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BUSINESS ADMINISTRATION CLASSICS

人力资源管理


英文版·第14版

[美] 加里·德斯勒 (Gary Dessler) 著

HUMAN RESOURCE MANAGEMENT

..... Fourteenth Edition



 中国人民大学出版社



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总 序

随着我国加入 WTO,越来越多的国内企业参与到国际竞争中来,用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考,如何顺应这一发展潮流,推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上,双语教学在我国教育界已经不是一个陌生的词汇了,以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看,双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今,依然是有人赞成有人反对,但不论是赞成居多还是反对占上,双语教学的规模 and 影响都在原有的基础上不断扩大,且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验,不断加以改进;一些待进入者也在模仿中学习,并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言(包括英语)的环境,开展双语教学面临特殊的困难,因此,选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为,双语教学从一开始就应该使用原版的各类学科的教材,而不是由本土教师自编的教材,从而可以避免中国式英语问题,保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外,还应根据双语教学的特点和需要,适当调整教学课时的设置,合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势,中国人民大学出版社同众多国际知名的大出版公司,如麦格劳-希尔出版公司、培生教育出版公司等合作,面向大学本科层次,遴选了一批国外最优秀的管理类原版教材,涉及专业基础课,人力资源管理、市场营销及国际化管理等专业方向课,并广泛听取有着丰富的双语一线教学经验的教师的建议和意见,对原版教材进行了适当的改编,删减了一些不适合我国国情和不适合教学的内容;另一方面,根据教育部对双语教学教材篇幅合理、定价低的要求,我们更是努力区别于目前市场上形形色色的各类英文版、英文影印版的大部头,将目标受众锁定在大学本科层次。本套教材尤其突出了以下一些特点:

- 保持英文原版教材的特色。本套双语教材根据国内教学实际需要,对原书进行了一定的改编,主要是删减了一些不适合教学以及不符合我国国情的内容,但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定,使本套教材既保持了学术上的完整性,又贴近中国实际;既方便教师教学,又方便学生理解和掌握。

● 突出管理类专业教材的实用性。本套教材既强调学术的基础性，又兼顾应用的广泛性；既侧重让学生掌握基本的理论知识、专业术语和专业表达方式，又考虑到教材和管理实践的紧密结合，有助于学生形成专业的思维能力，培养实际的管理技能。

● 体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排，首先针对那些课程内容国际化程度较高的学科进行双语教材开发，在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验，使得双语教学贴近现实教学的需要；也有利于我们收集关于双语教学教材的建议，更好地推出后续的双语教材及教辅材料。

● 篇幅合理，价格相对较低。为适应国内双语教学内容和课时上的实际需要，本套教材进行了一定的删减和改编，使总体篇幅更为合理；而采取低定价，则充分考虑到了学生实际的购买能力，从而使本套教材得以真正走近广大读者。

● 提供强大的教学支持。依托国际大出版公司的力量，本套教材为教师提供了配套的教辅材料，如教师手册、PowerPoint 讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。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。同时，为使我们的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，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，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明

中国人民大学商学院



PREFACE

Human Resource Management, 14th edition, provides students in human resource management courses and practicing managers with a full and practical introduction to human resource management concepts and techniques, with a focus on how to use those techniques to improve performance, productivity, and profitability at work. As this new edition goes to press, I feel even more strongly than I did when I wrote the first that all managers—not just HR managers—need a strong foundation in HR/personnel management concepts and techniques to do their jobs effectively. You will therefore find an emphasis here on practical material you need to perform your day-to-day management responsibilities, even if you never spend a day as a human resource manager.

I focused this edition on performance, productivity, and profitability for two reasons. First, companies must be competitive, and at the end of the day, competitiveness requires improved performance, productivity, and profitability.

Second, as I write this preface, the remnants of 2008's global recession continue to impede economic growth. For example, America's gross domestic product rose only about 1% on average from 2008 to 2013, well below the roughly 3% average for similar earlier periods. To boost performance, productivity, and profitability in the face of such weak demand, employers turned in part to human resource management. Many first instituted headcount cost controls. That helps explain why America's 59% employment-to-population ratio is down to where it was in the early 1980s, the 7+% unemployment rate is at least 2% too high, and the ratio of wages to gross domestic product (about 44%) is well below average. But headcount cost controls did help employers keep both after-tax profit margins (9.3%) and profits as a share of gross domestic product (about 11%) higher than in the past 50 years.

And as we'll see in this book, those headcount controls were just one of hundreds of HR techniques employers used to reduce costs and improve performance, productivity, and profitability, often while maintaining or improving employee relations, morale and engagement. A skill-based pay program at JLG Industries led to lower overall staffing levels, higher minimum hiring qualifications, increased productivity, and expanded plant capacity. One forest products company saved over \$1 million over 5 years by investing about \$50,000 in safety improvements and employee safety training. GE Medical used recruiting metrics such as "percentage interviews that lead to offers" to lower recruiting costs by 17%. In staffing its call centers, Xerox Corp. long hired applicants with call center experience. But after using special *HR data analytics* tools to analyze call center performance, it discovered that operator personality, not experience was the key. It now keeps hiring costs down and performance up by using special software to screen for its almost 40,000 call center jobs.

CHANGES AND NEW FEATURES

In addition to thoroughly updating all chapters, and streamlining the book, I used the following features and changes to help implement this edition's new focus on performance, productivity, and profitability.

First, **Improving Performance** features demonstrate real-world human resource management tools and practices that managers actually use to improve performance. The discussion questions within each of the three boxed Improving Performance features are also in the accompanying MyManagementLab[®].

IMPROVING PERFORMANCE: HR as a Profit Center

Controlling Sick Leave

Sick leave often gets out of control because employers don't measure it. In one survey, only 57% of employers formally tracked sick days for their exempt employees.²² Three-fourths of the employers couldn't provide an estimate of what sick pay was costing them. Therefore, the employer should first have a system in place for monitoring sick leaves and for measuring their financial impact.²³

Improving Performance: HR as a Profit Center contains actual examples of how human resource management practices add value by reducing costs or boosting revenues.

Improving Performance: HR Tools for Line Managers and Entrepreneurs explains that many line managers and entrepreneurs are “on their own” when it comes to human resource management, and describes work sampling tests and other straightforward HR tools that line managers and entrepreneurs can create and safely use to improve performance.

IMPROVING PERFORMANCE: HR Tools for Line Managers and Entrepreneurs

How to Conduct an Effective Interview

You may not have the time or inclination to create a structured situational interview. However, there is still much you can do to make your interviews systematic and productive.

- Step 1:** First, make sure you know the job. Do not start the interview unless you understand the job's duties and what human skills you're looking for. Study the job description.
- Step 2:** Structure the interview. Any structuring is better than none. If pressed for time, you can still do several things to ask more consistent and job-relevant questions, without developing a full-blown structured interview.²⁵ They include:²⁶
 - Base questions on actual job duties. This will minimize irrelevant questions.
 - Use job knowledge, situational, or behavioral questions, and know enough about the job to be able to evaluate the interviewee's answers. Questions that simply ask for opinions and attitudes, goals and aspirations, and self-descriptions and self-evaluations.

IMPROVING PERFORMANCE: HR Practices Around the Globe

Safety at Saudi Petrol Chemical

The industrial safety and security manager for the Saudi Petrol Chemical Co., in Jubail City, Saudi Arabia, says that his company's excellent safety record results from the fact that “our employees are champions of safety.” Employees are involved in every part of the safety process. They serve on safety committees, develop and lead daily and monthly safety meetings, and conduct job safety analyses, for instance.

Improving Performance: HR Practice Around the Globe shows how actual companies around the globe use HR practices to improve their teams' and companies' performance, while illustrating the challenges managers face in managing internationally.



Improving Performance Through HRIS are embedded features that demonstrate how managers use human resource technology to improve performance.

KNOW YOUR EMPLOYMENT LAW

Employee Incentives and the Law

Various laws affect incentive pay. Under the Fair Labor Standards Act, if the incentive the worker receives is in the form of a prize or cash award, the employer generally must include the value of that award when calculating the worker's overtime pay for that pay period.¹⁵ So, unless you structure the incentive bonuses properly, the bonus itself becomes part of the week's wages. For

Know Your Employment Law boxed features within each chapter discuss the practical implications of the employment laws that apply to that chapter's topics, such as the laws relating to recruitment (Chapter 5), selection (Chapter 6), training (Chapter 8), and safety (Chapter 16).



Diversity Counts features provide practical insights for managing a diverse work force, for instance regarding gender bias in selection decisions, bias in performance appraisal, and “hidden” gender bias in some bonus plans (Chapter 12).



Fully Integrated Strategy Case and Strategy Maps provide the most comprehensive treatment of strategic human resource management in any HR survey text.

- Chapter 1 introduces and Chapter 3 presents the concepts and techniques of human resource strategy.
- Each chapter starting with Chapter 3 contains a continuing “Hotel Paris” case, written to help make strategic human resource management come alive for readers. The continuing case shows how this hotel company’s HR director uses that chapter’s human resource management concepts and techniques to create HR policies and practices that produce the employee skills and behaviors that the Hotel Paris needs to improve its service and thereby achieve its strategic goals.
- An overall strategy map for the Hotel Paris on the book’s inside back cover, as well as chapter-specific Hotel Paris strategy maps in the accompanying MyManagementLab, help readers understand and follow the strategic implications of the hotel’s HR decisions.
- “Eiffel Tower” callouts in each chapter draw students’ attention to the Hotel Paris case.



Social Media and HR features in each chapter demonstrate how employers use social media to improve their human resource processes.



Knowledge Base icons in each chapter highlight coverage of the HR Certification Institute’s (HRCI) Knowledge Base topics for which the HRCI certification exams test mastery. This book explicitly addresses the HR Certification Institute’s Knowledge Base topics including topics other textbooks often neglect, such as ethics, employee rights, and employee relations. Chapter opening Learning Objectives align to the HRCI Knowledge Base as well. The HR Certification Institute is an independent certifying organization for human resource professionals (see www.hrci.org/). The HRCI “PHR and SPHR Knowledge Base” is in Appendix A of this book (see pp. 580–588) and lists about 91 specific “Knowledge of” subject areas within its main topic area groups.

A revised Chapter 14, now titled Ethics, Employee Relations, and Fair Treatment at Work, includes—unique to this book—detailed coverage of employee relations, including what it means, why it is important, and how to measure and influence it. HRCI’s knowledge base includes the topic of employee relations.



Video Case

Video Title: Motivation (TWZ Role-Play)

SYNOPSIS

During a rough economy, companies struggle with rewarding employees when they can’t afford to give raises. This video examines some incentives that employees may accept in lieu of money, at least temporarily. In this video, David is meeting with his supervisor, Linda, to discuss a potential raise. Their company could not afford to give raises the previous year and David understood that since it was a bad economy, as a company, they needed to pull together. Since the company has seemed to be doing better, David feels the time is right to ask for a raise. While Linda agrees that David is a valuable employee and she appreciates everything he has done for the company, she is not able to increase his salary. Linda does suggest some other options to David other than a raise, such as a flexible sched-

Video Title: Motivating Employees Through Company Culture (Zappos)

SYNOPSIS

Zappos is an online store that sells shoes, clothing, accessories, housewares, and beauty products. They are known throughout the industry for excellent customer service. Zappos CEO Tony Hsieh is also committed to making Zappos a fun loving and energetic place to work. Hsieh’s passion is to create a culture where he would be excited about going to work every day. He aims to motivate and inspire his employees with a commitment to 10 Core Values, including create fun and a little weirdness; be adventurous, creative, and open-minded; and build positive and family spirit.

Video Cases selected by the author with accompanying discussion questions are now integrated into the end of each chapter and can be found online for students to watch at any time on MyManagementLab.

Assisted-Graded Writing Questions found in the boxed feature at the end of each chapter are also available in the Writing Space in MyManagementLab. Also available in MyManagementLab are Auto-Graded Writing Questions. Writing Space includes plagiarism detection powered by TurnItIn.com and greatly simplifies the submission and grading process.

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- Instructor's Manual
- Test Item File—Questions are tagged to reflect AACSB Learning Standards
- TestGen
- PowerPoint Presentation

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VIDEO LIBRARY

Videos illustrating the most important subject topics are available in two formats:

- DVD—available for in classroom use by instructors, includes videos mapped to Pearson textbooks.
- MyLab—available for instructors and students, provides round the clock instant access to videos and corresponding assessment and simulations for Pearson textbooks.

Contact your local Pearson representative to request access to either format.



Everyone involved in creating this book is proud of what we've achieved. *Human Resource Management* is one of the top-selling books in this market, and, as you read this, students and managers around the world are using versions translated into about a dozen languages, including Thai, French, Spanish, Indonesian, Russian, and Chinese.

Although I am responsible for *Human Resource Management*, I want to thank several people for their assistance. They include, first, the faculty who carefully reviewed the 13th edition, and who made many useful and insightful suggestions:

Kyle Stone, *Fort Hayes State University*
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C. Darren Brooks, *Florida State University*
Brian D. Lyons, *Wright State University*

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At Pearson, thank you for the support and dedicated assistance of all involved. This 14th edition had the benefit of a new editorial team, and I particularly appreciate the insights, suggestions, and personal involvement of Editor in Chief Stephanie Wall and Senior Acquisitions Editor Kris Ellis-Levy. Thank you again to my outstanding production team, with whom I've worked for many years, Judy Leale, Project Manager Team Lead, and Kelly Warsak, Project Manager. Thanks to Erin Gardner, Senior Marketing Manager, and the Pearson sales staff, without whose efforts this book would languish on the shelf, and to Sarah Holle, Program Manager, and Bernie Ollila IV, Editorial Assistant. I want to thank everyone at Pearson International for successfully managing *Human Resource Management's* internationalization. Development editor Kerri Tomasso was extraordinarily helpful, and thank you to Lori Bradshaw at S4Carlisle.

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Gary Dessler

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