actions, issues and experiences related to HRM and ethics for individual employees, organizations and the broader society. Like other departments in the broader organization HRM professionals will need to increasingly demonstrate how they contribute to an organization's ethical orientation and overall performance or success. While the ethical challenges, trends, and issues impacting employees, organizations and HRM professionals will continue to change over the years (consider the recent ethical challenges related cybersecurity and data breaches) the bottom-line of organization success is the clear reality that doing the right thing or institutionalizing an ethical culture or character is just as important to various stakeholders.

The chapters in this book provide an updated, current and future look at the relationship between HRM and ethics and across various sectors or organizations (i.e. public, private, not-for-profit, academic, etc.). That is, this book discusses the ever evolving role of HRM professionals to include discussion of how the profession continues to take on more responsibility for developing and institutionalizing an ethical culture in their organizations, industries and the broader society. The book also contributes to the need for ongoing dialogue, discussion or insights offered by HRM experts on what HRM professionals and their organizations can do in the face of ethical expectations, challenges and scandals. In the end, the book is intended to increase our understanding of the ethical responsibilities, actions, issues and experiences that arise both within HRM and in HRM's interactions with individuals and organizations.

**CONTENTS:** Acknowledgments. Human Resources Management and Ethics: An Introduction and Overview, *Ronald R. Sims and Sheri K. Bias*. The Student, Human Resources, and the Internship: Law, Ethics, Education, and the Practical Repercussions of the Labor-for-Experience Trade, *J. Adam Shoemaker*. Developing Talent Through Leadership and Executive Coaching: Ethical Guidelines and Considerations, *James P. Sartain*. Ethical Bias: The Impact on Equal Pay, *William Woska*. Social Media Policies: Legal and Ethical Challenges, *Karin Bogue*. Human Resources Management Audit: Ensuring Compliance With HRM Laws and Regulations, *Ronald R. Sims*. HRM's Role in Creating a Culture of Ethics/Integrity for Data Privacy and Breach Disclosure, *Chon Abraham and Ronald R. Sims*. Human Resources and Ethics: The Social Glue Within a Banking Establishment, *Sheri K. Bias and Wendy Brown*. At the Crossroads of SHRM and SHCM: Lessons from the 7th Fleet "Fat Leonard" Ethics Scandal, *Marcia A. Beck*. Ethical Challenges Human Resource Managers Experience in Healthcare Organizations, *Rafael Rosado-Ortiz and Sheri K. Bias*. Human Resources Management: Ethical Audits and Culture, *Ronald R. Sims*. Human Resources Management and Ethics: A Look to the Future, *Ronald R. Sims and Sheri K. Bias*. About the Authors.



## Human Resources Management Issues, Challenges and Trends

"Now and Around the Corner"

Ronald R. Sims, College of William and Mary; Sheri K. Bias, Saint Leo University

2019. Paperback 9781641135351 \$45.99. Hardcover 9781641135368 \$85.99. eBook 9781641135375 \$65.

Human Resources Management Issues, Challenges and Trends: "Now and Around the Corner" explores and provides an updated look at some of the challenges, trends and issues HRM professionals will need to focus on now and around the corner. Like other departments in the broader organization HRM professionals will need to increasingly demonstrate how they add value and contribute to the organization's success. While the trends, challenges and issues impacting organizations and HRM professionals will continue to change over the years, the bottom-line of organization success is the clear reality that employees are their best assets and the need for effective HRM.

The book is intended to help to better understand the ongoing transformation of HRM given the issues, challenges and opportunities offered by the contributors to this book. This means the book discusses the ever evolving role of HRM professionals to include discussion of how the profession must continue to become more adaptive, resilient, quick to change direction and customer-centered in its efforts to help meet the human resource needs of contemporary organizations and their employees. The book contributes to the ongoing dialogue and insights offered by HRM experts on what HRM professionals and their organizations can do in the face of such challenges, trends and issues in their efforts to win the talent wars.

**CONTENTS:** Acknowledgements. An Introduction to Human Resources: Management Issues, Challenges and Trends "Now and Around the Corner", *Ronald R. Sims and Sheri K. Bias*. Globalization and Human Resource Management, *Ronald R. Sims*. Organizational Drift: Why Organizations Drift Off Keel and What Human Resource Professionals Can Do About It, *James P. Eicher and William J. Mea*. Watering the Organizational Landscape: Meeting Employee Needs through HRM Flexibility, *Alexandra E. MacDougall, Zhanna Bagdasarov, and M. Ronald Buckley*. Equal Rights for Women: Not Yet, *William J. Woska*. Wearables in the Workplace: An Analysis of Ethical Issues, *James S. Bowman and Jonathan P. West*. A Consideration of Social Media Movements on Gender-Related HR Policy, *Angela N. Spranger and Brenna Gonsalves*. Attracting and Retaining Millennials: Is Servant Leadership the Answer? *Shannon O. Jackson, Pamela Chandler Lee, and Jonathan Shoemaker*. Millennial Workers and the Employee Engagement Phenomenon: Has the Wave Crested? *Angela N. Spranger and Sierra Chen*. The Unconscious Bias: Impacting the Workplace, *Ronda Mariani*. Solving the "Quarterback Problem": Using Psychological Assessment to Improve Selection Decisions in Professional Sports, *Kenneth Yusko, Juliet Aiken, Harold Goldstein, Charles Scherbaum, and Elliott Larson*. Human Resources Certification: Trends and Acceptance in Industry, *J. A. Shoemaker, Sheri K. Bias, Sean Gibbons, Henry Adu, and Nicole Hawkins*. About the Authors.



## A Contemporary Look at Business Ethics

Ronald R. Sims, College of William and Mary

2017. Paperback 9781681239545 \$45.99. Hardcover 9781681239552 \$85.99. eBook 9781681239569 \$65.

A Contemporary Look at Business Ethics provides a 'present day' look at business ethics to include the challenges, opportunities and increased need for ethical leadership in today's and tomorrow's organizations. The book discusses current and future business ethics challenges, issues and opportunities which provides the context leaders and their organizations must navigate.

The book includes an in-depth look at lessons learned about the causes of unethical behavior by examining a number of real-world examples of ethical scandals from around the world that have taken place over the past few decades. The analysis of the various ethical scandals focuses on concepts like ethical versus unethical leadership, received wisdom, the bottom-line mentality, groupthink and moral muteness, all of which contribute to the kind of organizational culture and ethical behavior one finds in an organization. The book discusses ethical decision making in general and the increased role of religion and spirituality, in confronting unethical behavior in contemporary organizations.

The book also takes an in-depth look at the impact ethical scandals have on employees and more specifically the psychological contract and person-organization ethical fit with the goal of identifying, along with other things, what leaders can do to restore relationships with employees and rebuild the organization's reputation in the eyes of various stakeholders.

**CONTENTS:** List of Figures. List of Tables. Acknowledgments. CHAPTER 1: Business Ethics and the Challenge of Ethical Behavior in Contemporary Organizations. CHAPTER 2: Understanding Corporate Social Responsibility. CHAPTER 3: Global Business and Ethics: Being Ethical No Matter What or Where? CHAPTER 4: Understanding Why Unethical Behavior Occurs in Organizations. CHAPTER 5: Unethical Leadership in Organizations. CHAPTER 6: Ethical Leadership in Organizations. CHAPTER 7: Ethical Decision-Making: Easier Said Than Done? CHAPTER 8: Ethics Education and Evaluation in Organizations. CHAPTER 9: Ethics in Business and the Role of Human Resource Management. CHAPTER 10: An Approach to Institutionalizing (Acculturating) Ethics in Business. CHAPTER 11: Ethics in Business: Future Perspectives on Doing the Right Things in the Right Ways. About the Author.



## When a New Leader Takes Over Toward Ethical Turnarounds

Ronald R. Sims, College of William and Mary

2017. Paperback 9781681239439 \$45.99. Hardcover 9781681239446 \$85.99. eBook 9781681239453 \$65.

When a New Leader takes Over: Toward Ethical Turnarounds takes a detailed look at the experiences of new leaders who are charged with turning an organization around following an ethical scandal. The challenges confronting new leaders who are tasked with restoring trust, rebuilding reputation, and turning around an organization following an ethical scandal are discussed along with specific actions taken by these leaders during the turnaround process. A main focus of the book is to offer insight into the difficult situations confronting new leaders at the beginning, during and after their turnaround experiences which means turning an unethical organizational culture into an ethical one. A number of examples of turnaround efforts that have taken place over the past two decades are included to provide the most comprehensive documentation of the ethical turnaround process.

The book includes an in-depth look at what led to the unethical behavior by examining a number of real-world examples of ethical scandals from around the world. The book will provide an analysis of the various ethical scandals by focusing on concepts like unethical leadership, received wisdom, groupthink and moral silence, all of which contribute to the kind of organizational culture and unethical behavior one finds in organizations that experience ethical scandals. The book also discusses proactive leadership and its importance in implementing ethical turnarounds based on values-based leadership, employee involvement and ethics education. A main premise of this book is that new leaders can successfully create an organization environment to rebuild and institutionalize ethical behavior as part of the turnaround process and sustain ethical behavior beyond the turnaround.

The book will be of interest to employees at all levels of an organization, business professionals and other practitioners and others who have an interest in organization change, transformation and ethical turnarounds.

**CONTENTS:** CHAPTER 1: Toward an Ethical Turnaround: When A New Leader Takes Over. CHAPTER 2: Unethical Behavior in Organizations. CHAPTER 3: New Leaders and Ethical Turnarounds: Employee Involvement is the Key. CHAPTER 4: Toward an Ethical Turnaround: An Initial Look at When a New Takes Over. CHAPTER 5: Ethical Turnaround-in-Action: Examples and Lessons Learned. CHAPTER 6: Proactive Leadership: Beyond the Ethical Turnaround. CHAPTER 7: The Role of Ethics Education during and After an Ethical Turnaround. CHAPTER 8: The New Leader's Challenge: Rebuilding and Sustaining Reputation. CHAPTER 9: Building a Truly Sustainable Ethical Environment: Beyond the Ethical Scandal and Turnaround.





## Transforming Government Organizations Fresh Ideas and Examples from the Field

Ronald R. Sims, College of William and Mary; William I. Sauser, Auburn University; Sheri K. Bias, Saint Leo University

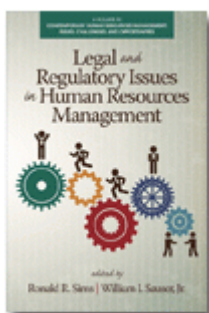
2016. Paperback 9781681234557 \$45.99. Hardcover 9781681234564 \$85.99. eBook 9781681234571 \$65.

In 2010 IAP released *Change (Transformation) in Government Organizations*, edited by Ronald R. Sims. This well-received volume described how organizational change methods can be used effectively to make government organizations more effective and efficient and better equipped to serve a demanding citizenry. The 2010 book brought together contributions by managers, practitioners, academics, and consultants in the study of international, federal, state, and local government efforts to respond to increased calls for change (transformation) in public sector organizations.

Since the release of the 2010 volume, calls for government transformation have continued and intensified, and a number of fresh ideas and examples have been generated from the field. The time is now ripe for a follow-up volume laying out innovative, successful ideas for transforming government. *Transforming Government Organizations: Fresh Ideas and Examples from the Field* is that follow-up volume. A collection of fresh contributions such as those included in this book will add to the growing knowledge base of what does—and what does not—work when transformation efforts are attempted in government organizations.

The contributors to this new volume are experts with extensive experience as change agents in government and other organizations. They provide analyses and discussions of specific cases and issues as well as practical tools, ideas, and lessons learned intended to guide those responsible for similar efforts in the years to come. The audience for the book are government managers, scholars, and others interested in undertaking or learning about such efforts.

**CONTENTS:** Acknowledgments. An Introduction to *Transforming Government Organizations: Fresh Ideas and Examples From the Field*, *Ronald R. Sims, William I. Sauser, Jr., and Sheri Bias*. Human Resource Management and Civil Service Reform: Change (Transformation) in Government, *Ronald R. Sims*. **SECTION I: TRANSFORMATION AT THE FEDERAL LEVEL**, Cybersecurity Mission and Management at the Department of Homeland Security: Toward a Model of Integrated Adaptation, *Marcia A. Beck and Jonathan P. West*. Public Sector Retirement Systems: Either Change or Consider Bankruptcy? *William J. Woska*. Federal Change: Difficult But Doable for the Effective Leader, *William J. Mea*. Transition to a New State: Consolidating Organizational Resources at NASA Langley Research Center, *Sheri Bias, Donna L. Phillips, and Kathleen Cabler*. Drones in Domestic Law Enforcement: Ethical Issues, Implementation Practices, and Case Studies, *Jonathan P. West and James S. Bowman*. **SECTION II: TRANSFORMATION AT THE LOCAL/STATE LEVEL**, Developing an Online Job Analysis Questionnaire: The Ever Changing Process, *Stacey Lange and Martinique Alber*. Maintaining an Ethical Culture in Municipal Government through the use of a Professional Ethics Workshop for all City Employees, *William I. Sauser, Jr. and Steven A. Reeves*. Caring for the Poor in Jefferson County, Alabama: A Model of Change in Government-Run Healthcare, *Roger McCullough*. Building a Better Department of Revenue for the People of Alabama, *William I. Sauser, Jr., Julie P. Magee, Don-Terry Veal, Julia B. Heflin, and Lisa P. Brantly*. Interlocal Diffusion and Difference: How Networks Are Transforming Public Service, *Kathleen Hale and Mitchell Brown*. **SECTION III: LESSONS LEARNED ON TRANSFORMATION IN GOVERNMENT**, Are Public and Private Sector Change Efforts Different: Some Answers and Lessons Learned, *Ronald R. Sims, William J. Mea, and John G. Veres, III*. Leadership: The Common Thread in Successful Government Transformation, *Barry Hoy*. About the Authors. Index.



## Legal and Regulatory Issues in Human Resources Management

Ronald R. Sims, College of William and Mary; William I. Sauser, Auburn University

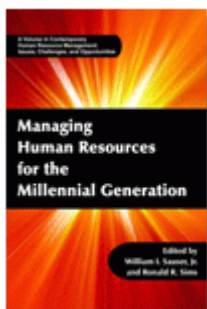
2014. Paperback 9781623968410 \$45.99. Hardcover 9781623968427 \$85.99. eBook 9781623968434 \$65.

This edited book is intended to address the need for an updated look at the HRM legal and regulatory environment. Contrary to existing books which address legal issues in HRM from a narrower focus or specific issue (like sexual harassment, performance appraisal or employment termination), this book provides a comprehensive and in-depth look at

legal issues, regulations and laws which govern all aspects of human resource management—recruitment, selection, placement, performance management (i.e., employee training and development), benefits and compensation—and specific issues such as job analysis, sexual harassment, and the like.

The contributors to this book offer their insight derived from their own research and practical experience with the HRM legal and regulatory environment/world of work. More specifically, the contributors examine, analyze and discuss challenges, issues and opportunities related to HRM legal and regulatory issues and the implications for employees and their organizations while emphasizing the importance of navigating such laws and regulations to the employment cycle and toward sustainable competitive advantage in today's and tomorrow's organizations.

**CONTENTS:** List of Figures. List of Tables. Acknowledgements. An Introduction to Legal Issues in Human Resources Management, *Ronald R. Sims* and *William I. Sauser, Jr.* Human Resources Management Audit: Ensuring Compliance With HRM Laws and Regulations, *Ronald R. Sims and William I. Sauser, Jr.* HR and the Law: The HR Practitioner's Point of View, *Sheri Bias and Barry Hoy.* Aligning Respect and Dignity With Organizational Infrastructure and External Regulation, *George Denninghoff and Sheri Bias.* From Idea to Implementation: Statutes, Regulations, and Cases, *Robert A. Tufts and William I. Sauser, Jr.* Legal Issues in Employee Selection: Negotiating the Obstacles and Avoiding the Landmines, *Brian L. Bellenger and Kenneth A. Yusko.* Navigating the HRM Responsibilities of the ADA, *Christine Ledvinka Rush.* Immigration in a Nutshell, *Sue Ann Balch.* Combating Age Discrimination: Legal and Regulatory Issues, Challenges, and Opportunities, *Jonathan P. West.* The Continuing Development of the Law on Sexual Harassment, *William J. Woska.* The Use of Technology in Employee Selection and Development: Advantages and Pitfalls, *Martinique Alber.* Technology and Employee Privacy Challenges, *Sheri K. Bias and Karin L. Bogue.* Negotiating Contract Management and Personnel in High-Technology, High-Complexity Domains: Issues of Inherently Governmental and Critical Functions in Big Data Analytics Teams, *Sara R. Jordan.* Electronic Surveillance in the Workplace: Legal, Ethical, and Management Issues, *Jonathan P. West, James S. Bowman, and Sally Gertz.* Person-Organization Fit and Its Implications for Human Resource Management Practices, *Daniel J. Svyantek, Kristin L. Cullen, & Alexa Doerr.* Toward a Better Understanding of International Human Resources Management Laws and Legal Issues, *Ronald R. Sims.* The Role and Function of the Organizational Ombudsperson, *C. Kevin Coonrod.* Practical Advice for HRM Professionals when Facing a Federal Lawsuit, *William I. Sauser, Jr., Ronald R. Sims, and John G. Veres, III.* Human Resources Management, the Law, and Organizational Change, *Ronald R. Sims and William I. Sauser, Jr.* About the Contributors.



## Managing Human Resources for the Millennial Generation

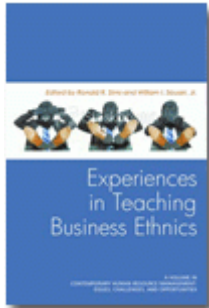
William I. Sauser, Auburn University; Ronald R. Sims, College of William and Mary

2013. Paperback 978-1-62396-052-0 \$45.99. Hardcover 978-1-62396-053-7 \$85.99. eBook 978-1-62396-054-4 \$65.

The purpose of this book is to explore the talents, work styles, attitudes, and issues that members of the Millennial generation are bringing with them as they enter the workforce. The Millennial generation is a roughly 20-year cohort of young people whose 'leading edge' members were born in 1982 and graduated high school in 2000. These are the young adults who began entering college, the military, and the workplace during the present decade, and who will continue to do so for perhaps another decade more. The Millennial generation has been exposed during their formative years to a unique variety of historical, cultural, economic, and technological changes that have shaped their particular attitudes and values, preferred social interaction styles, beliefs about what is proper in the workplace, and personal concerns and desires. Millennials are bringing their unique perspectives into their places of employment, where at times they clash with those of the older generations who are already established there.

**CONTENTS:** Acknowledgments. Who Are the Millennials and How Are They Challenging Modern Human Resources Management? *Ronald R. Sims and William I. Sauser, Jr.* **PART I: CHARACTERISTICS AND VALUES OF THE MILLENNIAL GENERATION.** Millennials Break Out as the Me Generation: Their Attitudes, Expectations and Fears, *Daniel D. Butler and William I. Sauser, Jr.* Millennial Work Expectations and Organizational Incentive Systems: "Carrots" for the New Millennium, *Daniel J. Svyantek, Kristin L. Cullen, and Frances L.H. Svyantek.* Just What Is Important to Millennial Job Candidates: It's Not What We Assumed, *Kyra Leigh Sutton.* Giving Voice to Values: Engaging Millennials and Managing Multigenerational Cultures, *Jessica McManus Warnell.* **PART II: MILLENNIALS AND THE TRADITIONAL FUNCTIONS OF HUMAN RESOURCE MANAGEMENT.** Leveraging Web 2.0 Technologies in the Recruitment of Millennial Job Candidates, *Jared J. Llorens and Alexandra Wilson.* New Selection Methods for a New Generation, *Jeffrey Crenshaw and Kyle Brink.* Considering Generational Differences in Assessing Work Values ... A Unifying Approach, *Kenneth P. Yusko and Brian L. Bellenger.* Employee-Friendly Policies and Development Benefits for Millennials, *Jonathan*

*P. West. Texts, Emails, and Google Searches: Training in a Multigenerational Workplace, Patrick Deery. PART III: BEST PRACTICES FOR MANAGING HUMAN RESOURCES FROM THE MILLENNIAL GENERATION. Best Practices for Managing Generation Y, Susan Eisner. A New Talent Agenda, Milano Reyna and Rishap Malhotra. Implications of Values of the Millennial Generation on HR Infrastructure, Sheri K. Bias and Donna L. Phillips. Millennial-Centric Strategic HR: Key Practices for Attracting, Developing, and Retaining Millennials, Scott A. Quatro. PART IV: SPECIAL ISSUES AND CONTEXTS. Promises of Telecommuting and Preferences of Millennials: Exploring the Nexus, Ajantha Dharmasiri, Danielle Beu Ammeter, John E. Baur and M. Ronald Buckley. Millennials in the Workforce: Unions and Management Battle for the Soul of a Generation, Marcia A. Beck and Jonathan P. West. Small Businesses, Value Added, and the Millennials, Jackie A. DiPofi and Margaret Fitch-Hauser. PART V: CONCLUDING THOUGHTS. Building Bridges Between the Millennials and Other Generations, Ronald R. Sims. About the Authors. Index.*



## Experiences in Teaching Business Ethics

Ronald R. Sims, College of William and Mary; William I. Sauser, Auburn University

2011. Paperback 978-1-61735-469-4 \$45.99. Hardcover 978-1-61735-470-0 \$85.99. eBook 9781617354717 \$65.

The primary purpose of this book is to stimulate dialogue and discussion about the most effective ways of teaching ethics. Contributors to the book focus on approaches and methodologies and lessons learned that are having an impact in leading students to confront with accountability and understanding the bases of their ethical thinking, the responsibilities they have to an enlarged base of stakeholders (whose needs and interests often are conflicting), and their stewardship to use their talents responsibility not only in fulfilling an enterprise's economic goals but also to recognize the impact of their actions on both individuals and larger society.

The primary audiences for the book are those individuals responsible for teaching management, especially those with responsibilities for teaching business ethics. But the book is also designed for practicing managers, for these managers have among their most important responsibilities the development of people in their organizations who have the integrity, values, and competences to be effective managers of economic resources while at the same time to recognize the roles of their enterprise in shaping society.

**CONTENTS: Chapter 1:** Too Bad for Kant: Lessons of Experience with the Three Questions Foundational to Teaching Business Ethics - *Steven Olson. Chapter 2:* Business Ethics Curriculum Development: Balancing Idealism and Realism - *Johannes Brinkmann and Ronald R. Sims. Chapter 3:* Business Ethics Teaching: Working to Develop an Effective Learning Climate - *Ronald R. Sims. Chapter 4:* Putting Career Morality on the Agenda of Business Students: How One Could Use a Play and Survey Results for Triggering Moral Reflection - *Johannes Brinkmann Chapter 5:* Teaching Business Ethics via Dialogue and Conversation - *Ronald R. Sims. Chapter 6:* Once More with Feeling: Integrating Emotion in Teaching Business Ethics—Educational Implications from Cognitive Neuroscience & Social Psychology - *Christopher P. Adkins. Chapter 7:* Using Writing to Teach Business Ethics: One Approach - *Ronald R. Sims. Chapter 8:* Reflection through Debriefing in Teaching Business Ethics: Completing the Learning Process in Experiential Learning Exercises - *Ronald R. Sims and William I. Sauser, Jr. Chapter 9:* Auburn University's Management Ethics Program - *Achilles A. Armenakis. Chapter 10:* Teaching Business Ethics at a Distance to Executive MBA Students - *William I. Sauser, Jr. Chapter 11:* Rethinking Ethics Training: New Approaches to Enhance Effectiveness - *John C. Knapp. Chapter 12:* Beyond the Classroom: Business Ethics Training Programs for Professionals - *William I. Sauser, Jr. About the Authors.*



## Reforming (Transforming?) a Public Human Resource Management Agency

The Case of the Personnel Board of Jefferson County, Alabama

Ronald R. Sims, College of William and Mary

2010. Paperback 978-1-60752-436-6 \$45.99. Hardcover 978-1-60752-437-3 \$85.99. eBook 9781607524380 \$65.



This book offers a first-hand look at the importance of human resource management (HRM) processes to not just one public agency but a large group of public administration entities that rely on a public HRM agency (the Personnel Board of Jefferson County) for its HRM processes. More specifically, the book describes a more than three-year effort undertaken by the author as a federally-appointed court receiver to reform (or what some have referred to as “transform”) a public HRM agency from a model of inefficiency to one now considered “best in the business”.

The book provides the details of the reform or transformation effort in addition to offering suggestions on how to bring about similar civil services and HRM reform in particular and government agencies in general. The book is intended to fill a gap in the current literature while serving as a key work that highlights the importance of bringing about change in a public HRM entity. Timely and topical, the book will be of great interest both to public administration personnel in general, and others in the fields of HRM and public sector management, and to management practitioners and others keen to inform their ability to bring about successful change.

**CONTENTS:** 1 A General Overview of Change Management, Reform, and the Personnel Board. 2 Civil Service Reform and Public Human Resource Management. 3 The Personnel Board of Jefferson County, Alabama: A First Look. 4 Understanding the Situation at the Personnel Board: The Diagnosis and Receiver’s 90-Day Report. 5 Restructuring the Personnel Board. 6 Infrastructure Reform: Revamping the Personnel Board’s Policies and Procedures. 7 Implementation of a New Human Resource Information Management System at the Personnel Board. 8 HRD Efforts at the Personnel Board. 9 Consent Decree Compliance (Developing and Administering Lawful Selection) Procedures. 10 The Five-Year Classification and Compensation Survey Project. 11 Renovating the Personnel Board’s Physical Facilities. 12 Transition of Leadership from the Receiver to the Three. Member Board, Personnel Director and the Citizens Supervisory Committee. 13 Epilogue: Post-Receivership and Keeping the Personnel Board Reform Momentum Going. References.



## Human Resource Management Contemporary Issues, Challenges and Opportunities

Ronald R. Sims, College of William and Mary

2007. Paperback 978-1-59311-525-8 \$45.99. Hardcover 978-1-59311-526-5 \$85.99. eBook 9781607527114 \$65.

The contributors in this book identify and clearly discuss contemporary and critical issues, challenges and opportunities in HRM. The book attempts to achieve the delicate balance between basic HRM functions, and the new world of HRM. Moreover, in a dynamic field like HRM, a complete look at contemporary HRM issues, challenges, and opportunities is a must for today's and tomorrow's students and future managers and leaders. After all, it is important for any book to undertake a current state of the field while also bridging the gap of traditional HRM activities (i.e., issues, challenges and opportunities) and the possible future state of the HRM field. An organizing principle for this book is the need to for an integrated HRM system, comprised of multiple activities, designed to influence organizational and employee behaviors. The books contributors include some basic theories and models that simultaneously consider how HRM activities like recruitment, selection, reward practices, and development activities among others are being impacted by contemporary issues, challenges and opportunities for the field of HRM, particularly HRM functions and professional as they are increasingly expected to play a role in enabling organizational managers and other employees to achieve desired organizational results. Thus, the essence of the book is that the collective chapters reflect both a functional orientation built on theory and models but also provide insights into how to translate theory into practice via the establishment of the increasingly critical role HRM procedures, practices, and processes play in accomplishing the goals and objectives in contemporary organizations.



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