# The Effort-Net Return Model of Employee Motivation

PRINCIPLES, PROPOSITIONS, AND PRESCRIPTIONS

PHILIP C. GRANT

**S Nieto** 

The Effort-Net Return Model of Employee Motivation Philip C. Grant, 1990-02-12 Written for human resources and training professionals this book addresses a recurring problem for managers and corporations how can we efficiently cost effectively and humanely motivate employees to work at or near their top potential Arguing that opportunities to heighten employee motivation are often missed when managers rely on overly simplistic theories of human motivation Grant develops his own multifaceted Effort Net Return Model and offers a sampling of over 200 prescriptions for motivating employees that can be derived from the model The model itself is based upon four basic principles each grounded in research and each of which has supporting propositions which determine the motivational prescription to be employed Because the motivational prescriptions indicated can be easily tailored to the recipient s own personal value system the model is applicable across a broad spectrum of employee groups Grant introduces and describes the Effort Net Return Model in Chapter One demonstrating its superiority over previous models which rely on the application of restrictive formulas and constructs to determine motivational strategies The next four chapters address in turn each of the four principles upon which the model is based and their supporting propositions In these chapters Grant also provides a representative inventory of the kinds of avenues managers can pursue to enhance employee motivation Throughout Grant emphasizes the impact of individual differences on the end results to be expected from a given motivational prescription cautioning the reader to take these differences into account when beginning to put together a motivational plan The final chapter presents real world case problems together with analyses and suggested prescriptive packages to enable the reader to move from theory to actual practice Numerous exercises and application instruments are also included to help the manager apply the Effort Net Return Model in the workplace Effective Police Supervision Harry W. More, Larry S. Miller, 2010-12-29 Good police officers are often promoted into supervisory positions with little or no training for what makes a good manager Effective Police Supervision is a core text used in college level classes on supervisory practices in criminal justice This popular book combines behavioral theory with case studies that allow the reader to identify and resolve personal and organizational problems It provides readers with an understanding of the group behaviors and organizational dynamics with a focus on effectiveness as well as proficiency and on how a supervisor can help to create an effective organization This book is also a vital tool in the preparation of police officers for promotional exams NEW THIS EDITION This revised and updated edition has a new chapter Homeland Security and Terrorism A Changing Role New material has been added throughout the textbook on the following topics characteristics of an effective coach mentoring work values unions dealing with change supervisory styles empowerment SARA identifying stakeholders dealing with Limited English Proficient individuals intercultural communication and equity theory The case studies and references have been throgoughly updated and expanded Each chapter opens with a case study to illustrate the concept and includes key terms Contains a new chapter on homeland

security and terrorism and how they are changing the role of the police supervisor Used nationwide for police promotional Effective Police Supervision Larry S. Miller, Harry W. More, Michael C. Braswell, 2017-02-17 Outstanding first exams line supervisors are essential to the success of any law enforcement agency yet many officers lack the supervision training necessary to excel Effective Police Supervision immerses readers in the group behaviors and organizational dynamics supervisors must master in order to lead their teams and to help create an effective police department Combining behavioral theory and updated case studies this core text now in its eighth edition is a vital tool for all college students pursuing criminal justice courses on supervisory practices as well as police officers preparing for promotional exams **18th European Conference on Research Methods in Business and Management** Prof. Anthony Stacey, 2019-06-20 Mastering Police Leadership Harry W., 2010-12-29 The success of any police organization stems from the strength of its management Experts emphasize that true effectiveness begins with first line supervisors Leading law enforcement agencies recognize these supervisors as a vital link in the overall management process **UCLA Employee Relations Update**, The Journal of Human Resources, 1991 A general journal of political science **1989-1990** ,1990 Corporate Planning, Human Behavior, and Computer Simulation Roy Management Abstracts .1990 Nersesian, 1990-02-15 Roy L Nersesian challenges traditional forecasting methods that rely strictly on econometric models arguing that they ignore a fundamental aspect of the business cycle human emotional responses to economic stimuli Nersesian advocates instead the development of forecasting models that incorporate human behavior into the process and he provides a tool computer simulation which can be used for this purpose As Nersesian demonstrates such consumer attitudes as confidence in the future fear of depression even passing fads can have a profound effect on business activity and are often far more predictive of the future than are the thousands of mathematical equations used to develop a forecast built upon econometrics By using simulation to factor potential consumer responses into the forecasting process Nersesian is able to tie forecasting to the consequences of human behavior and thereby determine the way in which attitudes play a role in affecting the future course of business Nersesian's study is organized around a series of questions about the business cycle If economic activity is influenced by the nature of decisions and if decisions are based partly on human responses to such things as prices and costs and partly on human emotions shouldn t the forecasting process itself incorporate human behavior If human behavior in turn is influenced by factors such as price cost and inventory and the general level of confidence in the future should these not be incorporated in the forecasting process In order to address these questions Nersesian creates a simple island society and demonstrates how to use simulation to assess the effects of elements that might cause a change of consumer sentiment during the forecast period As Nersesian concludes a change of consumer sentiment at any time during the forecast period can have significant implications for the accuracy or usefulness of a forecast used in the corporate planning process Both students of forecasting and corporate planners will find Nersesian's work illuminating reading

**Expert Systems in Finance and Accounting Robert** J. Thierauf, 1990-01-19 The book is divided into four parts and begins by offering a framework for developing expert systems in finance and accounting In the second part the author reviews the current state of development for programming languages in expert systems the computer hardware necessary to run expert systems and expert system shells useful in developing business expert systems Part 3 presents an in depth examination of the procedures used in developing expert systems while the final part focuses on typical applications of expert The Valuation and Investment Merits of Diamonds Sarkis Khoury, 1990-03-26 systems in finance and accounting This is the first book which deals with the economics of diamonds specifically with the determinants of diamond prices The period of analysis 1978 1983 was chosen in order to shed light on the dramatic drop in diamond prices The dominant variables causing this drop were the varying price of gold and fluctuating interest rates Khoury helps the investor in making long range decisions about investing in diamonds and deciding on the form the investment should take He warns of the importance to understand the sensitivities of the market and the factors which must be taken into consideration before commitments to an investment in diamonds are made The book includes a quick review of the characteristics of diamonds the financial performance of DeBeers in a declining market the economic structure of the diamond industry the method for exercising economic control over the diamond market the economic variables influencing diamond prices and the modeling of diamond prices and the testing of the model using advanced statistical methods The Divestiture Option Richard I. Schmidt, 1990-03-23 An in depth guide to divestiture for financial and corporate planning executives this volume offers comprehensive information about divestiture strategies the rationale for divestiture the effects on employees and other corporate stakeholders and the internal management problems that can accompany divestiture proposal and implementation In addition the author offers full coverage of the various divestiture techniques including direct sale spin offs employee stock option plans and leveraged buy outs Schmidt demonstrates that divestiture is often the best solution for a corporation faced with the need to raise cash dispose of properties that do not fit with the firm's overall strategic plan or remain competitive in today s global markets This volume offers an in depth guide to one technique divestiture which is increasingly a component of financial restructuring plans Written for the financial and corporate planning executives who must recommend or direct divestiture operations the book offers comprehensive information about divestiture strategies the rationale for divestiture the effects on employees and other corporate stakeholders and the internal management problems that can accompany divestiture proposal and implementation In addition the author offers full coverage of the various divestiture techniques including direct sale spin offs Employee Stock Option Plans ESOPs and Leveraged Buy Outs LBOs Schmidt demonstrates that divestiture is often the best solution for a corporation faced with the need to raise cash dispose of properties that do not fit with the firm's overall strategic plan or show unsatisfactory returns or remain competitive in today's global markets His book will be an important resource for anyone involved in the divestiture decisionmaking process Schmidt begins by tracing the

major acquisition and divestiture activity of the past 30 years He identifies the business environmental changes and regulatory actions that have fueled the current high level of divestiture activity examines the political environment of divestiture and explores the relationship between international expansion and divestiture Turning to a discussion of the divestiture decision itself Schmidt addresses such issues as divestiture segment valuation the effects of divestiture on resources the managerial implications and the psychological effects of divestiture Subsequent chapters analyze the considerations that must be taken into account in any divestiture decision and present specific divestiture techniques In his concluding chapter Schmidt looks at future trends in corporate divestiture The Law and Occupational Injury, **Disease, and Death** Warren Freedman, 1990-01-22 With more than 11 000 deaths and over two million injuries and diseases attributed to workplace related hazards each year the prevention of injuries death and disease in the workplace has been of increasing concern to lawyers labor unions government officials insurance companies and legal scholars In this volume noted legal specialist Warren Freedman presents both a comprehensive exposition of common workplace hazards and a detailed survey of the applicable statutes case law and court decisions that have developed in this growing field of litigation and regulation The author treats in depth key issues such as how to identify specific exposures in the workplace the problem of drug testing the roles of involved parties and theories of liability Practicing attorneys government policy makers and union executives will find this an indispensable resource when dealing with the complexities that surround claims and regulation in this area Following an introductory overview Freedman examines the recognition of workplace caused disability the payment of benefits and the rehabilitation experience He then turns to a discussion of specific exposures encountered in the workplace including cancer risks chemicals acid rain and other pollutants radiation smoking repetitive trauma and others Alcoholism and drugs in the workplace receive extended coverage in two chapters that address central questions such as product liability and alcoholism pinpointing criminal responsibility and the constitutionality of drug testing Turning to an examination of the individuals involved in occupational injury disease or death suits Freedman explores the roles of the plaintiff claimant and his or her family the defendant employer and third parties who may become part of a court action the government product manufacturers technical experts OSHA insurance companies and others Subsequent chapters discuss theories of liability and remedies defense of employees claims procedural aspects of litigation and the effects of particular S.A.M. Advanced Management Journal ,1991 Judgment in International Accounting Ahmed cases and statutes Riahi-Belkaoui, 1990-02-20 Belkaoui offers a thorough examination of the various factors that affect the judgment decision process in an accounting setting As the author notes at the outset an appreciation of the various influences on accounting decisionmaking is of critical importance to users preparers and verifiers of accounting information particularly in an era of multinational corporations and global markets In order to explain the judgment process in accounting Belkaoui proposes a new theoretical model which assumes both that a cognitive process guides judgments and decisionmaking in accounting and

that the schemata underlying this process are shaped by the crucial factors of national culture language organizational culture and contractual agreements The author examines each of these influences in turn offering a comprehensive guide to the practitioner and researcher seeking empirical hypotheses to explain the judgment process in the international accounting arena The bulk of the volume is devoted to an in depth examination of each of the five relativisms which affect the accounting judgment decision process cognitive cultural linguistic organizational and contractual In each chapter the author explores the theory and findings underlying these relativisms in the social sciences and their contribution to explaining the judgment decision process in accounting The final chapter synthesizes the preceding material and develops an international accounting theory based upon the judgment decision model Throughout Belkaoui focuses on the complexity and richness of the judgment decision process cautioning that the evaluation of any accounting information must take into account the various critical influences on this process Investing in Financially Distressed Firms Murali Ramaswami, Susan Moeller, 1990-01-22 This comprehensive new study examines the impact of the 1978 Bankruptcy Reform Act on firms that file under Chapter 11 and on investors who own shares or bonds in financially distressed corporations Demonstrating that high average returns often accompany wise investment choices concerning bankrupt firms the authors explain how to spot potential investment targets assess investment risk and profit from investing in firms undergoing reorganization following a bankruptcy filing Both individual and institutional investors looking for new investment opportunities and students of corporate finance and financial management will find important new insights into the investment potential of financially distressed firms Investing in Financially Distressed Firms represents a good buy for those who would like to hunt bargains in the broken angel sector of the market Journal of High Yield Bond Research This comprehensive new study examines the impact of the 1978 Bankruptcy Reform Act on firms that file under Chapter 11 and on investors who own shares or bonds in financially distressed corporations Demonstrating that high average returns often accompany wise investment choices concerning bankrupt firms the authors explain how to spot potential investment targets assess investment risk and profit from investing in firms undergoing reorganization following a bankruptcy filing The legal issues involved in investing in bankrupt firms the environment within which the bankrupt firm operates and the relationship between stock market efficiency and bankrupt firms also receive thorough coverage Both individual and institutional investors looking for new investment opportunities and students of corporate finance and financial management will find here important new insights into the investment potential of financially distressed firms The volume begins with an introduction which sets the stage for the discussion that follows by describing the reasons for the increasing rates of corporate bankruptcy in the 1980s The authors go on to explore the incentives for investing in bankrupt firms and offer pointers for investors considering such a move In order to provide the reader with the tools necessary to evaluate potential investment opportunities the authors also describe the reasons for corporate financial failure the effects of reorganization on a firm the differences between old and new bankruptcy laws and

the legal settlement of bankruptcy claims An analytical model for predicting successful reorganization and thus a potentially lucrative investment target is described and illustrated as are models of stock market efficiency. The study concludes with four detailed case studies that illustrate the process of bankruptcy and the possible investment outcomes The text is accompanied by numerous explanatory tables and figures Work Related Abstracts ,1990 The Interstate Banking Revolution Peter Rose, 1989-12-08 Peter Rose focuses in this volume on a new and ongoing movement in banking the rapid spread of banks and bank holding companies across state lines As Rose notes at the outset legislation to allow banks to cross state lines is now law in 46 states While many analysts believe that full service interstate banking will bring badly needed capital to struggling local economies and help stem the rising tide of savings and loan failures there is growing concern in the regulatory community and among some bankers and consumer groups that this trend will only exacerbate current problems of excessive risk exposure in the banking industry Rose evaluates these contending views exploring in detail interstate banking s potential benefits and costs and assessing the movement s future in an increasingly global society and volatile international economy He concludes new federal and state policies that both protect the public interest and bring greater stability to the banking industry are necessary before interstate banking can fulfill the promises of its supporters Among the critical issues Rose addresses are the ways in which leading banking organizations assess potential market areas how these same organizations select particular banking institutions as targets for acquisition and what changes in services and service pricing are likely in the wake of an interstate banking acquisition. He examines the special challenges and problems the interstate banking movement creates for federal and state regulatory authorities and considers what new federal and state legislation and regulation may be needed to deal with these problems Arguing that for savings investment channels to work well banks must benefit from full public confidence Rose calls for the institution of measures such as frequent and thorough FDIC inspections insurance fees tied to level of risk exposure and full disclosure of bank finances Numerous tables amplify points made in the text Must reading for advanced courses in finance and banking this book will also be of significant interest to regulators policymakers and banking executives concerned about the potential impact of a widening trend toward interstate full service banking The Evolution of Foreign Banking Institutions in the United States Faramarz Damanpour, 1990-01-19 Professor Damanpour provides a unique insight into international finance and banking Often books of this nature are either too theoretical or quantitative in nature This book is a blend of both areas and thus becomes a useful tool I would recommend this book to anyone involved in international business irrespective of their specialized interest Brian A Reynolds Ph D Director Center for International Business National College of Education This groundbreaking study analyzes the rapid growth of foreign banking activity in the United States over the course of the past two decades and evaluates the potential impact of this development on United States banking institutions The author brings together a substantial amount of information and data not previously available in one source to examine both the overall

status of foreign banks in the United States and the structural components of international banks and lending institutions Unlike those who see the influx of foreign banking in strictly negative terms Damanpour demonstrates some positive aspects of the situation including the contribution of foreign banks to general improvement in the U S economy increased competition in the banking industry the provision of a flow of capital into U S balance of payments capital accounts and the introduction of innovative techniques and pricing structures Damanpour begins by tracing the evolution of foreign banking and the financial goals of key players He goes on to illustrate the institutional structure of international banking detailing the types of foreign banking offices that have been established in this country Subsequent chapters address the legal environment of foreign banking international financial markets U S international lending institutions and such issues as the motivation behind international banking market structure and activities of foreign banks and major foreign banking concerns in the United States The final chapters look at developments in international trade and banking and assess the impact of foreign banks and their future prospects Written in a style accessible to both students and practitioners this is an excellent text for courses in international finance business and political science programs as well as an important source of background information for members of the banking community concerned with developing appropriate responses to the increased foreign presence on the U S banking scene Numerous tables enhance the text Market-Oriented Pricing Michael Morris, Gene Morris, 1990-04-24 An important contribution to marketing literature this volume offers a comprehensive guide to market based pricing strategies The authors present pricing as a relatively simple but extremely powerful marketing tool a creative variable which managers can manipulate to accomplish a wide variety of ends Arguing that companies must move away from the traditional short term reactive methods relied upon to set and manage prices the authors call for a systematic strategic and market based approach to the pricing problem Their central unifying theme is that pricing begins and ends with the customer and that every pricing action should be part of a larger pricing program build around the realities of customer needs and competitor pressures Written with a minimum of jargon and amply illustrated with explanatory tables and figures this is an excellent introduction to pricing for both seasoned and aspiring marketing and product managers Morris and Morris begin by examining the overall concept of price as a statement of value Subsequent chapters offer in depth guidance on the development of market based pricing addressing such critical issues as pricing strategy over the product life cycle linking pricing and marketing strategy understanding and using elasticity the psychology of pricing and negotiating prices with customers Particular attention is paid to the question of price differentials charging different prices to different classes of consumers and the legal and ethical ramifications of adopting strategies based on price differentials The authors also explore cost based pricing industry and competitor analysis pricing across the product line and computers as an aid in pricing Throughout references to real world cases and problems helps the manager to relate the concepts of market based pricing to the pricing decisions and considerations actually confronted on the job

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