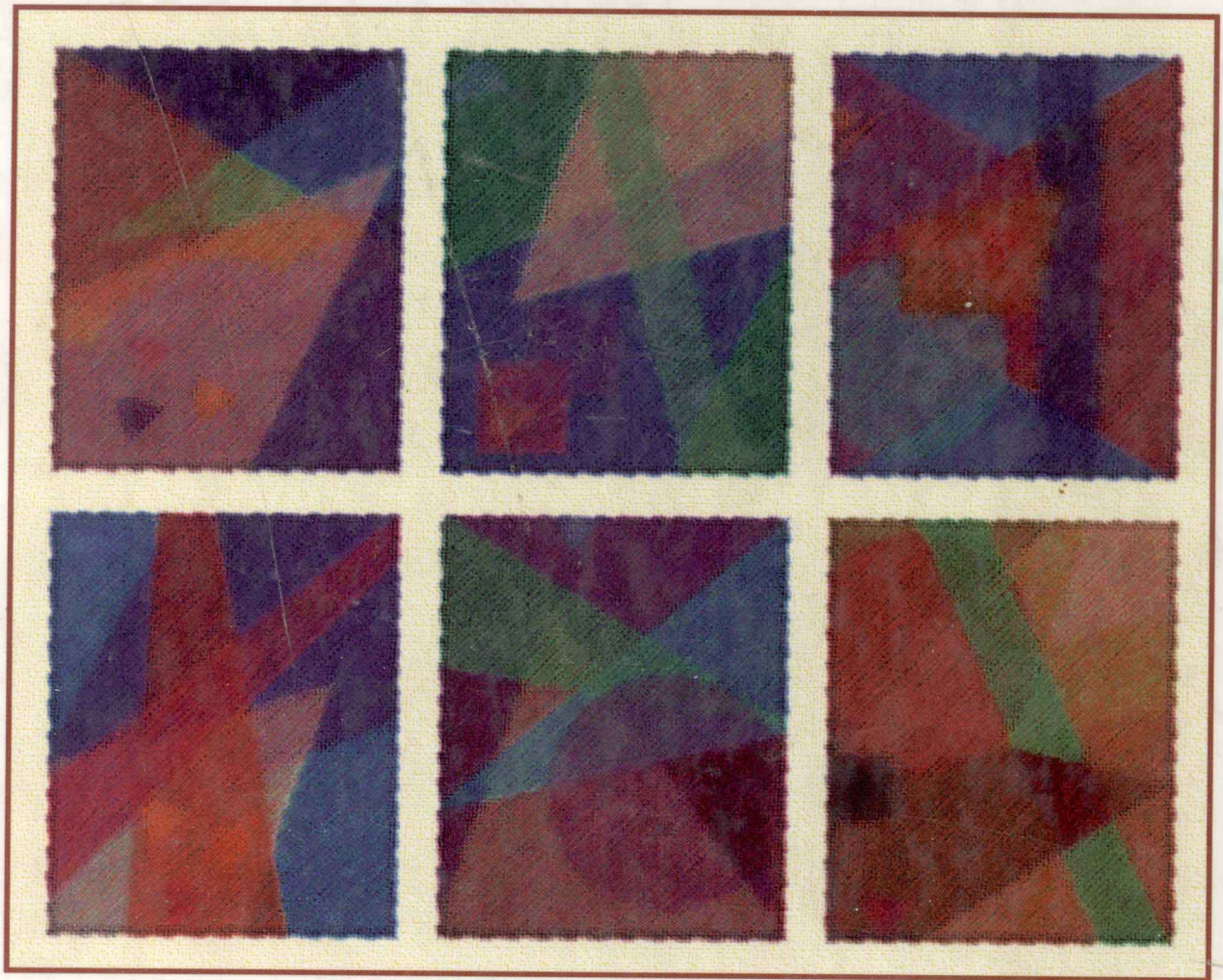


# HUMAN RESOURCE MANAGEMENT

❖ EIGHTH EDITION ❖



ROBERT L. MATHIS ❖ JOHN H. JACKSON



# HUMAN RESOURCE MANAGEMENT



EIGHTH EDITION

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CIP

TO  
Jo Ann Mathis  
who manages me



R. D. and M. M. Jackson  
who have been successful managers of people for many years

## ❖ PREFACE ❖

*“The future has suddenly and dramatically become the present.”*

—R. Babson

Organizations today face many challenges in the management of their human resources. Every week brings news media reports on organizational downsizings, workforce diversity, shortages of skilled workers in many areas and industries, and many other concerns. The thrust of this book is to identify and explain developments in the field of human resource (HR) management that managers will face to the year 2000.

The eighth edition of this book continues the successful tradition established in the past, but the authors have made many changes in this edition in order to address newly emerging issues, and to reflect changes in the way HR management activities are being addressed. The goal is to build on past excellence and to continue as one of the leading HR management texts. Every line and word of content from the previous edition has been reviewed and major revisions have been made in most areas. We believe that the eighth edition continues the standards of currentness, readability, and excellence associated with the previous editions.

There are a number of reasons for someone to read this book. Certainly not everyone who reads it will become an HR manager. In fact, many students who take HR courses will not even become HR generalists or specialists. But everyone who works in any organization will come in contact with HR management—both effective and ineffective. Those who become operating managers must be able to manage HR activities because every manager's HR actions can have major consequences for every organization. One continuing feature of the book is specifying the areas of contact between operating managers and the HR unit. Throughout the book these “interfaces” describe typical divisions of HR responsibilities, even though some variations occur depending on the size of the organization, its technology, history, and other factors.

Another important audience for the book is composed of practicing HR professionals. Previous editions of the book have aided hundreds of HR professionals to enhance their knowledge and prepare for one of the professional exams so that they can become PHR or SPHR certified by the Human Resource Certification Institute (HRCI). This edition will continue to be valuable to HR professionals,

and conscious efforts have been made by the authors to provide content coverage of the topics on the HRCI approved outline, which is reproduced in Appendix E.

### ❖ FEATURES OF THE EIGHTH EDITION

Each chapter begins with an example of an HR problem, situation, or practice in an actual organization that illustrates a facet of the content that follows in the chapter. Within each chapter, there are vignettes called *HR Perspective* that highlight specific practices by employers, research studies on HR management topics, and/or ethical issues in HR management. New to this edition is the *Logging On* feature which identifies some useful sources of HR information on the Internet. Specific World Wide Web addresses are given in every chapter. All of the cases at the end of chapters are “real-life” problems and situations using actual organizations as examples. As a result of suggestions from students and instructors who have used the previous edition, key terms and concepts are listed at the end of each chapter along with the Review and Discussion Questions.

Possibly the most exciting addition to the eighth edition has been the inclusion of Learning Media for each of the six sections of the book. There are two features of the Learning Media: one is a sample HRIS system and the second contains video cases. Regarding the sample HRIS system, at the beginning of the book a brief profile of a fictitious company, SME-TEK, is presented. Then using the data on employees at SME-TEK located on the CD that is available with the text, readers can access computer-based training applications of an actual human resource information system (HRIS) in use in many organizations. Produced by Ceridian Employer Services, one of the best known suppliers of human resource information and payroll services, students may see how the Ceridian© CII HR information system is used to perform specific HR activities. On the CD in the *Features and Processes* component of the Ceridian-produced CD, students may see typical HRIS screens. In the *Concepts* section, background material on the various content areas may be reviewed to augment the appropriate text coverage.

The video cases cover management issues in smaller firms, with the HR management aspect being highlighted

by the questions in the text. Instructors wishing to use these video cases may order them either from West Publishing or their area West sales representative, and they are available at no cost to adopters.

## ❖ ORGANIZATION OF THE EIGHTH EDITION

Section 1 of the eighth edition opens with an overview of HR as a field of study, with Chapter 1 stressing both the strategic and administrative roles of HR management. The second chapter examines strategic HR planning and why strategic HR planning is growing in importance. A virtually new Chapter 3 focuses on human resources as they affect organizational competitiveness. The chapter specifically addresses the impact that human resources have on productivity, quality, and service in organizations. Reengineering, self-directed work teams, production cells, and Total Quality Management (TQM) are all topics covered as they relate to the management of human resources. The increasing global nature of organizations has led to a new Chapter 4 on Global Human Resource management. Extensive coverage is given to the cultural effects HR management has on operating globally.

Major revisions have been made in Chapters 5 and 6 that comprise Section 2 on Equal Employment Opportunity. The authors believe that the issues of diversity and equal employment are closely linked, and Chapter 5 begins with a discussion of diversity and HR management's role with managing diversity. The legal framework for EEO is covered, along with both sides of the contentious debate on affirmative action. Chapter 6 contains a detailed look at various aspects of implementing equal employment, such as sexual harassment, age discrimination, the glass ceiling, and many others.

Section 3 on Analyzing and Staffing Jobs begins with Chapter 7, which covers job analysis. That chapter provides details on preparation and use of job descriptions and job specifications, as well as content on identifying essential job functions as required by the ADA. In Chapter 8 on recruiting new content highlights the use of the Internet for recruiting and flexible staffing approaches. Chapter 9 continues its solid coverage of the employment process and selection activities.

Chapter 10 on training contains comprehensive coverage on employee orientation and major issues associated with training. Specific content addresses the effects of educational and skill deficiencies of U.S. workers and how employers are addressing those deficiencies. Chapter 11 discusses employee development and career planning and

the importance of HR activities in these areas. The final chapter of Section 4 has new content on performance management and the role of performance appraisal as a part of enhancing the performance of human resources in organizations.

Section 5 on Compensating Human Resources covers pay administration, incentives, and benefits. Information has been included on new approaches such as broadbanding and skill-based pay to augment the detailed coverage of pay-for-performance, gainsharing, and other incentive programs that are presented in Chapters 13 and 14. Changes in content have been made in Chapter 15 on benefits in order to highlight the growing cost concerns facing managers and organizations. Special coverage of mandated benefits, health-care cost management, and family-related benefits highlight current challenges, while discussion of flexible benefits systems identifies one response of employers to those challenges.

Employees and labor relations activities are covered in Section 6. Chapter 16 on health, safety, and security has been reorganized and additional coverage has been included on hazard communications, personal protective equipment, blood-borne pathogens, and other OSHA compliance issues. Content on workplace violence and security issues also has been added. Chapter 17 discusses the various issues associated with employee rights and discipline, such as employment-at-will, privacy rights, and substance abuse. The coverage of union-management relations in Chapters 18 and 19 highlights the legal framework for unionism, emerging trends in unionism, collective bargaining, and effective grievance management. The text concludes with a chapter on assessing HR effectiveness. Significant revisions have been made in this chapter as well.

The instructor's manual, prepared by Jack A. Hill (University of Nebraska at Omaha) represents one of the most exciting, professionally-useful instructor's aids available. The test bank contains approximately 2000 test questions prepared by Roger Dean (Washington and Lee University). That test bank is available in computerized form also from West Publishing, as are over 60 color transparencies. An excellent student resource guide prepared by Sally A. Coltrin (University of North Florida) and Roger Dean contains sample test questions, cases, and exercises to supplement the learning potential of this text.

## ❖ ACKNOWLEDGMENTS

Producing any book requires assistance from many others. The authors are especially grateful to those individuals

who provided reviews and numerous helpful comments for this edition, including the following who did comprehensive reviews:

Larry B. Brandt	Nova Southeastern University
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Finally, some leading HR professionals provided ideas and assistance and appreciation is expressed to: Nicholas Dayan, SPHR; William L. Kelly, SPHR; Michael R. Losey, SPHR; Jerry L. Sellentin, SPHR; S. Gary Snodgrass; and Raymond B. Weinberg, SPHR.

Those involved in changing messy scrawls into printed ideas deserve special recognition. At the top of that list is JoAnn Mathis whose guidance and prodding made this book better. Another who assisted with many critical details included Carolyn Foster. Special thanks for their support and encouragement throughout the production process go to Carole Balach and Denise Simon of West Publishing.

The authors are confident that this edition will continue to be the standard for the HR field. We believe that it is a relevant and interesting text for those learning more about 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



# SME-TEK, INC.



## COMPANY PROFILE

*SME-TEK, INC. is a fictional company developed specifically for the exercises on the CD-ROM accompanying this text. Its workforce has been structured by Ceridian to depict HR activities in a company its size.*

SME-TEK INC. headquarters is located in Boulder, Colorado and the manufacturing facility is in New York, New York. SME-TEK Inc. was started in 1975 by Samuel Jacobs, Joe Bailey, and Howard Robinson.

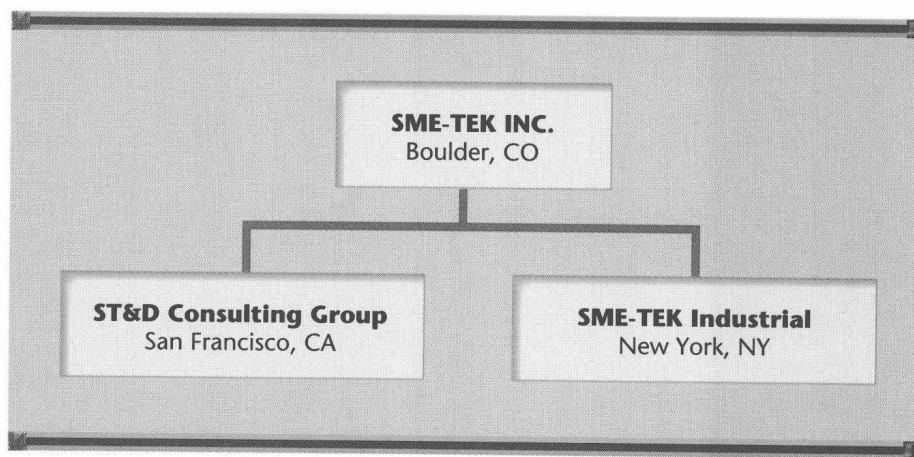
SME-TEK Industrial was formed and started manufacturing small pins and rollers for use in automated assembly lines. Over the next five years, the company expanded its foothold in this industry and started manufacturing almost all components used in the mechanical or automated portions of assembly lines.

During the 1980s, the focus on quality and technology improvements led many customers to start asking SME-TEK, for help in designing and implementing manufacturing operations. The company decided to capitalize on its internal knowledge and expertise to meet this developing market.

Thus, in 1983, SME-TEK Inc. started a consulting company based out of San Francisco, California called ST&D Consulting Group. This company's primary role was to provide implementation, training and documentation services to meet the customized solutions requested by customers for improving manufacturing systems.

Today there are 109 employees working for SME-TEK Inc. in ten different states across the U.S.

During the progression of the CD-ROM exercises in this text, SME-TEK will acquire a small accounting firm, CEB & Associates, which will be operated as a separate company. Also, a small communications firm will be acquired and become part of SME-TEK as its Advertising Department. Otherwise, all of the operating entities of SME-TEK are shown on the corporate organization chart below.



**FIGURE P-1**  
**SME-TEK, INC.**  
**CORPORATE ORGANIZATION**

**NOTE:** CD-ROM exercises appear at the end of each section of the text. These exercises are produced exclusively for *Human Resource Management, Eighth Edition* by Ceridian Employer Services, a leading supplier of human resource information systems (HRIS) to the business community. The exercises are adapted from and will introduce the student to using the Ceridian© CII HR information system. Technical information, system requirements, and installation instructions are contained on the endsheet of the text opposite the CD which is provided free with the textbook.



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