

Human Resource Management

T W E L F T H E D I T I O N



ROBERT L. MATHIS • JOHN H. JACKSON

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ROBERT L. MATHIS

University of Nebraska at Omaha

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JOHN H. JACKSON

University of Wyoming



Australia • Brazil • Canada • Mexico • Singapore • Spain • United Kingdom • United States

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Robert L. Mathis, John H. Jackson

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USA

TO

Jo Ann Mathis,
who manages me

R. D. and M. M. Jackson,
who were successful managers of people for many years

Preface

Organizations today face challenges in management of human resources. To provide a current understanding of developments in the field of human resource (HR) management, the authors are pleased to provide the twelfth edition of Mathis and Jackson's *Human Resource Management*. The authors of this book are gratified that this book has become the leader both in the academic market for HR texts and in the market for HR professionals.

For academics, the book is a standard in HR classes and is also used to provide HR knowledge as part of other professional degree programs. For HR professionals, the book is extensively used to provide HR knowledge in the pursuit of HR professional education and certifications, specifically the PHR and SPHR from the Human Resource Certification Institute (HRCI). See Appendix A for the most recent test specifications from HRCI.

In preparing this edition of the book, we extensively reviewed the academic and practitioner literature published since the last revision. We have incorporated a large number of new topics and references so that readers can be certain that they are getting the most up-to-date HR content possible. Further, we asked academics and practitioners, both those who use this book and those who do not, to provide input on the previous edition and what coverage should be added, deleted, or changed. We have always been receptive to input from our reviewers and have made extensive use of their observations and ideas.

THE TWELFTH EDITION

The twelfth edition has evolved to reflect the changing nature of HR management today in organizations globally. In addition to the new research content, this edition has other useful additions that are

worth noting. Two major forces are affecting all aspects of HR management:

- *Changing workforce composition:* The aging and retirement of many workers, the increasing diversity of the workplace (both racial/ethnic and other factors), and the growth of work-life issues are crucial issues. Throughout the chapters these issues are discussed as part of the context for many different HR topics.
- *Globalization:* The global economy is impacting both large and small organizations in the United States. Outsourcing, international competition, employees who are located and moved throughout the world, and different cultural considerations all affect HR management. Rather than having a separate chapter on global HR management, the coverage of global issues has been integrated throughout the various chapters. This is a reflection of the integration of global competition into almost all HR issues and practices. In the chapters, global material is indicated with a small global

icon:



Several significant features in this edition should be noted. The following are some of the key ones.

Strategic HR Management

It is becoming more crucial for HR management to understand organizational strategy and to contribute directly to it. In most chapters, the topical connection to strategy is discussed. For example, the strategic natures of recruiting (Chapter 7), training (Chapter 9), talent management (Chapter 10), compensation (Chapter 12), and benefits (Chapter 14) are all examples of the inclusion of strategic HR throughout the book.

Attracting, Retaining, and Managing Talent

Having the right people with the right capabilities—and being able to retain them—are crucial current HR concerns in many organizations and are emphasized in separate chapters. The importance of these activities is also emphasized in coverage throughout the text. Additionally, specific chapters contain related content on recruiting and selection, training and development, talent management, and succession planning. These topics emphasize HR's role in ensuring that organizations have sufficient and productive workforces, both currently and in the future.

HR, Technology, and the Internet

The use of technology, the Internet, Web-based resources, and blogs is affecting HR management. Throughout the chapters of this edition is a feature titled “HR Online” that highlights how technology is being used in HR. Also, many chapters cover e-HR topics in the specific content areas.

The Internet has become a valuable tool for HR professionals and affects a number of HR activities. To provide immediate links for readers to access, about 100 “Internet Resource” features have been placed throughout the text. This feature identifies Websites that contain useful sources of HR information about the topics being discussed and contains specific Web address links. Also, a number of references from Web addresses are cited in the chapter notes as appropriate.

HR Metrics

The value of HR management activities increasingly has to be justified to executives in organizations by using financial and other data. By using analytic measures of cost-benefit profit per employee, new hire success, and the like, HR efforts can be justified and the value HR management contributes to the company's goals can be documented.

The twelfth edition includes sections in most chapters called “HR Metrics” that identify how different HR management activities can be measured.

A special metrics icon  is also used to identify this content.

ORGANIZATION OF THE TWELFTH EDITION

The twelfth edition reflects both the continuity and changes occurring in HR management. The following overview highlights some of the significant content throughout the book.

HR's Strategic Contribution to Organizational Effectiveness

This book stresses how HR professionals and the activities they direct contribute to the strategic business success of organizations. The first chapter looks at human capital, HR as a core competency, and typical HR activities. The competencies for HR careers are also discussed. Chapter 2 addresses the strategic factors affecting HR, such as planning, productivity, and metrics, to evaluate the effectiveness of HR management.

Individual Performance and Employee Retention

Organizations need individuals who perform well and remain as employees. Chapter 3 contains extensive content on job satisfaction, loyalty, commitment, and employee retention. No other general HR text provides comparable in-depth coverage of retention.

Equal Employment and Diversity Management

Chapters 4 and 5 cover equal employment opportunity (EEO). Chapter 4 addresses the various laws, regulations, and court decisions that determine the legal framework of EEO. Because the issues of diversity and equal employment are so closely linked, Chapter 5 looks at various aspects of implementing equal employment, such as affirmative action, sexual harassment, age discrimination, and other issues. This chapter concludes with a discussion of diversity and the importance of managing diversity as a critical part of HR management.

Staffing the Organization

Chapter 6 describes workflow, scheduling, and other job design issues that have an impact on organizations and the people working in them. The chapter then provides coverage of job analysis and various approaches to job analysis.

Chapter 7 focuses on recruiting in various labor markets. It discusses the difficulties of recruiting employees with special skills—and new methods to attract those individuals. The chapter contains significant content on Internet recruiting and the evaluation of recruiting efforts. An expansion of the coverage on selection in Chapter 8 encompasses the selection strategy choices that management must make. The discussion of testing and interviewing approaches and techniques reflects current research and practices in HR management.

Training, Development, and Talent Management

As mentioned earlier, talent management is a growing concern of many employers. Major content additions in this area have been made to emphasize the nature and importance of talent management. Chapter 9 discusses the strategic role training plays in organizations and how training must be linked to business strategies and organizational competitiveness. Specific content on adult learning and new training design and means of delivery is provided. As the text addresses the growing use of *e-learning*, it discusses both the contributions and problems associated with Web-based training. Chapter 10 on talent management and development looks at the methods organizations use to expand the capabilities of their human resources. The chapter contains significantly expanded content on the nature of talent management and succession planning.

Performance Management

Chapter 11 emphasizes performance management and the role of the performance appraisal process in enhancing the performance of human resources in organizations. The chapter expands the material on identifying and measuring employee performance, including additional information on the numerous approaches used.

Total Rewards and Human Resources

Total rewards include compensation, variable pay, and benefits. Employers are facing great pressure to control those expenditures while also being competitive to attract and retain employees. Chapter 12 discusses the strategic nature of total rewards and then looks at compensation. The well-regarded cov-

erage of base compensation, pay for performance, and variable pay programs has been revised and updated in Chapters 12 and 13, including coverage of variable pay metrics in Chapter 13.

Chapter 14 highlights the growing concerns over the cost of benefits that are facing HR professionals and their organizations. Specific expanded content discusses health-care costs and issues, including evolving solutions such as consumer-driven health-care programs.

Risk Management and Employee Relations

One of the growing issues in HR management is risk management, which incorporates health, safety, and security. The coverage in Chapter 15 identifies the nature of risk management, current health and safety issues, OSHA compliance requirements, health promotion, prevention of workplace violence, and the importance of workplace security. New content identifies the need for HR to develop disaster and recovery plans for such situations as natural disasters, terrorist threats, or avian flu outbreaks.

The various issues associated with employee rights and discipline—such as employment-at-will, privacy rights, and substance abuse—have been highlighted in Chapter 16. The chapter also looks at such emerging issues as electronic monitoring, privacy, e-mail, and other employee rights issues affected by technology.

Union/Management Relations

The changing role of unions in the U.S. economy and the reasons for the decline in the percentage of workers in unions are discussed in Chapter 17. In addition to covering the basic laws and regulations governing union/management relations in the United States, the chapter concludes with coverage of collective bargaining and grievance management as key components of union/management relations.

CHAPTER FEATURES

Each chapter begins with specific learning objectives. Next, the “HR Headline” feature contains a concise example of a contemporary HR problem, situation, or practice to illustrate topics covered. Throughout the text, most chapters also include an “HR Best Practices” feature that highlights effective

HR management in real-world companies. Additionally, all chapters contain “HR On-the-Job,” a feature that presents suggestions on how to handle specific HR issues or situations. The “Internet Research” feature provides links to additional materials beyond the text content. To highlight how information technology affects HR management, most chapters contain an “HR Online” feature. In some chapters, “HR Perspectives” features address other specific HR issues, ethical concerns, or interesting approaches.

Each chapter concludes with a point-by-point summary, and the review and discussion questions provide critical thinking queries. At the end of every chapter, a case presents a real-life HR problem or situation using real organizations as examples. Further, a Supplemental Case is available on the text Website that briefly describes typical HR problems faced in organizations. Finally, reference notes cite sources used in the chapter, with particular attention given to the inclusion of the most current references and research. Over 80% of the references are new or updated from the previous edition.

SUPPLEMENTS

Instructor’s Manual with Video Guide

The instructor’s manual, revised by Dr. Fraya Wagner-Marsh, Eastern Michigan University, represents one of the most exciting and useful instructor’s aids available. Comprehensive teaching materials are provided for each chapter—including overviews, outlines, instructor’s notes, suggested answers to end-of-chapter Review and Application Questions, suggested questions for the “HR Headline,” “HR Online,” “HR Best Practices,” and “HR On-the-Job” features, suggested answers to the end-of-chapter case questions, and suggested questions and comments on the supplemental case for each chapter. In addition, a video guide section describes the video segments that are available on the Instructor’s Resource CD to help integrate chapter content through current, interesting examples.

Test Bank

The twelfth edition test bank is significantly revised and upgraded from previous editions. The test bank contains more than 1,800 test questions prepared by Janelle Dozier. Multiple-choice, true/false, and essay questions are provided for every chapter.

Answers are cross-referenced to pages within the text so that it is easy to pinpoint where relevant material is found. Questions are identified by type—definition, application, and analytical—and also include AACSB tags for general (NATIONAL) and topic-specific (LOCAL) designations.

ExamView

ExamView contains all of the questions in the printed test bank. This program is easy-to-use test creation software that is compatible with Microsoft Windows. Instructors can add or edit questions, instructions, and answers. Questions may be selected by previewing them on screen, selecting them randomly, or selecting them by number. Instructors can also create quizzes on-line whether over the Internet, a local area network, or a wide area network.

PowerPoint Slide Presentation

Instructor’s PowerPoint slides, prepared by Charlie Cook of the University of West Alabama, are available on both the Instructor’s Resource CD and on the password-protected Instructor’s Resources Website. Approximately 400 slides are included.

Instructor’s Resource CD

The Instructor’s Resource CD includes the instructor’s manual, test bank, ExamView, the HR Handbook, and PowerPoint presentation slides.

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Video

A completely new video collection features companies with innovative HR practices, many of which have been recognized for their excellence in HR practices. Both small and large companies are featured in the videos, and all video content is closely tied to concepts within the text. These include interviews with Xerox, Burton Snowboards, MacLean Law, Zappos, and many others. The videos are available on DVD for the instructor and on-line in CengageNOW for the students.

Student Resource Guide

Designed from a student's perspective by Tonya Vogel, a certified HR professional, this useful study guide provides aids that students can use to maximize results in the classroom and on exams and, ultimately, in the practice of HR. Chapter objectives and chapter outlines aid students in reviewing for exams. Study questions include matching, true/false, idea completion, multiple-choice, and essay questions. Answer keys are provided for immediate feedback to reinforce learning.

Product Support Website

Please visit our product support Website, academic.cengage.com/management/mathis, which offers additional instructional and learning tools to complement our text.

WebTutor™ for Blackboard® or WebCT®

This dynamic learning and instructional resource harnesses the power of the Internet to deliver innovative learning aids that actively engage students. Multimedia resources include animated tutorials, quizzes with immediate feedback, on-line exercises to reinforce principles learned, and on-line discussion to encourage continuing communication between students and instructors.

ACKNOWLEDGMENTS

The success of each edition of *Human Resource Management* can largely be attributed to our reviewers, who have generously offered both suggestions

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The authors feel confident that this edition will continue as the standard for the HR field. We believe it offers a relevant and current look at HR management, and we are optimistic that those who use the book will agree.

Robert L. Mathis, SPHR Omaha, Nebraska	John H. Jackson Laramie, Wyoming
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Dr. Robert L. Mathis

Dr. Robert L. Mathis is Professor Emeritus of Management at the University of Nebraska at Omaha (UNO). Born and raised in Texas, he received a B.B.A. and M.B.A. from Texas Tech University and a Ph.D. in Management and Organization from the University of Colorado. At UNO he has received the University's "Excellence in Teaching" award.

Dr. Mathis has co-authored several books and has published numerous articles covering a variety of topics over the last 25 years. Dr. Mathis also has held national offices in the Society for Human Resource Management (SHRM) and served as President of the Human Resource Certification Institute (HRCI). He also is certified as a Senior Professional in Human Resources (SPHR) by HRCI.

He has had extensive consulting experiences with organizations of all sizes and in a variety of areas. Firms assisted have been in the telecommunications, telemarketing, financial, manufacturing, retail, health-care, and utility industries. He has extensive specialized consulting experience in establishing or revising compensation plans for small- and medium-sized firms. Internationally, Dr. Mathis has consulting and training experience with organizations in Australia, Lithuania, Romania, Moldova, and Taiwan.

Dr. John H. Jackson

Dr. John H. Jackson is Professor of Management at the University of Wyoming. Born in Alaska, he received his B.B.A. and M.B.A. from Texas Tech University. He then worked in the telecommunications industry in human resources management for several years. After leaving that industry, he completed doctoral studies at the University of Colorado and received his Ph.D. in Management and Organization.

During his academic career, Dr. Jackson has authored six other college texts and over 50 articles and papers, including those appearing in *Academy of Management Review*, *Journal of Management*, *Human Resources Management*, and *Human Resources Planning*. He has consulted widely with a variety of organizations on HR and management development matters. During the past several years, Dr. Jackson has served as an expert witness in a number of HR-related cases.

At the University of Wyoming, he has served three terms as Department Head in the Department of Management and Marketing. Dr. Jackson has received the top teaching award at the University of Wyoming and was one of the first to work with two-way interactive television for MBA students in the state. He has served on the boards of directors of the Wyoming Business Council and the Wyoming Workforce Development Council. In addition to teaching, Dr. Jackson is president of Silverwood Ranches, Inc.

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