

英文影印版经管系列教材



管理人力资源 (第4版)

Managing Human Resources (Fourth Edition)

路易斯·R·戈梅斯-梅西亚 (Luis R. Gómez-Mejía)

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前 言

第4版的设计

在当今竞争异常激烈的环境下，如何才能获得商业上的成功？对一个企业来说，往往是人的因素使它脱颖而出。员工的素质、对工作的热情和满意度、经验以及他们对公平待遇的感受都影响着公司的生产力、顾客服务、信誉和生存。简而言之，企业因人而异。

学习人力资源管理（HRM）的学生中最终成为人力资源专家的相对较少，事实上，所有学生将来都要与他人共事。与他人共事是现实组织生活的一个方面，不论你的领域是会计、财政金融、营运管理或其他。由于我们相信每一位经理都是人力资源管理者，所以，我们为将来打算从事管理工作的学生撰写了这本书。

认为所有未来的管理者都需要理解人力资源管理的理念是本书的核心所在。虽然我们谈到的都是人力资源管理的核心话题，但是，我们的管理理念对任何商业领域的学生都很有用处。我们注重的是如何管理人力资源以及如何成功地实施人力资源管理计划。由于各个部门、各种职能的管理者每天都会遇到人力资源问题，所以，我们相信这种学习方法比单纯从人力资源专业的角度来看待人力资源管理来要更胜一筹。

自从《管理人力资源》第1版出版以来，宏观的管理理念在管理者中越来越受到欢迎，来自外部环境和组织内部的压力更是大大地加强了这种趋势。企业结构正趋于扁平化，因特网之类的技术促进各层次员工的交流，而管理者也被期望成为掌握广泛技能（包括人力资源管理能力）的通才。同时，很少有公司拥有高度集中并强有力的人力资源管理部门，并在整个公司中扮演监督者、决策者和人力资源实践控制者的角色。

企业需要极度灵敏的反应以应付瞬息万变的竞争环境，而在此外部环境中起关键作用的是全球化力量。许多传统的、为一个稳定的、可预见的环境而设计的人力资源计划（如详细策划的工作，通常被作为确定薪酬和选拔员工的基础），实际上很可能在当前多变的商业环境中成为障碍。决策中的意见分歧，不仅在最高决策层而且在企业的所有阶层中都遭到非议，例如安德森咨询公司（Andersen Consulting）、世界通信公司（WorldCom）、安然公司（Enron）及其他公司都有过这种案例。

信息技术同样激励着人力资源的管理方法。原因何在？信息技术已经渗透到大多数人力资源的传统功能当中，并且，在人力资源的实践中起到了民主决策与增进管理者和员工的广泛参与的作用。管理者和员工通过正式的（网页）或非正式的（聊天室和电子邮件）渠道获得了更多接触公司内部与外部的人力资源信息的机会。来自因特网的影响已经使人力资源部门的传统作风逐渐民主化。

尽管如此，宏观管理理念日益增长的重要性并没有削弱人力资源专家的作用。许多为筛选、培训、薪酬、业绩评估及其他人力资源的传统功能服务的工具和技术，能够在很大程度

上提高员工的素质、劳动技能、工作满意度并激励员工。然而,人力资源专家的工作重心已经不再是对生产管理者的一种建议、支持和控制。加速这种趋势的因素有:人员精简、人力资源部门的外包、信息技术以及为宏观管理者(而非人力资源管理专家)而设计的本科生、研究生人力资源课程和教育实施项目。

《管理人力资源》第4版比前3版更加强调一种宏观管理方法。由于我们越来越强调如何管理人,而非管理人力资源工具和技术或者人力资源管理部门的活动,所以,本书对每一个商科学生都很有意义。我们相信,无论学生对管理学的哪个领域感兴趣,他们都将同最重要的资源——人打交道。例如,我们应该雇用谁?应该付多少报酬给新员工?怎样协调不同背景的人之间的冲突?怎样确定员工精简对象?应该对员工的业绩提供怎样的回报才能更好地激励他们?在经济困难的情况下,当组织(节约成本)、管理员工(保持和谐的团队关系)和员工(工作稳定)三者利益不一致时,怎样才能做出明智的决定?当一位高资历员工被指控进行性骚扰时,他的上司应该怎样处理?学生将来应当如何处理此类人力资源问题将对他们将来和作为管理者的工作效率及其所在企业的效益产生重要影响。尽管从“审视”的角度学习人力资源管理课程的学生应当学会如何使用人力资源工具或技术以帮助其确定人力资源的工作重点,但是,他们很少接触到这些工具和技术的实际设计过程。

本书的每一章都从管理的角度分析了与当前的管理者有关的问题。从管理角度出发的人力资源管理是吸引学生注意力、加深其理解、促进其学习如何有效地进行管理的关键因素。第4版提供了最新的、更实用的内容,并且更明确地强调管理的角度。

1. 以新近事件为基础的新的章节插图,通常是用来证明该章内容与管理者的关联性。

2. 大多数章节包含至少一个新增的“管理者笔记:新趋势”专栏。这些专栏着重介绍自前版出版以来日益突出的人力资源管理问题。

3. 大多数章节包含至少一个新增的“管理者笔记:顾客驱动人力资源”专栏。与本书的宏观管理理念相一致,这些专栏举例说明了利用人力资源项目让一线管理者和员工扮演顾客的角色能提高其工作效率。此外,顾客驱动理念将员工视为企业管理实践中的顾客。这种理念也激励学生思考管理决策对管理结果的影响,如员工的忠诚与挽留员工。这种专栏又重新强调了这样的主题:“每一名管理者同时也是一名人力资源管理者”。

4. 基于使用过本书的教师和学生反馈的信息,我们在每一章的结尾增加了一些案例。在新的版本中,至少有一半的案例都是新增的。案例中除了问题讨论外,还包括分组练习。

5. 与正文讨论的“新趋势”和“顾客驱动人力资源”一样,我们在每章末尾增加了两个关于当前管理状况的专栏。这些专栏中总结了分析性的问题、实践性练习以及群体项目,如角色扮演和辩论。

6. 我们广泛扩展了国际人力资源问题的内容,这在大多数章节中都看得出来。例如,多样化管理已经盛行于西欧,在那里,外国工人(大部分来自北非和东欧)已经占总人口的10%~20%。

本书结构

• 第1章“迎接当前与新兴的战略性人力资源挑战”已经进行了实质性的修订。这些修订主要围绕新兴的外部与组织趋势对人力资源实践造成的影响。新版本中备受关注的内容包括雇佣和薪酬危机、对付信息泛滥、全球化、公司腐败、安全问题以及实现工作与生活平衡以吸引和挽留员工。

- 第2章“工作流程管理与工作分析指导”主要分析团队的利用，包括虚拟团队和问题解决型团队。本章扩展的内容包括外包人力资源管理活动以及对其成本和收益的分析。

- 第3章“了解均等就业机会与相关法律环境”包含一些新的法院判决，这些判决涉及种族、性别以及就业中的残疾歧视。扩展的内容涉及怀孕歧视以及关于如何调查性骚扰的信息。

- 第4章“多样化管理”列举了许多关于公司如何处理工作中多样化问题的案例。内容还涵盖了混合身份的员工、对不同员工群体的特别关注以及随着许多国家面临的空前的移民潮和妇女大规模地进入工作岗位，多样化管理成为了一种国际现象。

- 第5章“员工的招聘与甄选”扩展的内容包括员工的招聘和筛选利用中技术的问题。顾客驱动的原理包括将应聘者当做企业筛选过程中的顾客，而将企业的产品和服务的顾客当做潜在的员工。背景审查和安全问题更是备受关注。

- 第6章“员工的辞退、精简及再就业管理”的内容包括对失业员工的考虑和管理。新增或扩展的内容包括周转的成本、临时工的使用以及如何避免失业。

- 第7章“员工工作的管理与评估”新增或扩展的内容包括员工的培训、自我管理、稳定的计分卡以及工作评价软件的利用。新增的内容中除了作为工作评判标准的就业分析之外还包括商业战略。

- 第8章“工作能力培训”包括网上学习和岗前培训。新增的内容还涉及减少培训成本和决定培训投资的回报。

- 第9章“职业开发”新增的内容涉及电子通信对职业以及比职业转换更容易的产业转换选择权的影响。关于职业自我提升的扩展则涉及对当前工作场所、实质职业建议和指导的一些有价值的与无价值的特征的讨论。

- 第10章“薪酬管理”扩展的内容主要涉及薪酬管理中的一些新趋势，如使用可变薪酬来尽量减少失业、鼓励员工购买本公司的股票、利用信息技术来决定薪酬、参考国际薪酬计划以及在某些大城市通过“最低生活工资”的立法。

- 第11章“绩效奖励”扩展的内容主要涉及激励机制的积极与消极影响分析。新增的内容包括非金钱激励、对员工进行与工资密切相关的教育、采用世界通用的薪酬制度、当前的报酬趋势以及对网络管理的激励。

- 第12章“员工福利的设计与管理”扩展的内容主要涉及401(k)退休计划。首先讨论了投资风险与保持高比例的退休基金（注入员工的股份中）的紧密联系；其次比较分析了美国国际失业保险的运行情况；最后还讨论了为小型企业和自我经营的个人设计的医疗保险计划。

- 第13章“开发员工关系”强调了通过技术开发员工关系的重要性。这些技术包括通过网络投诉，而管理者能很快得知；利用网上的工作满意度调查从而了解员工对公司政策和措施的反应。此外，还增加了旨在提高员工士气的公众认知计划。

- 第14章“尊重员工权利与管理制度”新增内容主要涉及对员工之间办公室恋情的限制以及对公司实行的禁止约会政策的争论。另外，还讨论了对员工进行毒品测试政策的内容，包括就业前的毒品测试和有嫌疑的毒品测试。

- 第15章“与有组织的劳工合作”介绍了其他国家劳工组织的发展、劳动合同、罢工活动以及劳动关系等方面的新趋势。另外还包括《铁路劳工法案》(Railway Labor Act)和员工联合的“温加滕权利”(Weingarten right)。这一权利起源于一个法院的判例，根据该判例，

有组织的员工有权选举一个代表在纪律调查中代表整个组织行使权利。

- 第16章“工作场所的安全与健康”新增了精神压抑和听力丧失的内容。通过网上调查来改善工作环境是对付恐怖主义和减少办公室愤怒的新方法。

- 第17章“迎接国际人力资源管理的挑战”进行了整体修订，包括国际员工的招聘、与国际上“量身定做”人力资源管理政策的接轨从而适应不同文化的需要，以及利用信息技术以吸收各国熟练的劳动力。

主 题

除了管理之外，本书自始至终还贯穿着以下主题：

1. 向管理者和员工提供顾客驱动人力资源项目和服务的必要性；
2. 分析影响人力资源管理实践的新趋势以应对策略；
3. 增进一线管理者与人力资源管理部门合作的需要；
4. 在法律框架下进行运作以及依据伦理行事的重要性；
5. 重组、外包和素质管理对人力资源管理的影响；
6. 劳动力的多元化是企业在全球经济竞争中的优势；
7. 技术的革新及其在人力资源管理中的应用。

专 栏

本书设计了一系列新颖的教学专栏。每一章都包括学习目标、关键术语、小结、讨论专题复习题、参考文献等。此外，每一章还包括以下内容：

管理视角

这种介绍性文字主要介绍该章将要阐述的内容以及人力资源资料如何与管理者联系。

伦理问题

某些部分提出了与该章内容有关的伦理问题，目的在于启发对某些难以解决的问题的思考和讨论。

管理者笔记

第4版中将近2/3的管理者笔记都是新的，并且主要分为三类。第一类笔记就管理者日常遇到的各种问题给出管理建议，具体包括在评估会议中提供反馈及为员工失业做好准备等方面的内容。第二类笔记则为第4版新增的，我们称之为“新趋势”。这类笔记讨论了对人力资源管理越来越重要的问题以及将来很可能需要加倍关注的问题。例如，许多国家近来开始立法以辅助或积极地鼓励股份激励机制的采用。这意味着跨国公司需要重新考虑其激励机制以适应这种新的趋势。第三类笔记也为第4版新增，我们称之为“顾客驱动人力资源”。这类笔记通过分析人力资源实践从而阐明管理者和员工如何通过将员工假设为内部顾客而受益。例如，其中一段管理者笔记阐明了一线管理者和员工如何获得其在数百个职位上的工资数据，并且，对这些数据已根据其需要进行了分析。

问题与应用

为了扩展与人力资源主题有关的应用，我们在每一章中加入了问题与应用的内容以介绍

全球人力资源实践的案例（成功的或失败的）。例如，第9章谈到的亚洲的玻璃天花板和第11章讲到的因特网推动下产生的计件工作。这些内容35%以上都是新的。

“你来解决”案例讨论

每一章都有4个基于现实中某些公司的特定情景案例。这些案例将近2/3都是新的。通过前几版的反馈信息，我们加强了案例的广度和深度，并且针对每个案例提出了颇具争议的问题，并附有分组练习。“你来解决”的案例分为三类，其中两类是新的。第一类称为“讨论案例”，类似于前几版中使用的成功概念，案例的细节和长度为学生的个人分析和集体工作提供了具有挑战性的机会。第二类称为“新趋势”，是第4版的新增内容。在这里，我们举例说明了将来很可能备受关注的与人力资源有关的问题。此外，也要求学生通过对颇具争议的问题的回答和参与分组练习来分析各种具体情况。第三类称为“顾客驱动人力资源”，也是第4版的新增内容。其中举例阐述了管理者与员工如何才能按照人力资源计划有效地完成工作，如何才能克服障碍，从而更容易地利用特定的人力资源计划给最终的使用者带来便利。此外，我们还要求学生通过回答颇具争议的问题和参与分组练习来分析具体的情况。

管理挑战：问题讨论

对于每章最后的问题讨论，我们进行了大量的更新。增加了这部分内容问题的广泛性，并且着重强调管理挑战中涉及的种种问题。

全新章节实地模拟演练录像

贯穿整本书的共有6段录像，列举这些的目的在于帮助学生自我培养人力资源的管理技能。第II部分到第VI部分每一部分都有录像和问题讨论。这些都强调了如何培养学生的人力资源管理能力。

另外，每一章还包含了各类公司人力资源管理实践中的许多案例，从小型服务性企业到大型综合性企业。本书最后附有一个准确的人力资源管理术语表。

教学材料

我们对教学版块的每一部分都进行了详细的修订以保证教师和学生的人力资源管理课程中均有获益。

教师手册

1. 对每一章的概括或介绍；
2. 注释性的概括（包含所有内容）；
3. 所有章节结尾讨论题和每一章“你来解决”专栏中有争议的问题的答案；
4. 案例要点评析；
5. 使用幻灯片的要领。

文本网站 www.prenhall.com/gomez

这个文本网站提供了许多案例和文章，旨在给学生的研究提供一些帮助。第一等级的案例既包括前几版中已有的又包括作者在本书之外尽力提供给学生的。作者将在每一学期开学时更新第一等级的案例。

第二等级的案例和阅读材料摘自 Xanadu/Proquest 数据库，并且按照本书的体系进行编排。这一等级的案例和阅读资料选自学术期刊、商业媒体和大众新闻，并且将在每学期更新

一次。

为教师提供的资源

特定文本的教学资源包括可下载的补充内容（教师手册、幻灯片介绍以及测验题集）。

为学生提供的资源——学生版的幻灯片

学生版的幻灯片（也可在网上找到）是黑白的，而且没有教学注释和图解。学生可以将这些幻灯片带回家、带到课堂与教师的幻灯片相比较并做笔记。

测验题集

测验题集包括 17 章，每章有 140 多道测试题，并且所有测试题的准确性和质量都很高。题目类型包括单向选择题、案例题、判断题、简答题和问答题。每一道题都根据难易程度（简单、中等或困难）和试题类型（记忆、综合或应用）设定了分数，并且包括了页码目录以帮助教师能快捷地衡量考试或小测验的等级。

PH Custom Test

这种习题集采用了计算机化的形式，使用者可以自我设计、存储和制作课堂测验题。教师可以利用 CD-ROM 就试题进行集中编辑、增加或删除，以及输入各种文字程序，如 Word 和 Word Perfect。

幻灯片

《管理人力资源》第 4 版附带 300 个以上的幻灯片，其中大多数都含有教学注释。每一章最后的幻灯片叫做“案例”，包含了以该章内容为基础的习题，这个案例可以作为全班或小组的讨论题目。此外，每一个案例都将每一章的理论应用于实践。

情景练习！人力资源管理录像资料

这 6 段录像资料使学生获得一些大公司（如 BMG 和 Hotjobs）人力资源主管的真实体验。在录像中，这些管理者讲述了当前人力资源管理的某些问题，如性骚扰和性歧视、招聘新员工、重组的复杂性、激励与效益机制、劳工关系以及外派员工的成败。

作者简介

路易斯·R·戈梅斯－梅西亚 美国亚利桑那州立大学 W·P·Carey 商学院院长。他在明尼苏达大学获得劳资关系专业的博士和硕士学位，此前获得明尼苏达大学经济学学士学位。在进入学术界之前，戈梅斯－梅西亚在美国明尼阿波利斯城数据控制公司做了 8 年的人力资源工作。从那以后，他开始成为许多公司的顾问。进入亚利桑那州立大学之前，他在科罗拉多大学和佛罗里达大学任教。他做过两期《管理学会期刊》（*The Academy of Management Journal*）的编委会成员，是《高科技管理研究》（*The Journal of High Technology Management Research*）的编辑和共同创办人。他在颇具声誉的管理学杂志如《管理学会期刊》、《管理科学季刊》（*Administrative Science Quarterly*）、《战略管理杂志》（*Strategic Management Journal*）、《劳资关系》（*Industrial Relations*）及《人事心理学》（*Personnel Psychology*）等发表了 120 多篇论文。他还写作和编写了 12 本管理学书籍，分别由 Prentice Hall 出版社、西南出版社、JAI 出版社及 Grid 出版社出版。由于他在《管理学会期刊》上发表的作品数量较多，他被评为“研究成果前 9 佳”之一。他获得了多项荣誉，包括《管理学会期刊》的“最佳论文”获得者（1992 年），以及亚利桑那州立大学“百名杰出学者”之一（1994 年）。戈梅斯－梅西亚教授的研究主要集中于宏观人力资源热点、国际人力资源实践及薪酬管理。

戴维·B·鲍尔金 博尔德城科罗拉多大学商业管理学院的管理学教授，明尼苏达大学劳资关系专业的博士。在进入科罗拉多大学之前，他曾执教于美国路易斯安那州立大学和西北大学。他在《管理学会期刊》、《战略管理杂志》、《劳资关系》、《人事心理学》、《劳动研究杂志》（*The Journal of Labor Research*）及《管理实施学会》（*Academy of Management Executive*）等杂志发表了 35 篇以上的学术论文。他的一篇论文（与路易斯·R·戈梅斯－梅西亚合作）被评为《管理学会期刊》的“最佳论文”（1992 年）。鲍尔金教授写作和编写了 3 本人力资源管理方面的专著。他同时担任许多组织的顾问，如美国西部组织（U. S. West）、百特医疗用品公司（Baxter Healthcare）、加拿大魁北克电力公司（Hydro Quebec）及马萨诸塞州政府等。鲍尔金教授的研究集中于商业战略与人力资源政策的相互关系，以及薪酬机制的设计与实施。

罗伯特·卡迪 美国亚利桑那州立大学 W·P·Carey 商业学院管理学教授。他 1982 年获得弗吉尼亚技术学院组织心理学专业的博士学位。他是许多杂志的特别评论员，如《管理学会期刊》和《管理学会评论》（*The Academy of Management Review*）。他是《质量管理杂志》（*The Journal of Quality Management*）的编辑和创办人。卡迪教授因其研究、教学和服务而被人们承认。因为他在《应用心理学杂志》（*The Journal of Applied Psychology*）发表的论文数量较多，被评为 1980－1989 年研究成果的前 20 佳之一。他在亚利桑那州立大学管理系担任了五年的合作导师，并因为与博士生的合作而于 1993 年获得“大学导师奖”。他就人力资源管理的热点问题开辟了专栏，并因为作为人力资源配置时事通讯专栏作家的出色的服务而获得管理学会证书。卡迪教授是 1992 年亚利桑那州立大学“学生生活质量特别贡献证书”获得者。其研究集中于以质量为导向的公司环境中的业绩评估和有效的人力资源管理实践。

Preface

The Plan of the Fourth Edition

How do businesses succeed in today's competitive environment? The factor that can set an organization apart is its people. The quality of the organization's employees, their enthusiasm and satisfaction with their jobs, their experience, and their sense of fair treatment all affect the firm's productivity, customer service, reputation, and survival. In short, people make the difference.

Although relatively few students in human resource management (HRM) courses will become HR specialists, virtually all will have to work with other people. Dealing with other people is a fact of organizational life, regardless of whether you are in accounting, finance, operations management, or some other area. Because we believe that every manager is a human resource manager, we've written our book for students who plan to manage others at some time in their career.

The idea that all future managers need to understand HRM issues is at the heart of *Managing Human Resources*. We cover all the core HRM topics, but our managerial perspective makes the topics meaningful to students in any area of business. Our emphasis is on how to manage human resources and how to successfully implement HRM programs. Because managers in all departments and functions confront HR issues daily, we believe this approach is better than one that looks at HRM primarily from the perspective of the HR department.

Since the first edition of *Managing Human Resources* was published, the general management perspective has become much more prevalent among practicing managers. Recent environmental and organizational forces have contributed greatly to this trend. Organizations are becoming flatter. Technology such as the Internet fosters communication between all levels of personnel, and managers are expected to be generalists with a broad set of skills, including HRM skills. At the same time, fewer firms have a highly centralized, powerful HR department that acts as monitor, decision maker, and controller of HR practices throughout the organization.

Organizations need to be more flexible than ever before to deal with a rapidly changing competitive landscape where global forces play a key role. Many traditional HR programs designed for a stable, predictable context (for instance, carefully defined jobs, which were often used as the basis for setting pay and selecting workers) may actually become a hindrance in contemporary volatile business environments. Discretion in decision making has become critical (witness the recent scandals at Andersen Consulting, WorldCom, Enron, and others), not only at the top executive ranks but also at all levels within the organization.

Information technology also encourages a managerial approach to human resources. Why? The technology has permeated most traditional HR functions, decentralizing decisions and increasing the participation of managers and employees in all aspects of HR practice. Managers and employees have greater access to human resource information, both inside and outside the company through both formal (Web pages) and informal (chat rooms and e-mail messages) means. An effect of the Internet, then, has been to democratize the turf of the traditional HR department.

The growing importance of a general management perspective to HRM has not lessened the importance of HR specialists, however. Many tools and techniques for selection, training, compensation, performance appraisal, and other traditional HR functions can greatly enhance the quality of hires, the skills of the workforce, job satisfaction, and employee motivation. But HR specialists' focus has shifted from one of control to one of advice and support to line managers. The forces reinforcing this trend include downsizing, outsourcing of the HR function, information technology, and the inclusion of HR courses in undergraduate, graduate, and executive education programs designed for the general manager (rather than the HR specialist).

Our goal for the fourth edition of *Managing Human Resources* is to emphasize a general management approach even more than we did in the three previous editions. Because of our increased emphasis on managing people, rather than on the designed HRM tools and techniques or the activities of the HRM department, this book should be relevant to every business student. We believe that no matter what area of management students aspire to, they will have to work with the most important resource—people. For instance, whom should we hire? How much should we pay the new hire? How do we handle conflict between people of different backgrounds? How do we decide who should be laid off in the case of downsizing? How do we provide performance feedback to capitalize on employees' strengths? How can ethical decisions be made when the interests of the organization (reducing cost), the manager (having a harmoniously working team), and the employee (keeping a job) may not coincide under difficult economic conditions? What should the supervisor do when a long-standing employee is accused of sexual harassment? How students manage these and other similar HR issues in the future will be a critical determinant of their effectiveness as managers and the effectiveness of their organization. Although students taking a “survey” HRM course should learn how to use HR tools or techniques that may help in addressing HR concerns, they will seldom be involved in the actual design of those tools and techniques.

Each chapter of this text takes the managerial perspective and examines issues relevant to today's managers. HRM from the managerial perspective is the overriding key to engaging the students and promoting their appreciation and learning the effective management of people. This fourth edition offers an updated and more applied content with an even clearer emphasis on the managerial perspective.

1. New chapter vignettes based on recent events are used to illustrate why the chapter content is relevant to managers.
2. Most chapters include at least one new feature titled “Manager's Notebook: Emerging Trends,” which addresses the management of contemporary HR issues that have become salient since the previous edition of the text.
3. Most chapters include at least one new feature titled “Manager's Notebook: Customer-Driven HR.” Consistent with the general management perspective of the text, this feature provides an example of how line managers and employees act as customers that utilize HR programs to become more effective in their jobs. Furthermore, the customer-driven perspective views employees as customers of the organization's management practices. This perspective encourages students to consider the impact of management decisions on outcomes such as employee loyalty and retention. This new feature reinforces the theme that “every manager is an HR manager.”
4. Based on feedback received from instructors and students using the text, we have extended the cases at the back of each chapter. At least half of the cases have been replaced in this new edition. They all include a team exercise in addition to discussion questions.
5. Two new end-of-chapter features have been added that present managerial situations that parallel the “emerging trends” and “customer-driven HR” themes discussed in the body of the text. These new features conclude with analytical questions and issues, experiential exercise, and group projects such as role-plays and debates.
6. We have greatly expanded coverage of international HR issues, which are now covered in most

chapters. For instance, the management of diversity has become a major issue in western Europe where foreign workers (mostly from northern Africa and eastern Europe) now represent 10 to 20 percent of the population.

7. Over 600 new references have been added to summarize and integrate the most recent HR research.

The text is organized as follows:

■ **Chapter 1, “Meeting Present and Emerging Strategic Human Resource Challenges,”** has been substantially revised, focusing on emerging environmental and organizational trends affecting HR practices. Some of the themes receiving special attention in the new edition include employment and compensation risk, coping with information overflow, globalization, corporate corruption, security issues, and the need to establish work/life balance to help attract and retain employees.

■ **Chapter 2, “Managing Work Flows and Conducting Job Analysis,”** examines use of teams, including virtual teams, and problem-solving teams. The chapter has expanded coverage of outsourcing human resource management activities and examines both its costs and benefits.

■ **Chapter 3, “Understanding Equal Opportunity and the Legal Environment,”** contains new court decisions in several areas including racial, gender, and disability forms of employment discrimination. Expanded text content is provided on pregnancy discrimination and information on how to handle a sexual harassment investigation.

■ **Chapter 4, “Managing Diversity,”** provides numerous new examples of how firms deal with diversity issues at work. It also provides new coverage of employees with mixed identities, the special concerns of various employee groups, and how the management of diversity has become an international phenomenon as many countries around the world face unprecedented immigration and women enter the workforce in large numbers.

■ **Chapter 5, “Recruiting and Selecting Employees,”** includes expanded coverage of the use of technology in recruitment and selection. A customer-driven focus is presented by considering job candidates as customers of the organization’s selection process and by considering customers of the organization’s products or services as potential employees. Background checks and security issues are given heightened consideration.

■ **Chapter 6, “Managing Employee Separations, Downsizing, and Outplacement,”** includes expanded consideration of layoffs and how they should be handled. The costs of turnover, the use of contingent workers, and how to avoid being a layoff victim are new or expanded topics.

■ **Chapter 7, “Appraising and Managing Performance,”** initiates new or expanded coverage of coaching, self-management, the balanced scorecard, and the use of performance review software. Coverage also includes business strategy in addition to job analysis as a source of performance criteria.

■ **Chapter 8, “Training the Workforce,”** includes new content in e-learning and preemployment training. Coverage is expanded on the topic of reducing training costs and determining the return on investment in training.

■ **Chapter 9, “Developing Careers,”** presents new content on the effect of telecommuting on careers and the option of switching industries more easily than careers. Coverage of career self-advancement is expanded through consideration of desirable and undesirable characteristics in today’s workplace, virtual career advice, and mentoring.

■ **Chapter 10, “Managing Compensation,”** offers expanded coverage of new trends in compensation such as use of variable pay to minimize layoffs, employees’ exposure to stock market risks, application of information technology to make compensation decisions, the design of global compensation programs, and the passage of “living wage” legislation in several metropolitan areas.

■ **Chapter 11, “Rewarding Performance,”** offers expanded treatment of the positive and negative ef-

fects of incentive programs. New coverage includes nonmonetary incentives, educating employees on pay-related risks, the use of compensation systems worldwide, contemporary trends in executive pay, and incentive management on the Web.

■ **Chapter 12, “*Designing and Administering Benefits*,”** includes expanded coverage of 401(k) retirement plans with a discussion of the investment risk associated with keeping a large percentage of retirement plan funds invested in an employer’s stock. An international comparison of unemployment insurance benefits coverage in the United States has been provided. Finally, new content on health insurance plans for small businesses and self-employed individuals has been added to the text.

■ **Chapter 13, “*Developing Employee Relations*,”** has increased emphasis on developing employee relations through technology, such as the use of Web sites for grievances that can be rapidly addressed by managers and the use of Internet-based job satisfaction surveys that provide immediate employee feedback on various company policies and initiatives. Expanded coverage is also provided on public recognition programs designed to improve employee morale.

■ **Chapter 14, “*Respecting Employee Rights and Managing Discipline*,”** includes new content on employer restrictions on office romance between employees and the debate over the use of no-dating policies within companies. New information on employee drug-testing policies has been added including coverage on preemployment and probable cause drug-testing procedures.

■ **Chapter 15, “*Working with Organized Labor*,”** has updated information on emerging trends in labor union growth, labor contracts, strike activities, and labor relations in other countries. Expanded content has been added on the Railway Labor Act and the Weingarten right of a union employee, which is derived from a court case that gave unionized employees the right to have a union representative present during a disciplinary investigation.

■ **Chapter 16, “*Managing Workplace Safety and Health*,”** includes new content on depression and hearing loss. Online approaches to increasing fitness are a new consideration as are managing threats from bioterrorism and desk rage.

■ **Chapter 17, “*International HR Challenge*,”** has been thoroughly updated, including new material on worldwide recruiting, women expatriates, balancing the need for global integration with tailor-made HR policies to fit particular cultures, and the use of information technology to access skilled labor in different countries around the world.

Themes

In addition to the managerial perspective, we thread several themes throughout this book, including:

- The need to provide customer-driven HR programs and services to managers and employees
- The need to analyze emerging trends impacting HRM practices and develop proactive responses to deal with them
- The need to foster cooperation between line managers and the HR department
- The importance of operating within a legal framework and acting ethically
- The effects of reorganizing, outsourcing, and quality management on HRM
- Workforce diversity as a source of competitive advantage in the global economy
- The changing forces of technology and their implications for HRM

Features

Managing Human Resources contains a number of innovative pedagogical features. Every chapter contains *learning objectives* phrased as management challenges, an *opening vignette* that draws students into the

chapter, a running marginal glossary of key terms, a summary, discussion and review questions, and end-of chapter notes and references. In addition, each chapter contains these features:

The Managerial Perspective

This chapter introductory section previews what's to come in the chapter and how the HR material is relevant to managers.

Question of Ethics

Several of these segments raise ethical questions that relate to the chapter's content. They are designed to provoke thought and debate on issues that are not easily resolved.

Manager's Notebooks

Approximately two thirds of the Manager's Notebooks are new in this fourth edition. They are divided into three categories. These notebooks provide management advice on a variety of issues that managers confront daily, from providing feedback during an appraisal session to preparing employees for a layoff. A second type of notebook is new to this fourth edition, which we call "emerging trends." These Manager's Notebooks discuss issues that are becoming important to HRM practice and that are likely to require increased attention in the future. For instance, many countries around the world have recently enacted legislation to facilitate or actively encourage the use of stock-based incentive plans. This means that multinational firms need to reconsider their incentive plans to adapt to this new trend. The third type of Manager's Notebooks is also new to this fourth edition, which we call "customer-driven HR." These Manager's Notebooks examine HR practices illustrating how managers and employees can benefit by approaching employees as internal customers. For instance, one of these Manager's Notebooks illustrates how line managers and employees can instantly access salary data on their own for hundreds of positions, analyzed to meet their needs (e.g., by location, by experience).

Issues and Applications

To give extended applications that relate to HR topics, we have Issues and Applications features in every chapter that showcase HR practices (both good and bad) around the globe. For instance, Chapter 9 spotlights the glass ceiling in Asia and a feature in Chapter 11 addresses the surge in piecework due to the Internet. Over 35 percent of these features are new.

"You Manage It!" Discussion Cases

Each chapter concludes with four cases based on scenarios from actual companies. Approximately two thirds of these cases are new. Based on feedback received from the prior edition, we have lengthened the cases to provide more in-depth coverage, and for each we have included critical thinking questions and team exercises. The "You Manage It!" cases are now divided into three categories, two of which are new. The first category, which we call "discussion case," is similar to the concept successfully used in previous editions. The detail and length of the case study offer a challenging student assignment for individual analysis and group work. The second category, which we call "emerging trends," is new to this fourth edition. It provides an example that illustrates an HR-related issue that is likely to require increased attention in the future. Students are asked to analyze the situation by responding to critical thinking questions and engaging in team-based exercises. The third category, which we call "customer-driven HR," is also new to this fourth edition. It provides an example that illustrates how managers and employees can be effectively serviced by HR programs or how to overcome the roadblocks that make it difficult for particular HR programs to be helpful to the end users. Students are also asked to analyze the situation by responding to critical thinking ques-

tions and engaging in team-based exercises.

Managerial Challenge: Discussion Questions

Approximately half of the discussion questions at the end of each chapter have been replaced. This section has been reworked by expanding the length of the coverage for the issues at hand and focusing the question on the managerial challenges involved.

New Part-Ending On Location! Videos

There are 6 new videos each with discussion questions throughout this book. These cases have an applied focus that helps students build their HR management skills. Parts 2 through 6 close with a new video case and discussion questions. These cases have an applied focus that helps students build their HR management skills.

In addition, each chapter includes numerous examples of HRM practices at a wide variety of companies, from small, service-providing organizations to huge megacorporations. A concise dictionary of HRM terminology is provided at the end of the book, along with a subject index and a name, company, and product index.

The Teaching and Learning Package

Each component of the teaching and learning package has been carefully crafted to ensure that the HRM course is rewarding for both instructors and students.

Instructor's Manual

- A chapter overview/lecture launcher
- Annotated outline (including all text features)
- Answers to all end-of-chapter discussion questions and end-of-chapter "You Manage It!" critical thinking questions
- Sample syllabi
- Key to PowerPoints

Text Web Site www.prenhall.com/gomez

The text Web site features cases and articles designed to support student research. Level-one cases include cases from previous editions as well as cases not included in the text that the authors want to make available to students. The authors will update level-one cases twice yearly to coincide with the beginning of each semester.

Level-two cases and readings are drawn from the Xanadu/Proquest database and are thematically organized to correspond with the table of contents. Level-two cases and readings include selections from scholarly journals, business media, and popular press. These cases and readings will also be updated twice yearly to coincide with the beginning of each semester.

For Instructors

Text-specific faculty resources include downloadable supplements (Instructor's Manual, PowerPoint presentations, and test item file).

For Students—Student Version of PowerPoint Package

The Student PowerPoints (available on the Web only) are black and white, contain no teaching notes, and do not have graphics. These Student PowerPoints allow a student to print the slides at home, bring them to

class, follow along with the instructor's PowerPoints, and take notes.

Test Item File

The *Test Item File* contains 17 chapters of 140+ questions per chapter, all of which have been carefully checked for accuracy and quality. This comprehensive set consists of multiple-choice, case, true/false, short answer, and essay questions. Each test question is ranked by level of difficulty (easy, moderate, or difficult), type of question (recall, integration, or application), and contains page references to give the instructor a quick and easy way to balance the level of exams or quizzes.

PH Custom Test

The test item file is designed as a computerized package that allows users to custom design, save, and generate classroom tests. Available on CD-ROM, PH Custom Test gives instructors the ability to edit, add, or delete questions from the test item file and to export files to various word processing programs including Word and WordPerfect.

PowerPoint Package

There are more than 300 slides on the PowerPoint CD that accompanies the fourth edition of *Managing Human Resources*. The majority of these slides also contain useful teaching notes. The final slide for each chapter is entitled "Case" and contains an exercise based on chapter material. This case can be discussed by the entire class or by dividing the class into small groups that report back and compare notes. Each case applies its corresponding chapter material to a real-world setting.

On Location! Human Resource Management Video

Six videos offer students the opportunity to view real-life HR executives from companies like BMG and Hotjobs, who discuss current human resource issues such as sexual harassment and discrimination, recruiting, the complexities of restructuring, incentives and benefits, labor relations, and the successes and failures of expatriate employees.

About The Authors



Luis R. Gómez-Mejía holds the Horace Steel chair in the W. P. Carey College of Business at Arizona State University. He received his Ph.D. and M.A. in industrial relations from the University of Minnesota and a B.A. in economics from the University of Minnesota. Prior to entering academia, Professor Gómez-Mejía worked for eight years in human resources for the City of Minneapolis and Control Data Corporation. He has served as consultant to numerous organizations since then. Prior to joining ASU, he taught at the University of Colorado and the University of Florida. He has served two terms on the editorial board of the *Academy of Management Journal* and is editor and cofounder of the *Journal of High Technology Management Research*. He has published over 120 articles appearing in the most prestigious management journals including the *Academy of Management Journal*, *Administrative Science Quarterly*, *Strategic Management Journal*, *Industrial Relations*, and *Personnel Psychology*. He has also written and edited a dozen management books published by Prentice Hall, Southwestern Press, JAI Press, and Grid. He was ranked one of the top nine in research productivity based on the number of publications in the *Academy of Management Journal*. He has received numerous awards including “best article” in the *Academy of Management Journal* (1992) and Council of 100 Distinguished Scholars at Arizona State University (1994). Professor Gómez-Mejía’s research focuses on macro HR issues, international HR practices, and compensation.



David B. Balkin is Professor of Management in the College of Business Administration at the University of Colorado at Boulder. He received his Ph.D. in industrial relations from the University of Minnesota. Prior to joining the University of Colorado, he served on the faculties of Louisiana State University and Northeastern University. He has published over 35 articles appearing in such journals as the *Academy of Management Journal*, *Strategic Management Journal*, *Industrial Relations*, *Personnel Psychology*, *Journal of Labor Research*, and *Academy of Management Executive*. One of his publications (coauthored with Luis R. Gómez-Mejía) was selected as the best article published in 1992 in the *Academy of Management Journal*. Professor Balkin has written or edited three books on HRM topics. He has consulted for a number of organizations, including U.S. West, Baxter Healthcare, Hydro Quebec, and The Commonwealth of Massachusetts. Professor Balkin’s research focuses on the interaction between business strategy and HR policies, and the design and implementation of reward systems.