

清华管理学系列英文版教材

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# 人力资源管理

Human Resource Management Tenth Edition

(美) 加里·德斯勒 (Gary Dessler) 著

第10版



清华大学出版社

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# 出 版 说 明

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为了适应经济全球化的发展趋势,满足国内广大读者了解、学习和借鉴国外先进的管理经验和掌握经济理论的前沿动态,清华大学出版社与国外著名出版公司合作影印出版一系列英文版经济管理方面的图书。我们所选择的图书,基本上是已再版多次、在国外深受欢迎、并被广泛采用的优秀教材,绝大部分是该领域中较具权威性的经典之作。在本书的审阅过程中,我们得到了清华大学吴志明老师的支持、帮助和鼓励,在此表示谢意!

由于原作者所处国家的政治、经济和文化背景等与我国不同,对书中所持观点,敬请广大读者在阅读过程中注意加以分析和鉴别。

我们期望这套影印书的出版对我国经济科学的发展能有所帮助,对我国经济管理专业的教学能有所促进。

欢迎广大读者给我们提出宝贵的意见和建议,同时也欢迎有关的专业人士向我们推荐您所接触到的国外优秀图书。

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## 总 序

世纪之交，中国与世界的发展呈现最显著的两大趋势——以网络为代表的信息技术的突飞猛进，以及经济全球化的激烈挑战。无论是无远弗界的因特网，还是日益密切的政治、经济、文化等方面的国际合作，都标志着21世纪的中国是一个更加开放的中国，也面临着一个更加开放的世界。

教育，特别是管理教育总是扮演着学习与合作的先行者的角色。改革开放以来，尤其是20世纪90年代之后，为了探寻中国国情与国际上一切优秀的管理教育思想、方法和手段的完美结合，为了更好地培养高层次的“面向国际市场竞争、具备国际经营头脑”的管理者，我国的教育机构与美国、欧洲、澳洲以及亚洲一些国家和地区的大量的著名管理学院和顶尖跨国企业建立了长期密切的合作关系。以清华大学经济管理学院为例，2000年，学院顾问委员会成立，并于10月举行了第一次会议，2001年4月又举行了第二次会议。这个顾问委员会包括了世界上最大的一些跨国公司和中国几家顶尖企业的最高领导人，其阵容之大、层次之高，超过了世界上任何一所商学院。在这样高层次、多样化、重实效的管理教育国际合作中，教师和学生与国外的交流机会大幅度增加，越来越深刻地融入到全球性的教育、文化和思想观念的时代变革中，我们的管理教育工作者和经济管理学习者，更加真切地体验到这个世界正发生着深刻的变化，也更主动地探寻和把握着世界经济发展和跨国企业运作的脉搏。

我国管理教育的发展，闭关锁国、闭门造车是绝对不行的，必须同国际接轨，按照国际一流的水准来要求自己。正如朱镕基同志在清华大学经济管理学院成立十周年时所发的贺信中指出的那样：“建设有中国特色的社会主义，需要一大批掌握市场经济的一般规律，熟悉其运行规则，而又了解中国企业实情的经济管理人才。清华大学经济管理学院就要敢于借鉴、引进世界上一切优秀的经济管理学院的教学内容、方法和手段，结合中国的国情，办成世界第一流的经营学院。”作为达到世界一流的一个重要基础，朱镕基同志多次建议清华的MBA教育要加强英语教学。我体会，这不仅因为英语是当今世界交往中重要的语言工具，是连接中国与世界的重要桥梁和媒介，而且更是中国经济管理人才参与国际竞争，加强国际合作，实现中国企业的国际战略的基石。推动和实行英文教学并不是目的，真正的目的在于培养学生——这些未来的企业家——能够具备同国际竞争对手、合作伙伴沟通和对抗的能力。按照这一要求，清华大学经济管理学院正在不断推动英语教学的步伐，使得英语不仅是一门需要学习的核心课程，而且渗透到各门专业课程的学习当中。

课堂讲授之外，课前课后的大量英文原版著作、案例的阅读对于提高学生的英文水平也是非常关键的。这不仅是积累相当的专业词汇的重要手段，而且是对学习者思维方式的有效训练。

我们知道，就阅读而言，学习和借鉴国外先进的管理经验和掌握经济理论动态，或是阅读翻译

作品，或是阅读原著。前者属于间接阅读，后者属于直接阅读。直接阅读取决于读者的外文阅读能力，有较高外语水平的读者当然喜欢直接阅读原著，这样不仅可以避免因译者的疏忽或水平所限而造成的纰漏，同时也可以尽享原作者思想的真实表达。而对于那些有一定外语基础，但又不能完全独立阅读国外原著的读者来说，外文的阅读能力是需要加强培养和训练的，尤其是专业外语的阅读能力更是如此。如果一个人永远不接触专业外版图书，他在获得国外学术信息方面就永远会比别人差半年甚至一年的时间，他就会在无形中减弱自己的竞争能力。因此，我们认为，有一定外语基础的读者，都应该尝试一下阅读外文原版，只要努力并坚持，就一定能过了这道关，到那时就能体验到直接阅读的妙处了。

在掌握大量术语的同时，我们更看重读者在阅读英文原版著作时对于西方管理者或研究者的思维方式的学习和体会。我认为，原汁原味的世界级大师富有特色的表达方式背后，反映了思维习惯，反映了思想精髓，反映了文化特征，也反映了战略偏好。知己知彼，对于跨文化的管理思想、方法的学习，一定要熟悉这些思想、方法所孕育、成长的文化土壤，这样，有朝一日才能真正“具备国际战略头脑”。

以往，普通读者购买和阅读英文原版还有一个书价的障碍。一本外版书少则几十美元，多则上百美元，一般读者只能望书兴叹。随着全球经济合作步伐的加快，目前在出版行业有了一种新的合作出版的方式，即外文影印版，其价格几乎与国内同类图书持平。这样一来，读者可以不必再为书价发愁。清华大学出版社这些年在这方面一直以独特的优势领先于同行。早在1997年，清华大学出版社敢为人先，在国内最早推出一批优秀商学英文版教材，规模宏大，在企业界和管理教育界引起不小的轰动，更使国内莘莘学子受益良多。

为了配合清华大学经济管理学院推动英文授课的急需，也为了向全国更多的MBA试点院校和更多的经济管理学院的教师和学生提供学习上的支持，清华大学出版社再次隆重推出与世界著名出版集团合作的英文原版影印商学教科书，也使广大工商界人士、经济管理类学生享用到最新最好质优价廉的国际教材。

祝愿我国的管理教育事业在社会各界的大力支持和关心下不断发展、日进日新；祝愿我国的经济建设在不断涌现的大批高层次的面向国际市场竞争、具备国际经营头脑的管理者的勉力经营下早日中兴。

赵纯钧 教授  
清华大学经济管理学院



# Preface

*Human Resource Management* provides students in human resource management courses and practicing managers with a complete, comprehensive review of essential personnel management concepts and techniques in a highly readable and understandable form. 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. Because all managers do have personnel related responsibilities, I again wrote *Human Resource Management, 10th edition*, for all students of management, not just those who will someday carry the title Human Resource Manager. This edition thus continues to focus throughout on practical applications that all managers need to deal with their HR-related responsibilities. This publication is designed to provide accurate and authoritative information in regard to the subject matter covered, but it is not intended to be a source of legal or other professional advice for any purpose.

The new *When You're On Your Own* features show line managers how, for instance, to recruit and train new employees when their HR department is too busy to help, how to avoid committing management malpractice, how to more effectively address the possibility of terrorist threats, and how to deal with the trend toward outsourcing jobs to other countries.

## KEY FEATURES OF THE TENTH EDITION

### Integrated Strategic HR and the HR Scorecard

While this 10th edition again focuses almost entirely on essential HR management topics like job analysis, testing, compensation, and appraisal, *Strategic HR and the HR Scorecard* is now this book's integrating theme. The intensely competitive nature of business today means HR managers must be able to defend their plans and contributions in measurable terms. This textbook is the first to provide specific, actionable explanations and illustrations showing how to use devices such as the HR Scorecard (explained fully in Chapter 3) to measure HR's effectiveness in achieving the company's strategic aims.

### Improving Productivity Through HRIS

HR managers increasingly rely on information technology to help support the company strategic aims. *Improving Productivity Through HRIS* features in each chapter illustrate how managers use technology to improve the productivity of HR. For example, the Chapter 6 feature explains how managers use applicant-tracking systems to compile web-based resumes, to test and prescreen applicants online, and to discover candidates hidden talents.

### Know Your Employment Law

Today, virtually every HR-related decision managers make has legal implications, a fact underscored by the Human Resource Certification Institute's emphasis, in its exams,



on candidates for certification having a solid knowledge of employment law. Each of this edition's chapters therefore now contains one or more new *Know Your Employment Law* features. For example, Chapter 6's explains what line managers should know about the federal and state laws governing how employers acquire and use applicants' and employees' background information. This includes, for instance, disclosure and authorization, certification, providing copies of reports, and notice of adverse action.

### The New Workplace

Because globalization and diversity are central HR issues today, you will find special *The New Workplace* features devoted to these topics throughout this book. For example, the one in Chapter 4 (job analysis) explains how Mercedes-Benz uses the job analysis techniques it honed at its new Alabama factory to improve its job analysis programs at its plants around the world.

## ORGANIZATION OF THE TENTH EDITION

### New Chapter: Ethics, Justice and Fair Treatment in HR Management

Today's headline stories demand that ethics take a center stage in training managers. This edition therefore contains a new chapter, *Ethics, Justice and Fair Treatment in HR Management*. The chapter explains the meanings of ethics and fair treatment at work, and how HR managers can support the twin goals of improving ethical behavior and fair treatment in their companies.

### New HRCI Related Exercises

The profession of HR management is becoming increasingly demanding. Responding to these new demands, thousands of HR managers have successfully passed the certification exams offered by the Human Resource Certification Institute (HRCI), thus earning the designations Professional in HR (PHR) and Senior Professional in HR (SPHR). This edition now contains, in each chapter, an *HRCI-related exercise* students can use to apply their knowledge of that chapter's material within the HRCI exam context, as well as an appendix that provides a comprehensive listing of the topics that these exams address.

### Completely Updated

Adopters of previous editions will note a number of improvements in the book's end of chapter materials. In response to requests from existing and past adopters, this edition returns to using updated versions of the very successful Carter Cleaning *continuing case*, which focuses on the HR issues faced by the owners of an actual small retail service business. Each chapter's end of chapter material also contains a number of *new discussion questions and exercises*, with at least one new exercise per chapter tied to contemporary events (including one that draws on Donald Trump's "Apprentice" TV show).

Finally, I completely updated the material throughout. You'll find hundreds of *new examples and research references and topics* (including terrorism's effect on HR, and the issue of outsourcing jobs abroad), and, correspondingly, hundreds of new post-2000 *endnote citations*. Finally, with its practical, real-world orientation, *Human Resource Management* has always contained a wealth of actual HR forms, and you will find dozens of *new or updated forms* in this edition.



## Summary of Selected Key Features and Changes for the Tenth Edition

**New: Strategic HR and the HR Scorecard System.** Integrated throughout the book is an all-new strategic HR and HR Scorecard system, consisting of four components.

*First*, there is an all-new chapter (Chapter 3) devoted to strategic HR and the HR scorecard. This chapter explains the basics of strategic planning, the importance of and methods for measuring HR activities, and how to create and use an HR scorecard.

*Second*, each chapter (starting with Chapter 4) opens with a new strategic issues vignette. Each provides a strategic focus for the chapter, by briefly describing the strategic HR issue faced by the HR manager of the “Hotel Paris.”

*Third*, each chapter then contains a special boxed feature entitled Strategic HR and the HR scorecard. This feature explains how the Hotel Paris’s managers use the tools and techniques from that chapter to create an HR system (for instance a testing system, interviewing system, or compensation system) that contributes in a measurable way to producing the employee behaviors required to achieve the Hotel Paris’s strategic goals.

*Fourth*, a new HR Scorecard feature within each chapter graphically illustrates and summarizes how the firm’s HR activities contributed to achieving the Hotel Paris’s strategic goals. The HR Scorecard is a concise measurement system. It shows the quantitative standards, or “metrics” the firm uses to measure HR activities, and to measure the employee behaviors resulting from those activities, and to measure the strategically relevant organizational outcomes of these of those employee behaviors. In so doing, it highlights, in a concise but comprehensive way, the causal links between the HR activities, and the emergent employee behaviors, and the resulting firm-wide strategic outcomes and performance.

**New: When You’re On Your Own Boxed Features.** Reflecting the fact that HR management is the responsibility of every manager, the tenth edition’s new When You’re on Your Own boxed features provide tools and techniques for line managers and entrepreneurs who have to “go it alone” when it comes to HR practices. Even in Fortune 500 companies, line managers and first-line supervisors often must supplement the broad policy assistance they receive from their HR departments with tactical, day-to-day HR skills and tools. For example, the marketing manager seeking a new assistant may want to supplement her HR department’s recruiting efforts with some efforts of her own. Or, the head of business affairs may want to create a practical series of job-related challenges that can help him choose a new entry-level lawyer. The When You’re on Your Own boxed features provide this sort of practical, day-to-day advice. They explain, for instance, where the line manager can turn for prepackaged training solutions, how to create valid, simple job-related tests, and how to avoid management malpractice when dealing with employment discrimination issues.

**New: Know Your Employment Law Features.** Virtually every HR related decision managers make has legal implications, a factor underscored by the emphasis the HRCI’s certification exams place on employment law. Each chapter therefore contains one or more new and unique Know Your Employment Law features. For example, the feature in Chapter 6 (Employee Testing and Selection) explains what the line manager needs to know about the federal and state laws governing how employers acquire and use applicants’ and employees’ background information, including disclosure and authorization, certification, providing copies of reports, and notice of adverse action. Chapter 11’s

(Establishing Strategic Pay Plans) explain, among other things, what the manager should know about making the offer (for instance the pitfalls in quoting the offer with an annualized salary, rather than with an hourly pay rate). Chapter 5's (Personnel Planning and Recruiting) explains the legal steps the firm should take with regard to managing employment relationships with contingent workers.

## TEACHING AND LEARNING RESOURCES

The following Instructor Resources are available to adopters of the Dessler textbook.

- Instructor Manual with Video Guide
- Test Item File
- Updated Videos
- Companion Website ([www.prenhall.com/dessler](http://www.prenhall.com/dessler))
- Prentice Hall Guide to the Human Resource Certification Exam
- Instructor Resource Center on CD-Rom

This Instructor's Resource Center CD-ROM is an interactive library of presentation and classroom resources. By navigating through this CD, adopters can collect materials from the text most relevant to their interests, edit to create powerful class lectures, copy them to their own computer's hard drive and/or upload them to an online course management system.

On the Instructor Resource CD, you will find the following resources:

- Instructor PowerPoints
- Instructor Manual with Video Guide
- Test Item File
- TestGen test management software

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