

高等院校双语教学适用教材 **工商管理**



萨里经济管理英文教材

Essential of Human Resource Management

Fifteenth Edition

Scott Snell George Bohlander

人力资源管理

(第15版)

(美) 斯科特·斯内尔 乔治·伯兰德 著

魏海燕 吴迅捷 译注



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出版者的话

当前,在教育部的大力倡导下,财经和管理类专业的双语教学在我国各大高校已经逐步开展起来。一些双语教学开展较早的院校积累了丰富的经验,同时也发现了教学过程中存在的一些问题,尤其对教材提出了更高的要求;一些尚未进入这一领域的院校,也在不断探索适于自身的教学方式和方法以及适用的教材,以期时机成熟时加入双语教学的行列。总之,对各类院校而言,能否找到“适用”的教材都成为双语教学成功与否的关键因素之一。

然而,国外原版教材为国外教学量身定做的一些特点,如普遍篇幅较大、侧重于描述性讲解、辅助材料(如习题、案例、延伸阅读材料等)繁杂,尤其是许多内容针对性太强,与所在国的法律结构和经济、文化背景结合过于紧密等,却显然不适于国内教学采用,并成为制约国内双语教学开展的重要原因。因此,对国外原版教材进行本土化的精简改编,使之变成更加“适用”的双语教材,已然迫在眉睫。

东北财经大学出版社作为国内较早涉足引进版教材的一家专业出版社,秉承自己一贯服务于财经教学的宗旨,总结自身多年的出版经验,同麦格劳—希尔教育出版公司、培生教育出版集团和圣智出版集团等国外著名出版公司通力合作,在国内再次领先推出了会计、工商管理、经济学等专业的“高等院校双语教学适用教材”。尤其是此次双语教材是与东北财经大学萨里国际学院共同推出。东北财经大学萨里国际学院是教育部批准的、与英国萨里大学共建的中外合作办学机构。学院所有课程采取双语和全英文授课方式,因而,东北财经大学出版社与萨里国际学院携手推出此系列双语教材。这套丛书的出版经过了长时间的酝酿和筛选,编选人员本着“品质优先、首推名作”的选题原则,既考虑了目前我国财经教育的现状,也考虑了我国财经高等教育所具有的学科特点和需求指向,在教材的遴选、改编和出版上突出了以下一些特点:

- 优选权威的最新版本。入选改编的教材是在国际上多次再版的经典之作的最新版本,其中有些教材的以前版本已在国内部分高校中进行了试用,获得了一致的好评。

- 改编后的教材在保持英文原版教材特色的基础上,力求内容精要,逻辑严密,适合中国的双语教学。选择的改编人员既熟悉原版教材内容,又具有本书或本门课程双语教学的经验。

- 改编后的教材配有丰富的辅助教学支持资源,教师可在网上免费获取。

- 改编后的教材篇幅合理,符合国内教学的课时要求,价格相对较低。

本套教材是在双语教学教材出版方面的一次新的尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导,在此深表谢意,也期待广大读者提出宝贵的意见和建议。

尽管我们在改编的过程中已加以注意,但由于各教材的作者所处的政治、经济和文化背景不同,书中的内容仍可能有不妥之处,望读者在阅读中注意比较和甄别。

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PREFACE 前言

The 15th edition of *Essential of Human Resource Management* will place your students at the forefront in understanding how organizations can gain a sustainable competitive advantage through people. The role of HR managers is no longer limited to service functions such as recruiting and selecting employees. Today, HR managers assume an active role in the strategic planning and decision making within their organizations. Meeting challenges head-on and using human resources effectively are critical to the success of any work organization. In this edition of the book, we've made improvements that make these points even more strongly.

In the first chapter, we begin by explaining the key challenges to HRM in developing the flexible and skilled workforce needed to compete effectively. Side by side with the competitive challenges, HRM must also address important employee concerns such as managing a diverse workforce, recognizing employee rights, and adjusting to new work attitudes. The chapter also discusses the important partnership with line managers and the competencies required of HR management. Then the textbook continues with the introduction, explanation, and discussion of the individual practices and policies that make up HRM. We recognize the manager's changing role, and emphasize current issues and real-world problems and the policies and practices of HRM used to meet them.

Although we focus on the HR role of managers, we do not exclude the impact and importance of the HR department's strategic role in developing, coordinating, and enforcing policies and procedures relating to HR functions. Whether the reader becomes a manager, a supervisor, or an HR specialist, or is employed in other areas of the organization, *Essential of Human Resource Management* provides a functional and practical understanding of HR programs to enable readers to see how HR affects all employees, the organization, the community, and the larger society.

Issues of strategy and talent have become such central concerns of HR today that we have reorganized and reemphasized the topics in this edition of the book. Chapter 3 focuses on expanding and managing the talent pool in organizations. The detailed coverage of these topics solidifies *Essential of Human Resource Management* as perhaps the premier text for thought leadership, especially the global talent pool.

Organizations in today's competitive world are discovering that it is *how* the individual HR topics are combined that makes all the difference. Managers typically don't focus on HR issues such as staffing, training, and compensation in isolation from one another. Each of these HR practices is combined into an overall system to enhance employee involvement and productivity. We outline the various components of the systems including work-flow design, HR practices, management processes, and supporting technologies. We also discuss the strategic processes used to implement high-performance work systems and the outcomes that benefit both the employee and the organization as a whole.

What's Dynamic in the 15th Edition

Many new features and much new information are provided in this revision. We introduce overall text improvements that more accurately reflect HRM in today's business world and help the reader understand HRM issues more effectively.

- **HRM Experience:** We build upon a popular addition to the previous edition of *Essential of Human Resource Management* by continuing the use of experiential exercises to explore significant issues in HRM. These skill-building exercises help students gain practical experience when dealing with employee/management concerns such as pay-for-performance; effective teaming; employee benefits; reducing employee stress; employee rights; balancing competitive challenges and employee concerns; customizing HR for different types of human capital; designing selection criteria and methods; and assessing the strategic fit of HPWS. Students can work through these new exercises on either an individual or a team basis.
- **Human Resources Information Systems (HRIS):** Throughout the text, we have specifically highlighted the use of HRIS to facilitate the managing of employees and the efficient performance of HR functions. For example, the impact of information technology on HR and the role of HRIS in such areas as compensation, recruitment, screening and selection, training, job analysis, safety, and talent inventorying and succession management are discussed.
- **Diversity:** Because we believe that diversity issues are an integral part of every HRM activity, updated and expanded coverage is included throughout the text.
- **HRM Strategy:** The increasingly important role HRM plays in strategic planning is covered specifically. However, elsewhere we also discuss the role of human capital and Six Sigma; HR benchmarking; balanced scorecard, strategy mapping, and performance diagnosis; global HR strategy; as well as strategic alignment and the implementation of virtual teams and high-performance work systems.
- **Contemporary employment issues** such as global recruiting, outsourcing, offshoring, alternative work arrangements, temporary workers, contractors, telecommuting, and so forth are covered throughout the book.
- **Global and international HR concerns** in particular are covered in more detail in this edition. Today these issues are increasingly seen as "front and center" in many organizations. They include the issues surrounding multinationals, joint ventures, and the World Trade Organization; low-wage, high-growth countries such as China and India, and the talent shortage and work-visa challenges facing U.S. firms since 9/11. Global rights issues such as data protection, intellectual and property rights, and the International Labor Organization's decent work agenda and efforts to promote fairness among countries as they globalize are also highlighted.
- **A complete update of all laws, administrative rulings and guidelines, and court decisions governing HRM** includes such recent developments as legislation regarding illegal immigration; the U.S. Supreme Court decision on affirmative action and the promotion of diversity; FLSA changes governing exemptions from overtime payments; stock option reporting requirements;

- new medical privacy legislation; body art (tattoos and body piercing); and other employee rights issues.
- The latest versions of the posters of all major federal regulations governing HRM are included.
 - We have readdressed the important role of compensation in HRM by heightening our discussion of pay-for-performance, the global pay systems multinationals are beginning to implement today, healthcare cost savings, strategic pension planning, and effective employee awards.
 - Expanded discussions cover major issues, including:
 - aggressive union organizing
 - balanced scorecard
 - competency assessment for training
 - cumulative trauma disorders
 - EEO reporting requirements
 - employee fitness programs
 - employee leasing
 - executive compensation reform
 - incentive rewards and recognition programs
 - offshoring and recruiting- and business-process outsourcing
 - pension plans and underfunding
 - performance diagnosis
 - person-organization fit
 - role of human capital
 - strategic planning
 - violence and terrorism in the workplace
 - Many new Highlights in HRM boxes present the reader with up-to-date, real-world examples from a variety of large and small organizations.
 - Internet: The ever-growing role of the Internet in HR activities is evident throughout the text. A few examples are online recruiting, including recruiting via social networking sites in Chapter 3; online employee screening and testing in Chapter 4; learning management systems, “communities in practice” efforts, and virtual training via Web sites such as Second Life in Chapter 5; and web-based goal setting, performance appraisals, and succession planning systems in Chapter 6.
 - Five new extended cases are included at the end of the book. These cases have been carefully selected to reflect current issues in managing human resources, and explore the important topics of virtual HR management, global and cultural, diversity, workforce mobility, employment downsizing, wrongful discharge, ethics, performance appraisal, and the arbitration of employee complaints.
 - New Ancillaries: There are new online ancillaries for instructors and students. A completely revised test bank plays a strategic role in the Integrated Learning System. A new set of PowerPoint presentation slides and acetates makes teaching and preparation easier and more convenient. And finally, a new Teaching Assistance Manual provides additional teaching suggestions to enhance other instructor teaching materials.

Features of the Book

Use of the Integrated Learning System continues for the new edition. This integrated structure creates a comprehensive teaching and testing system. Designed to facilitate

understanding and retention of the material presented, each chapter contains the following pedagogical features:

- **Learning objectives** listed at the beginning of each chapter provide the basis for the Integrated Learning System. Icons that identify the learning objectives appear throughout the text and end-of-chapter material, and all print ancillaries.
- **Highlights in HRM.** This popular boxed feature provides real-world examples of how organizations perform HR functions. The Highlights are introduced in the text discussion and include topics such as small businesses and international issues.
- **Using the Internet.** All chapters include new government, research, and business Internet references and addresses.
- **Key terms** appear in boldface and are defined in margin notes next to the text discussion. The key terms are also listed at the end of the chapter and appear in the glossary at the end of the text.
- **Figures.** An abundance of graphic materials and flowcharts provides a visual, dynamic presentation of concepts and HR activities. All figures are systematically referenced in the text discussion.
- **Summary.** A paragraph or two for each learning objective provides a brief and focused review of the chapter.
- **Discussion questions** following the chapter summary offer an opportunity to focus on each of the learning objectives in the chapter and stimulate critical thinking. Many of these questions allow for group analysis and class discussion.
- **HRM Experience.** An experiential activity (described earlier) is included in each chapter.
- **Two or more case studies** per chapter present current HRM issues in real-life settings that allow for student consideration and critical analysis.
- **Extended cases.** Eleven extended cases are provided at the end of the main text. These cases use material covered in more than one text chapter and provide capstone opportunities.

Ancillary Teaching and Learning Materials

For Students

Study Guide to Accompany *Essential of Human Resource Management*. Satish P. Deshpande of Western Michigan University has revised the *Study Guide*. His years of teaching experience allow him to bring a special insight to this popular student supplement. It includes review questions that can be used to check understanding and prepare for examinations on each chapter in this textbook. Using the Integrated Learning System, *Study Guide* questions are arranged by chapter learning objective so the student can quickly refer back to the textbook if further review is needed.

Premium Student Website:

New to this edition is student access to the Snell/Bohlander Premium Student Website for *Essential of Human Resource Management*. Students can access

interactive quizzes, flashcards, PowerPoint slides, learning games, AP News feeds, and more to reinforce chapter concepts. Access to the Premium Student Website is pincode protected. If access did not come packaged with your textbook, visit www.ichapters.com to purchase access to these resources.

Essential of Human Resource Management, 15e Support Web Site

www.cengage.com/international.

This Web site provides learning and teaching resources and support for both instructors and students.

For Instructors

The following instructor support materials are available to adopters from your South-Western Cengage Representative, or through <http://www.cengage.com/international>. All ancillary materials were prepared by or under the direction of the text authors to guarantee full integration with the text. Multimedia supplements were prepared by experts in those fields.

- ***Instructor's Resource Guide.*** Prepared by the text authors, for each chapter in the textbook, the *Instructor's Resource Guide* contains a chapter synopsis and learning objectives; a very detailed lecture outline; answers to the end-of-chapter discussion questions and case studies; solutions to the extended cases in the textbook; and suggested answers for the chapter video exercises.
- ***Teaching Assistance Manual.*** New to this edition, and created by Corinne Livesay of Bryan College, the Teaching Assistance Manual provides additional teaching aids such as *Generating Interest* discussion topics, *Dealing With Trouble Spots* features that provide resources to address challenges, and *Involving Students* sections that suggest activities and resources.
- ***Test Bank.*** The new test bank was prepared by Paul Keaton of the University of Wisconsin, La Crosse. Each test bank chapter provides over 100 questions and includes a matrix table that classifies each question according to type and learning objective. There are true/false, multiple-choice, and essay items for each chapter, arranged by learning objective. Page references from the text are included. Each objective question is coded to indicate whether it covers knowledge of key terms, understanding of concepts and principles, or application of principles.
- ***Computerized Test Bank.*** ExamView™ testing software contains all the questions from the printed test bank and allows the instructor to edit, add, delete, or randomly mix questions for customized tests. nest bullet point:
- ***PowerPoint™ Presentation Slides.*** Created specifically for the new edition by Charlie T. Cook of the University of West Alabama, these presentation slides will add color and interest to lectures. The transparencies are also included within the presentation slide package.

- **Real to Reel Video Package.** The video package consists of two separate sets of videos:
 - **BizFlix Videos.** BizFlix are short film clips taken from popular Hollywood movies that provide real-world examples of the human resource management concepts students are learning.
 - **Workplace Videos.** This video collection features both small and large companies with innovative HR practices, many of which have been recognized for their excellence in HR practices.
- **JoinIn™ on TurningPoint®.** Transform any lecture into a truly interactive student experience with JoinIn, created by Corinne Livesay of Bryan College. Combined with your choice of several leading keypad systems, JoinIn turns your ordinary PowerPoint® application into powerful audience response software. With just a click on a handheld device, your students can respond to multiple-choice questions, short polls, interactive exercises, and peer review questions. You can take attendance, check student comprehension of difficult concepts, collect student demographics to better assess student needs, and even administer quizzes without collecting papers or grading. In addition, we provide interactive text-specific slide sets that you can modify and merge with any existing PowerPoint lecture slides for a seamless classroom presentation. This interactive tool is available to qualified college and university adopters. For more information, contact your South-Western Cengage representative or visit <http://turningpoint.thomsonlearningconnections.com>.
- **WebTutor™.** WebTutor is used by an entire class under the direction of the instructor and is particularly convenient for distance learning courses. It provides Web-based learning resources to students as well as powerful communication and other course management tools including course calendar, chat, and e-mail for instructors. WebTutor is available on WebCT and Blackboard. See <http://webtutor.cengage.com> for more information.
- **TextChoice Cases and Exercises.** TextChoice is the home of Cengage Learning's digital content. This Management Cases and Exercises database allows you to easily evaluate and select cases, experiential exercises, and activities and to even include your own material to create a tailor-fit course companion. See <http://www.textchoice.com> for more information.

Acknowledgments

Because preparation of manuscript for a project as large as *Essential of Human Resource Management* is a continuing process, we would like to acknowledge the work of those colleagues who provided thoughtful feedback for this and the previous editions of the text. We were fortunate to have the results of an extensive survey whose participants offered suggestions based on their actual use of this and other texts in their courses, as well as the careful evaluations of our colleagues. Our appreciation and thanks go to:

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In the manuscript for this edition, we have drawn not only on the current literature but also on the current practices of organizations that furnished information and illustrations relating to their HR programs. We are indebted to the leaders in the field who have developed the available heritage of information and practices of HRM and who have influenced us through their writings and personal associations. We have also been aided by students in our classes, by former students, by the participants in the management development programs with whom we have been associated, by HR managers, and by our colleagues. In particular, we would like to express our appreciation to Dorothy Galvez and Amy Ray for their helpful insights and support for this edition of the text. We appreciate the efforts of everyone at South-Western Cengage who helped to develop and produce this text and its supplements. They include Joe Sabatino, Executive Editor; Susan Smart, Senior Developmental Editor; Clint Kernan, Marketing Manager; Jim Overly, Senior Marketing Communications Manager; Lysa Kosins, Content Project Manager; Tippy McIntosh, Art Director; and Rob Ellington, our Media Editor.

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Scott Snell

Scott Snell is Professor of Business Administration at the University of Virginia's Darden Graduate School of Business. He teaches in the Leadership and Organization area and specializes in strategic human resource management. In recent years he has worked with companies such as American Express, AstraZeneca, CIGNA, Deutsche Telekom, Heineken, Shell, and the World Bank to address the alignment of human resource issues and strategic management. Professor Snell is the author of over fifty publications in professional journals and edited texts and has co-authored four books: *Essential of Human Resource Management*, *Management: Leading and Collaborating in a Competitive World*, *M: Management*, and *Managing People and Knowledge in Professional Service Firms*. He has served on the boards of the Society for Human Resource Management Foundation, the Academy of Management's Human Resource Division, the Human Resource Management Journal, the Academy of Management Journal, and the Academy of Management Review.

Prior to joining the Darden faculty in 2007, Dr. Snell was Professor and Director of Executive Education at Cornell University's Center for Advanced Human Resource Studies and Professor of Management in the Smeal College of Business at Pennsylvania State University. He received a BA in Psychology from Miami University, as well as MBA and Ph.D. degrees in Business Administration from Michigan State University. Originally from Lodi, Ohio, he now lives in Charlottesville, Virginia, with his wife and three children.

George Bohlander

George Bohlander is Professor Emeritus of Management at Arizona State University (ASU). He received his MBA from the University of Southern California and his PhD from the University of California at Los Angeles. His areas of expertise include employment law, Compensation work teams, public policy, and labor relations. He has received the Outstanding Undergraduate Teaching Excellence Award presented by the College of Business at ASU and also received the prestigious ASU Parents Association Professorship for his contributions to students and teaching.

Dr. Bohlander is an active researcher and author. He has published over 50 articles and monographs in professional and practitioner journals such as *National Productivity Review*, *HR Magazine*, *Labor Law Journal*, *The Journal of Collective Bargaining in the Public Sector*, and others. Dr. Bohlander continues to be a consultant to public and private organizations including the U.S. Postal Service, BFGoodrich, McDonnell Douglas, Banner Health Services, and Del Webb. He is also an active labor arbitrator.



BRIEF CONTENTS

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Human Resources Management in Perspective

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