

## TABLE OF CONTENTS

	Page
<b>Preface</b> .....	<b>1</b>
<b>Pre-test</b> .....	<b>3</b>
<b>Module 1: Selecting the Right Person for the Job</b> .....	<b>11</b>
Introduction .....	11
Section 1: Developing an Applicant Pool .....	13
Section 2: Interviewing Applicants .....	23
Section 3: Deciding Whom to Hire .....	39
Case Study .....	49
<b>Module 2: Strategies for Effectively Managing Employees</b> .....	<b>59</b>
Introduction .....	59
Section 1: Supervising .....	61
Section 2: Coaching .....	77
Section 3: Motivating and Counseling Employees .....	91
Section 4: Managing Diversity in the Workforce .....	105
Section 5: Managing and Advocating Change .....	123
Case Study .....	141
<b>Module 3: Managing and Measuring Performance</b> .....	<b>153</b>
Introduction .....	153
Section 1: Setting Goals and Objectives .....	155
Section 2: Appraising Performance .....	165
Case Study .....	189

	Page
<b>Module 4: Building and Managing Teams</b> .....	<b>197</b>
Introduction .....	197
Section 1: Developing Teams.....	199
Section 2: Communicating Within Teams.....	223
Section 3: Conducting Team Meetings and Managing Conflict .....	239
Case Study.....	253
<b>Conclusion</b> .....	<b>263</b>
<b>Post-test</b> .....	<b>265</b>
<b>Glossary</b> .....	<b>275</b>
<b>Bibliography</b> .....	<b>283</b>
<b>Index</b> .....	<b>291</b>
<b>Course Summary</b> .....	<b>295</b>

### LIST OF FIGURES

	Page
Figure 1A: Job Description / Candidate Profile Example .....	14
Figure 1B: Recruiting Methods.....	15
Figure 1C: Deciding Whom to Hire.....	43
Figure 2A: Supervising.....	71
Figure 2B: Example of Career Map .....	78
Figure 2C: Force Field Model .....	125
Figure 3A: Model Annual Performance Appraisal Form.....	175
Figure 4A: Productivity Curve for Teams in Tuckman Model.....	206