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管理系列

人力资源管理

（第十一版）

Managing Human Resources

(Eleventh Edition)

（英文版）
Arthur Sherman
George Bohlander
Scott Snell

世界财经与管理教材大系

东北财经大学出版社

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管 理 系 列 · 英 文 版

人力资源管理

（第十一版）

Managing Human Resources
11th Edition

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出版者的话

但凡成事，均缘于势。得势则事成，失势则事不顺。顺势而行，如顺水行舟；借势而动，如假梯登高；造势而为，如太空揽月。治学、从政、经商、置业，均不可一日失势。势者，长处、趋势也。

今日中国，是开放的中国；当今世界，是开放的世界。改革开放，大势所趋，势不可挡。经济开放、文化开放、政治开放，世界需要一个开放的中国，中国更要融入开放的世界。借鉴国际惯例，学习他人之长，已经到了不可不为之时。

借鉴国际惯例，学习他人之长，已属老生常谈，但学什么、如何学、以何为蓝本为众多志士仁人所关注。可喜的是，由赤诚图文信息有限公司精心策划，ITP、McGraw-Hill 及 Simon & Schuster 等国际出版公司特别授权，东北财经大学出版社荣誉出版的“世界财经与管理教材大系”现已隆重面世！她以“紧扣三个面向，精选五大系列，奉献百部名著，造就亿万英才”的博大胸襟和恢弘气势，囊括经济学、管理学、财务与会计学、市场营销学、商务与法律等财经、管理类主干学科，并根据大学教育、研究生教育、工商管理硕士（MBA）和经理人员培训项目（ETP）等不同层次的需要，相应遴选了具有针对性的教材，可谓体系完整，蔚为大观。所选图书多为哈佛、斯坦福、麻省理工、伦敦商学院、埃维商学院等世界一流名校的顶尖教授、权威学者的经典之作，在西方发达国家备受推崇，被广为采用，经久不衰，大有“洛阳纸贵”之势。

借鉴国际惯例，毕竟只是因势而动；推出国粹精品，才是造势而为。在借鉴与学习的同时，更重要的是弘扬民族精神，创建民族文化。“民族的，才是国际的”。我们提倡学他人之长，但更希望立自己之势。

势缘何物，势乃人为。识人、用人、育人、成人，乃人本之真谛。育人才、成能人，则可造大势。育人、成人之根本在教育，教育之要件在教材，教材之基础在出版。换言之，人本之基础在书本。

凡事均需讲效益，所谓成事，亦即有效。高效可造宏基，无效难以为继，此乃事物发展之规律。基于此，我们崇尚出好书、出人才、出效益！

东北财经大学出版社

1998 年 4 月

To my wife, Leneve Sherman, and to our children, Judy, Beverly, and Sandy

To my wife, Ronnie Bohlander, and to our children, Ryan and Kathryn

To my wife, Marybeth Snell, and to our children, Sara, Jack, and Emily

此为试读，需要完整PDF请访问：www.ertongbook.com

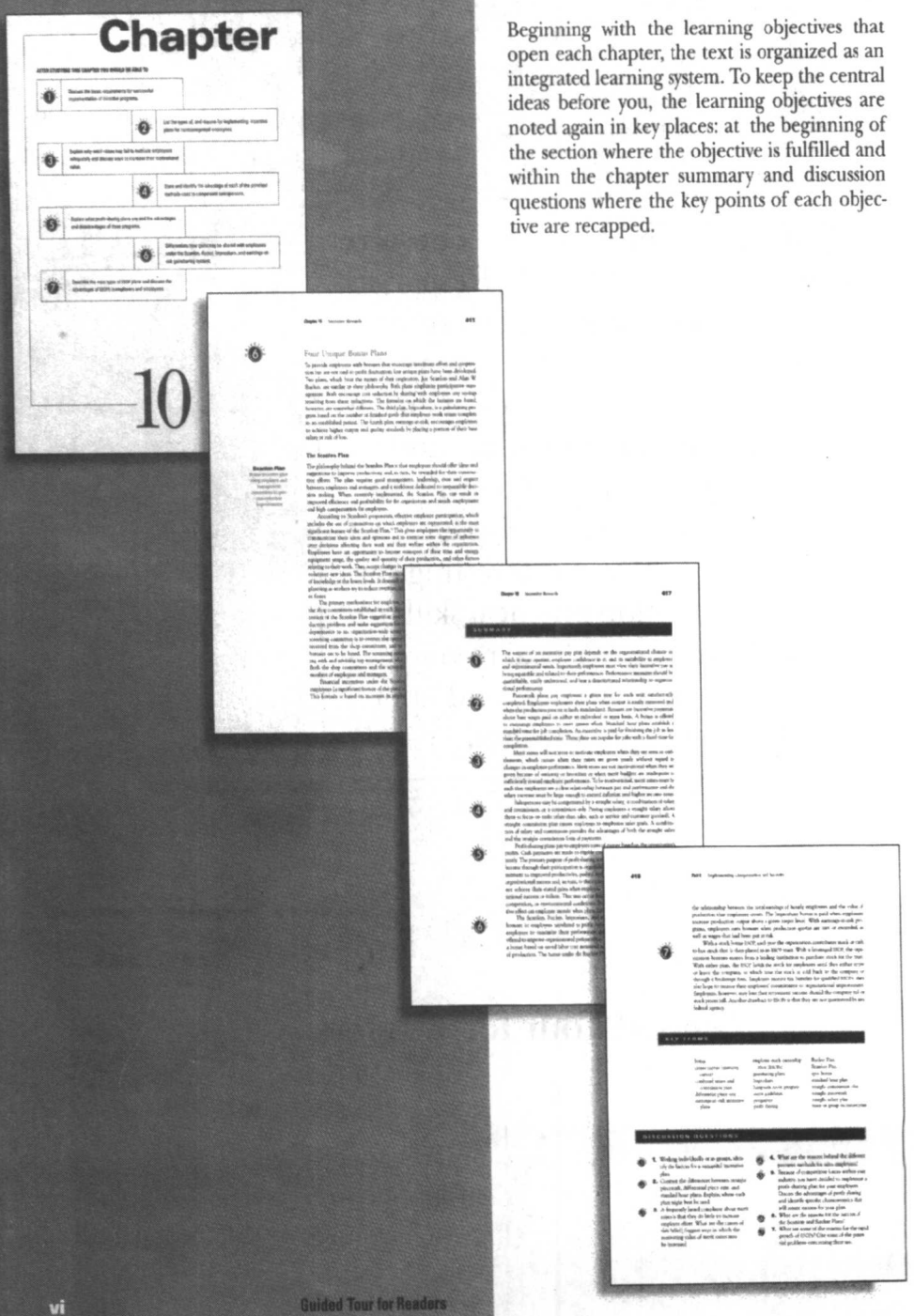
Special Features Tour

Before You Open The Door To The 11th Edition of *Managing Human Resources*, take a walk through the special features of the text, detailed on the next few pages. The topic of human resources management holds special interest for us, and we are pleased to share what we know with you. As you'll see on the next few pages, we offer a variety of rich and interesting features to help you develop practical skills for managing a valuable and critical resource—people, as well as an awareness and appreciation for the challenges involved.

Guided Tour for Readers

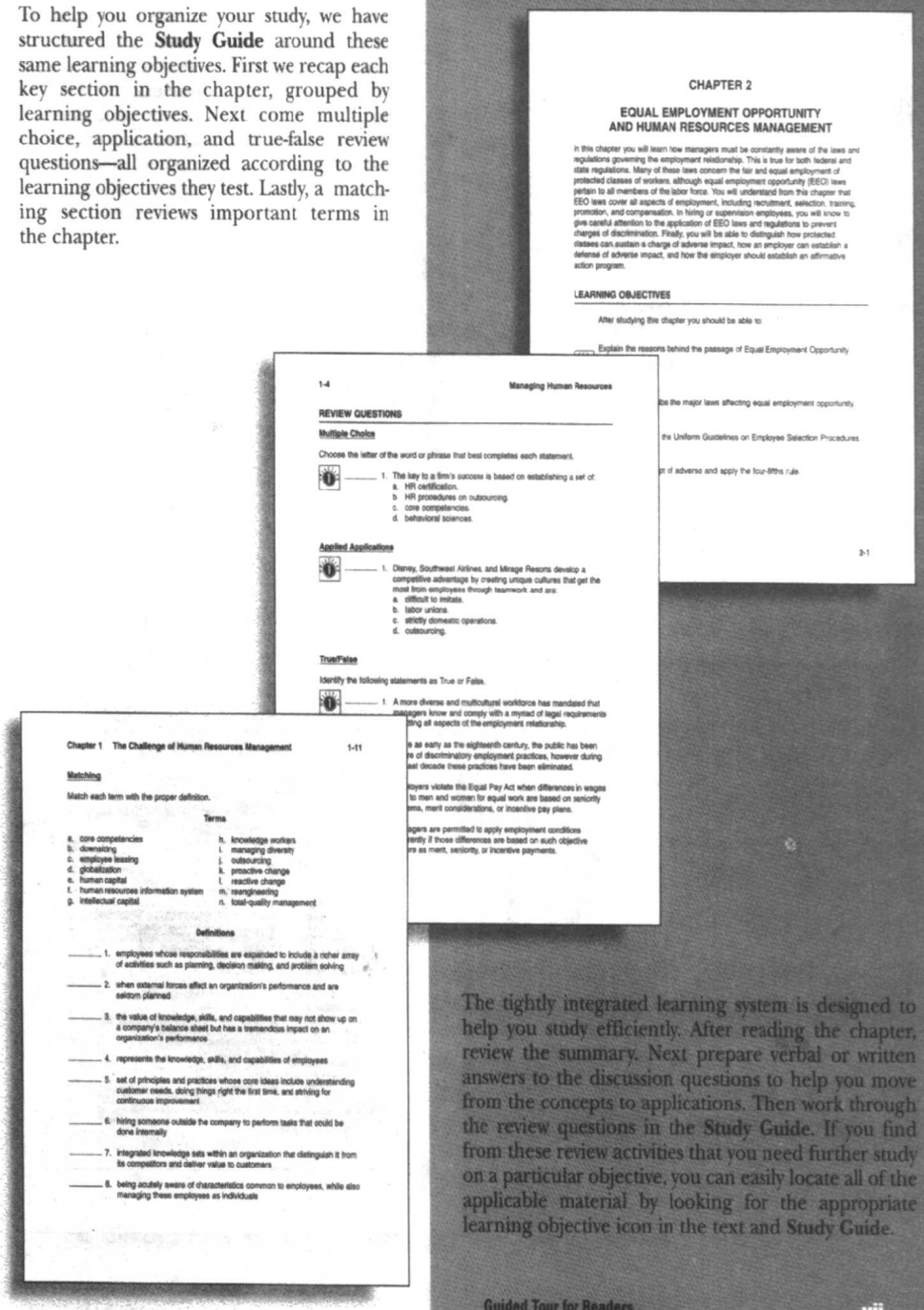
Special Features

INTEGRATED LEARNING SYSTEM



Beginning with the learning objectives that open each chapter, the text is organized as an integrated learning system. To keep the central ideas before you, the learning objectives are noted again in key places: at the beginning of the section where the objective is fulfilled and within the chapter summary and discussion questions where the key points of each objective are recapped.

To help you organize your study, we have structured the **Study Guide** around these same learning objectives. First we recap each key section in the chapter, grouped by learning objectives. Next come multiple choice, application, and true-false review questions—all organized according to the learning objectives they test. Lastly, a matching section reviews important terms in the chapter.



CHAPTER 2

EQUAL EMPLOYMENT OPPORTUNITY AND HUMAN RESOURCES MANAGEMENT

In this chapter you will learn how managers must be constantly aware of the laws and regulations governing the employment relationship. This is true for both federal and state regulations. Many of these laws concern the fair and equal employment of protected classes of workers, although equal employment opportunity (EEO) laws pertain to all members of the labor force. You will understand from this chapter that EEO laws cover all aspects of employment, including recruitment, selection, training, promotion, and compensation. In hiring or supervision employees, you will know to give careful attention to the application of EEO laws and regulations to prevent charges of discrimination. Finally, you will be able to distinguish how protected classes can sustain a charge of adverse impact, how an employer can establish a defense of adverse impact, and how the employer should establish an affirmative action program.

LEARNING OBJECTIVES

After studying this chapter you should be able to:

Explain the reasons behind the passage of Equal Employment Opportunity

be the major laws affecting equal employment opportunity.

the Uniform Guidelines on Employee Selection Procedures.

t of adverse and apply the four-fifths rule.

2-1

1-4 Managing Human Resources

REVIEW QUESTIONS

Multiple Choice

Choose the letter of the word or phrase that best completes each statement.

1. The key to a firm's success is based on establishing a set of:
   a. HR certification.
   b. HR procedures on outsourcing.
   c. core competencies.
   d. behavioral sciences.

Applied Applications

1. Disney, Southwest Airlines, and Mirage Resorts develop a competitive advantage by creating unique cultures that get the most from employees through teamwork and are:
   a. difficult to imitate.
   b. labor unions.
   c. strictly domestic operations.
   d. outsourcing.

True/False

Identify the following statements as True or False.

1. A more diverse and multicultural workforce has mandated that managers know and comply with a myriad of legal requirements ting all aspects of the employment relationship.

e as early as the eighteenth century, the public has been e of discriminatory employment practices, however during ast decade these practices have been eliminated.

loyers violate the Equal Pay Act when differences in wages to men and women for equal work are based on seniority ems, merit considerations, or incentive pay plans.

agers are permitted to apply employment conditions rently if those differences are based on such objective rs as merit, seniority, or incentive payments.

Chapter 1 The Challenge of Human Resources Management 1-11

Matching

Match each term with the proper definition.

Terms

a. core competencies
b. downsizing
c. employee leasing
d. globalization
e. human capital
f. human resources information system
g. intellectual capital
h. knowledge workers
i. managing diversity
j. outsourcing
k. proactive change
l. reactive change
m. reengineering
n. total-quality management

Definitions

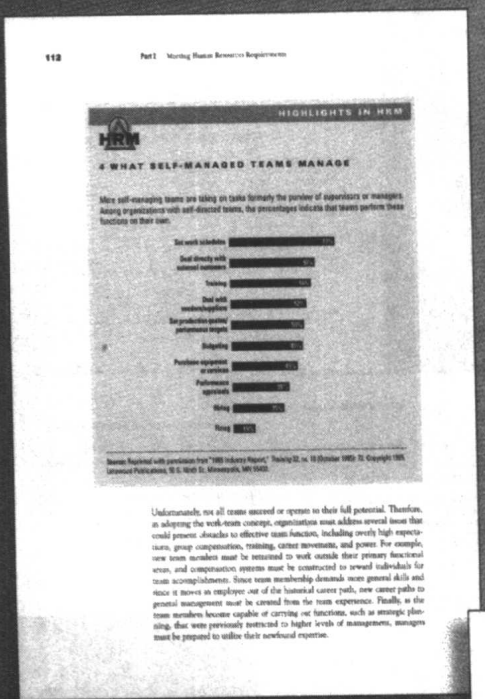
1. employees whose responsibilities are expanded to include a richer array of activities such as planning, decision making, and problem solving
2. when external forces affect an organization's performance and are seldom planned
3. the value of knowledge, skills, and capabilities that may not show up on a company's balance sheet but has a tremendous impact on an organization's performance
4. represents the knowledge, skills, and capabilities of employees
5. set of principles and practices whose core ideas include understanding customer needs, doing things right the first time, and striving for continuous improvement
6. hiring someone outside the company to perform tasks that could be done internally
7. integrated knowledge sets within an organization that distinguish it from its competitors and deliver value to customers
8. being acutely aware of characteristics common to employees, while also managing these employees as individuals

The tightly integrated learning system is designed to help you study efficiently. After reading the chapter, review the summary. Next prepare verbal or written answers to the discussion questions to help you move from the concepts to applications. Then work through the review questions in the **Study Guide**. If you find from these review activities that you need further study on a particular objective, you can easily locate all of the applicable material by looking for the appropriate learning objective icon in the text and **Study Guide**.

Special Features

WHAT'S *HOT* IN HUMAN RESOURCES MANAGEMENT TODAY

Now in its 11th edition, this text has all the advantages of a time-tested product—and the added benefit of an author team committed to bringing you the most current and critical topics in HRM today. The excerpts shown here are only a small sample of the hot topics you'll encounter in this edition.



112 Part 2 Meeting Human Resources Requirements

HIGHLIGHTS IN HRM

4 WHAT SELF-MANAGED TEAMS MANAGE

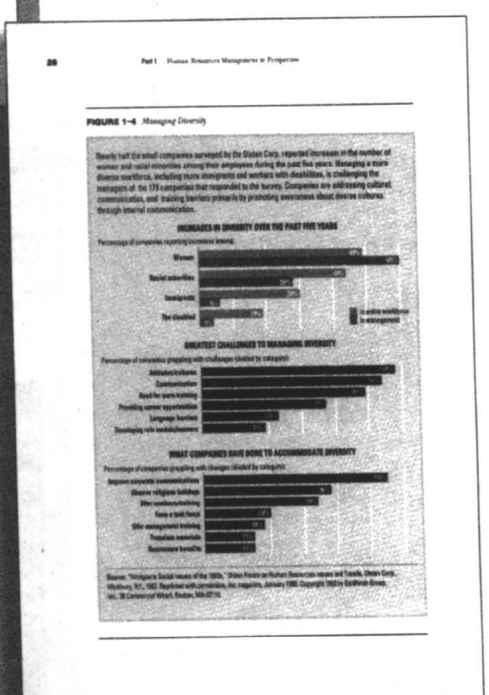
More self-managing teams are taking on tasks formerly the purview of supervisors or managers. Among organizations with self-directed teams, the percentages indicate that teams perform these functions on their own.

Set work schedules 79%
Deal directly with external customers 57%
Training 52%
Deal with vendors/suppliers 52%
Set production quotas/performance targets 51%
Budgeting 51%
Purchase equipment or services 46%
Performance appraisals 38%
Hiring 36%
Firing 14%

Source: Reprinted with permission from "1995 Industry Report," Training 32, no. 10 (October 1995): 72. Copyright 1995. Lakewood Publications, 50 S. Ninth St., Minneapolis, MN 55402.

Unfortunately, not all teams succeed or operate to their full potential. Therefore, in adopting the work-team concept, organizations must address several issues that could present obstacles to effective team function, including overly high expectations, group compensation, training, career movements, and power. For example, new team members must be retrained to work outside their primary functional areas, and compensation systems must be constructed to reward individuals for team accomplishments. Since team membership demands more general skills and since it moves an employee out of the historical career path, new career paths to promote management must be created from the team experience. Finally, as the team members become capable of carrying out functions, such as strategic planning, that were previously restricted to higher levels of management, managers must be prepared to utilize their newfound expertise.

▲ Teams and Teamwork



38 Part 1 Human Resources Management in Perspective

FIGURE 1-4 *Managing Diversity*

Nearly half the small companies surveyed by the Gilston Corp. reported increases in the number of women and racial minorities among their employees during the past five years. Managing a more diverse workforce, including more immigrants and workers with disabilities, is challenging the managers of the 179 companies that responded to the survey. Companies are addressing cultural, communication, and training barriers primarily by promoting awareness about diverse cultures through internal communication.

INCREASES IN DIVERSITY OVER THE PAST FIVE YEARS

Percentage of companies reporting increases among:

Women 87%
Racial minorities 68%
Immigrants 74%
The disabled 36%
Ex-entre workforce to management

GREATEST CHALLENGES TO MANAGING DIVERSITY

Percentage of companies grappling with challenges related to category:

Attitudes/cultures
Communication
Need for more training
Providing career opportunities
Language barriers
Developing role models/mentors

WHAT COMPANIES HAVE DONE TO ACCOMMODATE DIVERSITY

Percentage of companies grappling with changes related to category:

Improve corporate communications
Observe religious holidays
Offer workers/retraining
Form a task force
Offer management training
Translate materials
Restructure benefits

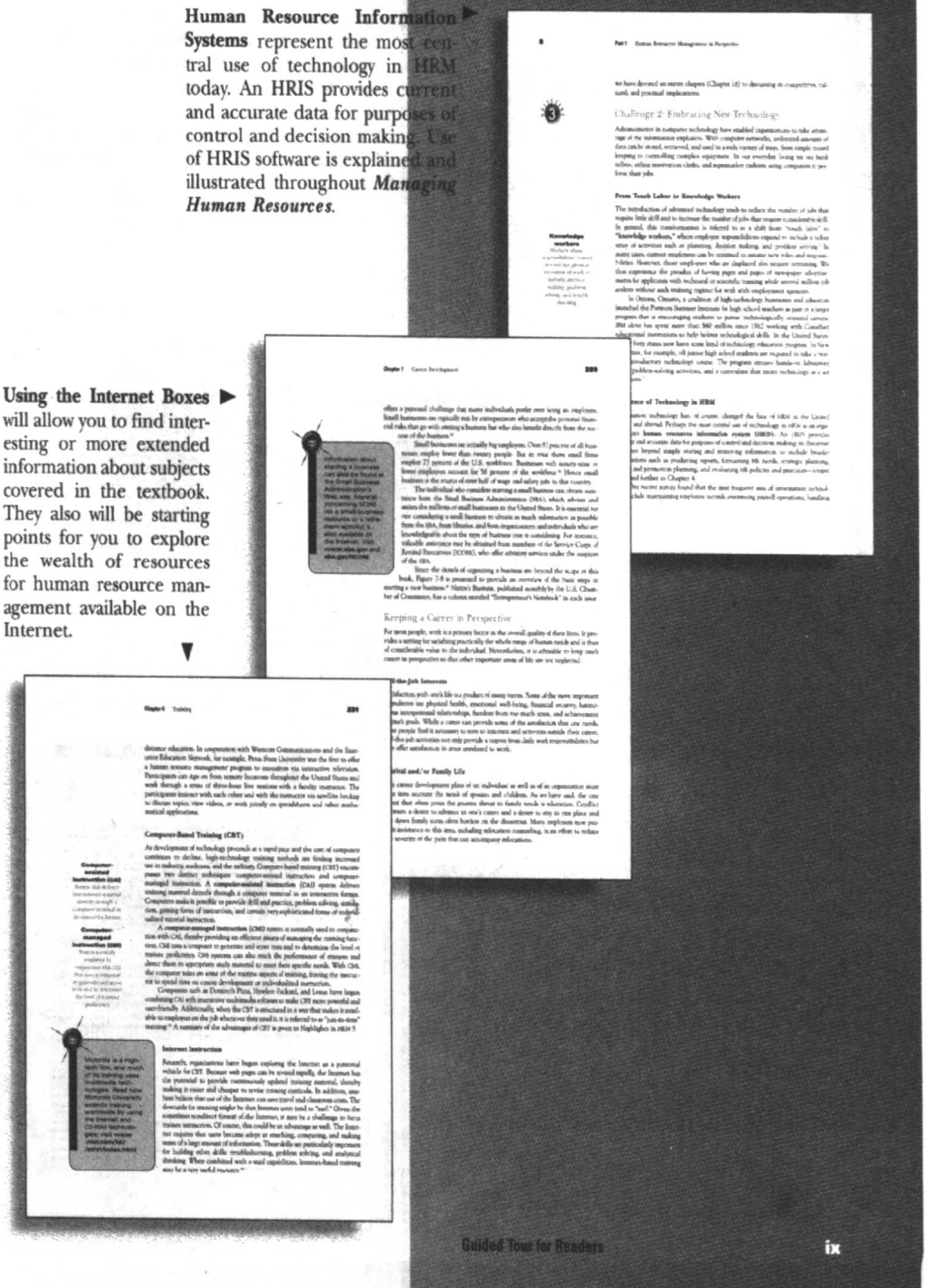
Source: "Workplace Social Issues of the 1990s," Gilston Forum on Human Resources Issues and Trends, Gilston Corp., Woodbury, NY, 1992. Reprinted with permission. Inc. magazine, January 1992. Copyright 1992 by Goldhirsh Group, Inc., 38 Commercial Wharf, Boston, MA 02110.

▲ Managing Diversity

A SPECIAL EMPHASIS ON THE ROLE OF TECHNOLOGY IN HRM TODAY

Human Resource Information Systems represent the most central use of technology in HRM today. An HRIS provides current and accurate data for purposes of control and decision making. Use of HRIS software is explained and illustrated throughout ***Managing Human Resources.***

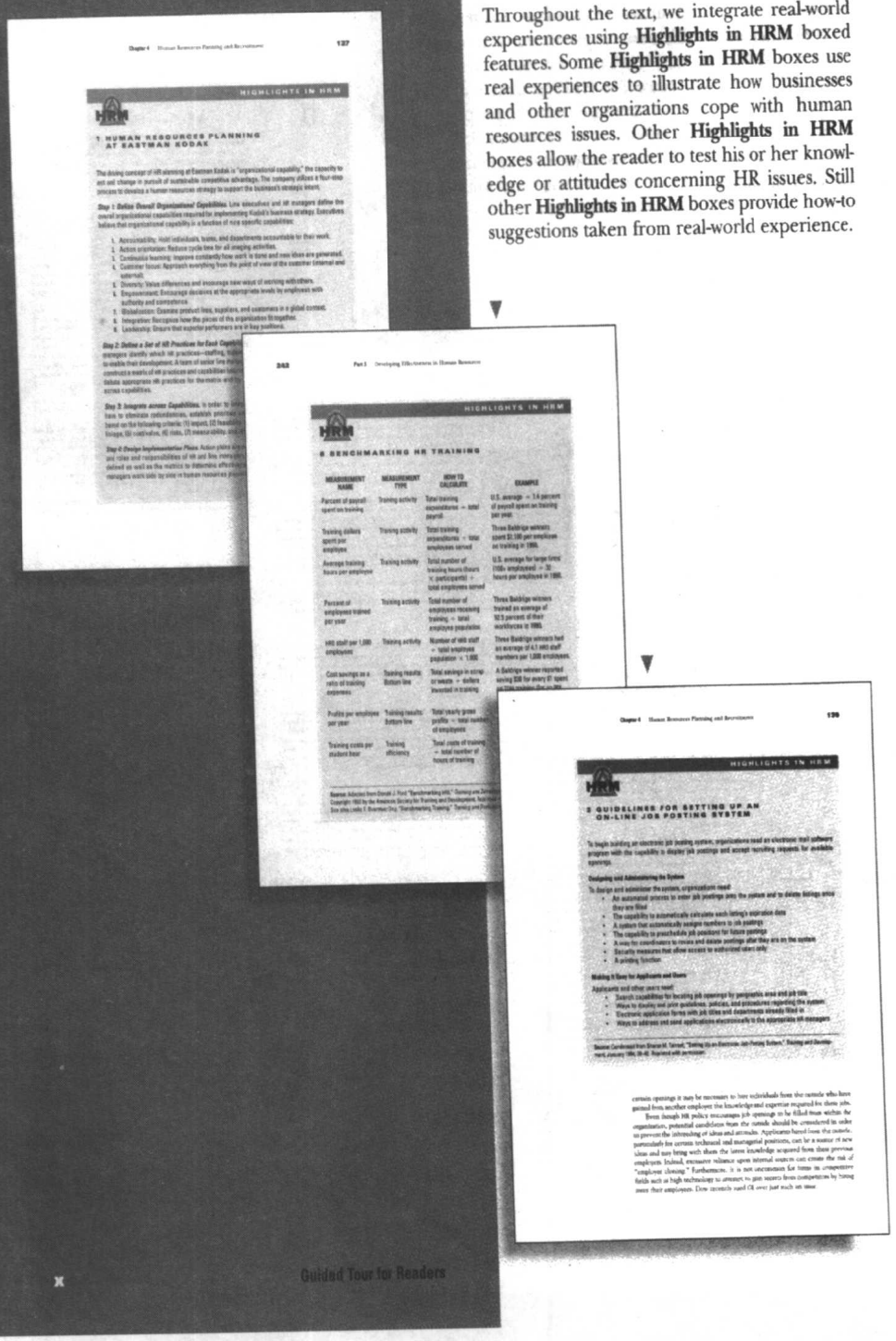
Using the Internet Boxes will allow you to find interesting or more extended information about subjects covered in the textbook. They also will be starting points for you to explore the wealth of resources for human resource management available on the Internet.



Special Features

HUMAN RESOURCES MANAGEMENT IN THE REAL WORLD

Throughout the text, we integrate real-world experiences using **Highlights in HRM** boxed features. Some **Highlights in HRM** boxes use real experiences to illustrate how businesses and other organizations cope with human resources issues. Other **Highlights in HRM** boxes allow the reader to test his or her knowledge or attitudes concerning HR issues. Still other **Highlights in HRM** boxes provide how-to suggestions taken from real-world experience.



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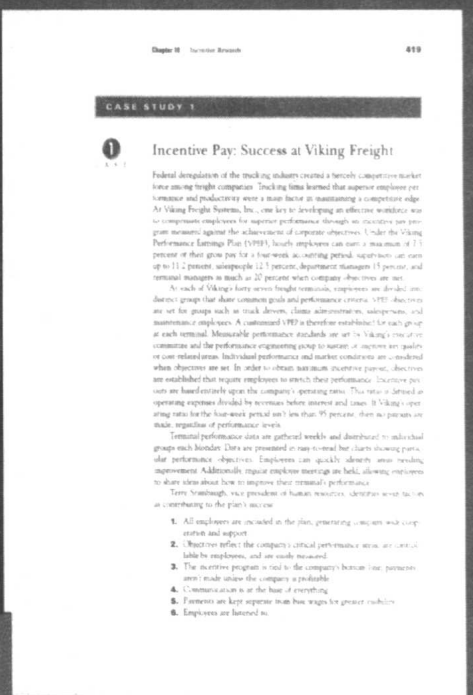
LEARN BY DOING: THE PRACTICE OF HRM

Case Studies

To become a successful manager of people, you will need practice. In addition to offering practical information ready to put to use, each chapter of the textbook concludes with two Case Studies. These case studies present current HRM issues in real-life settings that allow for critical analysis.



Chapter 11 Incentive Rewards 419

CASE STUDY 1

1 Incentive Pay: Success at Viking Freight

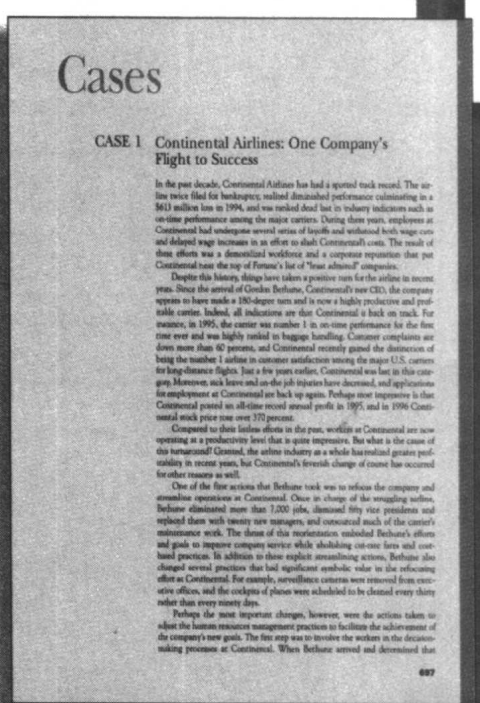
Federal deregulation of the trucking industry created a fiercely competitive market force among freight companies. Trucking firms learned that superior employee performance and productivity were a main factor in maintaining a competitive edge. At Viking Freight Systems, Inc., one key to developing an effective workforce was to compensate employees for superior performance through an incentive pay program measured against the achievement of corporate objectives. Under the Viking Performance Earnings Plan (VPEP), hourly employees can earn a maximum of 7.5 percent or their gross pay for a four-week accounting period; supervisors can earn up to 11.2 percent, salespeople 12.5 percent, department managers 15 percent, and terminal managers as much as 20 percent when company objectives are met.

As each of Viking's forty-seven freight terminals, employees are divided into distinct groups that share common goals and performance criteria. VPEP objectives are set for groups such as truck drivers, claims administrators, salespersons, and maintenance employees. A customized VPEP is therefore established for each group at each terminal. Measurable performance standards are set by Viking's executive committee and the performance engineering group to sustain or improve net quality or cost-related areas. Individual performance and market conditions are considered when objectives are set. In order to obtain maximum incentive payout, objectives are established that require employees to stretch their performance. Incentive payouts are based entirely upon the company's operating ratio. This ratio is defined as operating expenses divided by revenues before interest and taxes. If Viking's operating ratio for the four-week period isn't less than 95 percent, then no payouts are made, regardless of performance levels.

Terminal performance data are gathered weekly and distributed to individual groups each Monday. Data are presented in easy-to-read bar charts showing particular performance objectives. Employees can quickly identify areas needing improvement. Additionally, regular employee meetings are held, allowing employees to share ideas about how to improve their terminal's performance.

Terry Stanbaugh, vice president of human resources, identifies seven factors as contributing to the plan's success:

1. All employees are included in the plan, generating company-wide cooperation and support.
2. Objectives reflect the company's critical performance areas, are controllable by employees, and are easily measured.
3. The incentive program is tied to the company's bottom line; payments aren't made unless the company is profitable.
4. Communication is at the base of everything.
5. Payments are kept separate from base wages for greater visibility.
6. Employees are listened to.



Cases

CASE 1 Continental Airlines: One Company's Flight to Success

In the past decade, Continental Airlines has had a spotted track record. The airline twice filed for bankruptcy, realized diminished performance culminating in a $613 million loss in 1994, and was ranked dead last in industry indicators such as on-time performance among the major carriers. During these years, employees at Continental had undergone several series of layoffs and withstood both wage cuts and delayed wage increases in an effort to slash Continental's costs. The result of these efforts was a demoralized workforce and a corporate reputation that put Continental near the top of Fortune's list of "least admired" companies.

Despite this history, things have taken a positive turn for the airline in recent years. Since the arrival of Gordon Bethune, Continental's new CEO, the company appears to have made a 180-degree turn and is now a highly productive and profitable carrier. Indeed, all indications are that Continental is back on track. For instance, in 1995, the carrier was number 1 in on-time performance for the first time ever and was highly ranked in baggage handling. Customer complaints are down more than 60 percent, and Continental recently gained the distinction of being the number 1 airline in customer satisfaction among the major U.S. carriers for long-distance flights. Just a few years earlier, Continental was last in this category. Moreover, sick leave and on-the-job injuries have decreased, and applications for employment at Continental are back up again. Perhaps most impressive is that Continental posted an all-time record annual profit in 1995, and in 1996 Continental stock price rose over 370 percent.

Compared to their listless efforts in the past, workers at Continental are now operating at a productivity level that is quite impressive. But what is the cause of this turnaround? Granted, the airline industry as a whole has realized greater profitability in recent years, but Continental's feverish change of course has occurred for other reasons as well.

One of the first actions that Bethune took was to refocus the company and streamline operations at Continental. Once in charge of the struggling airline, Bethune eliminated more than 7,000 jobs, dismissed fifty vice presidents and replaced them with twenty new managers, and outsourced much of the carrier's maintenance work. The thrust of this reorientation embodied Bethune's efforts and goals to improve company service while abolishing cut-rate fares and cost-based practices. In addition to these explicit streamlining actions, Bethune also changed several practices that had significant symbolic value in the refocusing effort at Continental. For example, surveillance cameras were removed from executive offices, and the cockpits of planes were scheduled to be cleaned every thirty rather than every ninety days.

Perhaps the most important changes, however, were the actions taken to adjust the human resources management practices to facilitate the achievement of the company's new goals. The first step was to involve the workers in the decision-making processes at Continental. When Bethune arrived and determined that

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Comprehensive Cases

Ten comprehensive cases are located at the back of the text. These longer cases include topics found in more than just a single text chapter. The more complicated issues found in these cases enable you to put a variety of concepts into practice.

Preface

While maintaining many of the features that have made it the leader in introductory textbooks, the new 11th edition of *Managing Human Resources* brings the changes that are occurring in management at all levels into clear focus. The role of HR managers is no longer limited to service functions such as recruiting and selecting employees. Today they assume an active role in the strategic planning and decision making at their organizations. Meeting challenges head-on and using human resources effectively are critical to the success of any work organization.

Also, many functions that may have been done by HR specialists in the past are now done in partnership with line managers and team directors. To ensure effectiveness, HR policies and procedures must be placed into a comprehensive program that managers can use effectively in their day-to-day interactions with employees.

The eleventh edition of *Managing Human Resources* will place your students at the forefront in understanding how organizations can gain sustainable competitive advantage through people. We begin with an entirely new first chapter that explains the key challenges to HRM in developing the flexible and skilled workforce needed to compete effectively—going global, embracing new technology, managing change, developing human capital, responding to the market, and containing costs. 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 first 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 HRM uses to meet them. While the focus is on the HR role of managers, we do not exclude the impact and importance of the HR department's role in developing, coordinating, and enforcing policies and procedures relating to HR functions. Whether the reader becomes a manager, an HR specialist, or is employed in other areas of the organization, *Managing Human Resources* provides a functional understanding of HR programs to enable students to see how HR affects all employees, the organization, the community, and the larger society.

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 like 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. This edition of *Managing Human Resources* ends with a new final chapter that focuses on development of high-performance work systems. We outline the various components of the system including workflow 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.

Lastly, there have also been changes in teaching the HR management course. Our users and reviewers told us that they wanted a shorter text that was more

focused on human resources. They told us that they did not use certain chapters because of time constraints, or that students received adequate coverage in their other business and management courses. As a result we have deleted the separate chapters on Communication, Motivation and Leadership, and Auditing the HR Program that appeared in earlier editions of this text. Specific topics important to HR management were transferred to the relevant places in other text chapters.

ORGANIZATION OF THE 11TH EDITION

Under its new focus, this edition of *Managing Human Resources* is divided into six parts and seventeen chapters covering the following major topics:

Part 1 Human Resources Management in Perspective
The Challenge of Human Resources Management, and Equal Employment Opportunity and Human Resources Management

Part 2 Meeting Human Resources Requirements
Job Requirements and Employee Contributions, Human Resources Planning and Recruitment, and Selection

Part 3 Developing Effectiveness in Human Resources
Training, Career Development, and Appraising and Improving Performance

Part 4 Implementing Compensation and Security
Managing Compensation, Incentive Rewards, Employee Benefits, and Safety and Health

Part 5 Enhancing Employee Relations
Employee Rights and Discipline, The Dynamics of Labor Relations, and Collective Bargaining and Contract Administration

Part 6 Expanding Human Resources Management Horizons
International Human Resources Management and Creating High-Performance Work Systems

WHAT'S NEW IN THE 11TH EDITION

In addition to new chapters and organizational changes already described, there are many other new features and information provided in this extensive revision. We introduce overall text improvements that more accurately reflect HR in today's business world and help students understand HR issues more effectively.

- Internet references and addresses throughout the text point students to the latest on-line sources for HR information and examples.
- Complete update of all laws and court decisions governing HRM includes such recent developments as the 1996 EEOC suit against Mitsubishi Motors for sexual harassment of female employees.
- A new section in Chapter 3 describes work design techniques to increase employee contributions: employee empowerment, employee involvement groups, and employee teams.

- Expanded discussions cover major current issues such as:

Employee teams	Conflict resolution
HR technologies	HR in small businesses
Competencies	Violence in the workplace
Diversity in the workplace	HRM in the global setting
High-performance work systems	Employee rights and management responsibilities
Employee empowerment	

- Many new Highlights in HRM boxes present the student with up-to-date real-world examples from a variety of large and small organizations.
- References and examples of the policies and practices of hundreds of organizations show HR concepts in action in the business world today.
- At the request of users and reviewers, we've increased the number of Case Studies to two per chapter. Five new comprehensive cases reinforce critical-thinking skills and problem-solving techniques.
- Integrated Learning System. Use of the system (which is carefully described on the front end sheet) started in the 10th Edition. For the new edition, the numbered icons identifying the learning objectives can also be found in the text end-of-chapter discussion questions and throughout the *Study Guide*. This integrated structure creates a comprehensive teaching and testing system.
- A completely revised test bank plays a strategic role in the Integrated Learning System.
- The inclusion of PowerPoint screens and new color acetates makes teaching and preparation easier and more convenient.

FEATURES OF THE BOOK

Designed to facilitate understanding and retention of the material presented, each chapter contains the following material:

- **Learning objectives** listed at the beginning of each chapter provide the basis for the Integrated Learning System. Icons for identifying the learning objectives appear throughout the text and end-of-chapter material, and all print ancillaries.
- **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, flowcharts, and summaries of research data provide a visual, dynamic presentation of concepts and HR activities. All figures are systematically referenced in the text discussion.
- **"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.

- **Illustrations.** Captioned, full-color photographs and carefully selected cartoons reinforce points made in the text and maintain student interest.
- **Summary.** A paragraph or two for each learning objective provides a brief 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 to stimulate critical thinking and discussion.
- **Two case studies** present current HRM issues in real-life settings that allow for student consideration and critical analysis.
- **Notes and References.** Each chapter includes references from academic and practitioner journals and books. Author notes cite some historical information as well as personal observations and experiences.

In addition to the features found in each of the seventeen chapters, the text provides:

- **Ten comprehensive cases** at the end of the main text that portray current issues/problems in HRM. New cases cover changes in HR policies at Continental Airlines, recruiting at Microsoft, making layoff decisions, aligning HR functions with strategic objectives, and outsourcing the training function at Corning.
- **A glossary** of all the key terms introduced in the text that provides students with easy access to their definitions.
- **Name, organization, and subject indexes** that allow the text to become a valuable reference source.

SUPPLEMENTARY MATERIALS

All printed supplementary materials were prepared by or under the direction of the text authors to guarantee full integration with the text. Multimedia and additional text supplements were prepared by experts in those fields.

- ***Study Guide*** to accompany *Managing Human Resources* (ISBN: 0-538-87078-8). This new study guide was prepared by Thomas Lloyd of Westmoreland County Community College. His many years of junior college teaching experience allow him to bring a new insight to this popular student supplement. It now includes review questions that can be used to check understanding and prepare for examinations on each chapter in this textbook. In an expansion of the Integrated Learning System, Study Guide questions are now arranged by chapter learning objective so the student can quickly refer back to the textbook if further review is needed.
- ***Instructor's Resource Guide*** (ISBN: 0-538-87076-1). For each chapter in the textbook, the resource guide for the 11th Edition contains the following:

  Chapter synopsis and learning objectives.
  Descriptive materials for the videos and other video suggestions.
  A detailed lecture outline, based on the textbook chapter outline, complete with notes for incorporating the transparencies.

Answers to the end-of-chapter discussion questions and case studies in the textbook.

Solutions to the comprehensive cases in the textbook.

The *Resource Guide* also includes the lecture notes that accompany the PowerPoint screens.

- ***Test Bank*** (ISBN: 0-538-87079-6). The test bank includes at least one hundred questions for each text chapter. Each test bank chapter 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*** (ISBN: 0-538-87080-X). The computerized testing software, WesTest™, contains all the questions from the printed test bank, and allows the instructor to edit, add, delete, or randomly mix questions for customized tests.
- ***PowerPoint screens*** (ISBN: 0-538-87082-6). Developed by Lewis Hershey of Apple Mountain Software, these screens will add color and interest to your lectures. Each screen is accompanied by lecture notes and a student note form. The print materials are included in the *Instructor's Resource Guide*.
- ***Videos*** (ISBN: 0-538-87083-4). Video segments taken from real companies as well as business features shown on CNBC, the cable business news network, were chosen to accompany the text chapters. Descriptions of the videos are shown in the text end-of-chapter activities and in the *Instructor's Resource Guide*. The descriptions and other information are designed to help you integrate the videos with the text material. Use them to introduce a topic, cover lecture material, or stimulate discussion.
- ***Transparencies*** (ISBN: 0-538-8706-8). Also available with this edition is a set of transparencies. Only a few of these transparencies duplicate the figures in the textbook.
- ***Internet Guide to Human Resources*** by Georganna Hall and Gemmy Allen (ISBN: 0-538-87620-4). The Guide extends many relevant HR web sites with interesting learning activities. It provides an excellent extension of the technology focus of the new edition of *Managing Human Resources*.
- ***Applications in Human Resource Management: Cases, Exercises, and Skill Builders,*** 3d Edition, by Stella M. Nkomo, Myron D. Fottler, and R. Bruce McAfee (ISBN: 0-538-85337-9). This text supplement includes seventy-five new and updated cases, experiential exercises, skill builders, and term projects. These activities will supplement many of the topics covered in *Managing Human Resources, 11th Edition*.
- ***Human Resource Manager CD-ROM*** from The Institute for the Learning Sciences, Northwestern University. This new interactive multimedia CD-ROM-based simulation uses personnel information for a fictitious company to allow students to interact with managers as they make decisions just as an HR manager would on issues of productivity, morale, and profits. The program covers five years, including one year of history and four years of work time. Students advance one month at a time as they learn how to manage people throughout the employee life cycle.

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