

2. A sound promotion policy is important. List the characteristics necessary for an effective promotion policy.
3. Compare and contrast a closed internal recruitment system with an open internal recruitment system.
4. What information should be included in the targeted internal communication message?
5. Exhibit 6.9 contains many suggestions for improving the advancement of women and minorities. Choose the three suggestions you think are most important and explain why.

ETHICAL ISSUES

1. MDN, Inc., is considering two employees for the job of senior manager. An internal candidate, Julie, has been with MDN for 12 years and has received very good performance evaluations. The other candidate, Raoul, works for a competitor and has valuable experience in the product market into which MDN wishes to expand. Do you think MDN has an obligation to promote Julie? Why or why not?
2. Do organizations have an ethical obligation to have a succession plan in place? If no, why not? If so, what is the ethical obligation, and to whom is it owed?

APPLICATIONS

Recruitment in a Changing Internal Labor Market

Mitchell Shipping Lines is a distributor of goods on the Great Lakes. It also manufactures shipping containers used to store the goods while in transit. The subsidiary that manufactures these containers is Mitchell-Cole Manufacturing, and the president and CEO is Zoe Brausch.

Brausch is in the middle of converting the manufacturing system from an assembly line to autonomous work teams. Each team will be responsible for producing a separate type of container and will have different tools, machinery, and manufacturing routines for its particular type of container. Members of each team will have the job title "assembler," and each team will be headed by a permanent leader. Brausch would like all leaders to come from the ranks of current employees, in terms of both the initial set of leaders and the leaders in the future as vacancies arise. In addition, she wants to discourage employee movement across teams in order to build team identity and cohesion. The current internal labor market, however, presents a formidable potential obstacle to her internal staffing goals.

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