
FOURTH EDITION

PERSONNEL / HUMAN
RESOURCE MANAGEMENT

HENEMAN / SCHWAB / FOSSUM / DYER

1989 Fourth Edition

Personnel/Human Resource Management

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Personnel/Human Resource Management

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Preface

This fourth edition of *Personnel/Human Resource Management* contains many features and changes that we believe constitute improvements over the previous editions. The book continues to be built around the Personnel/Human Resource (P/HR) management model. The model, however, has been placed in a broader strategic and administrative context. To this end we have taken the first chapter from the previous edition and split it into two expanded chapters. Chapter 1 introduces and discusses the P/HR model. This is followed by a section labeled “Organization Context.” This section identifies six major issues confronting organizations: productivity, product quality, customer service, labor costs, work-force flexibility, and unethical practices. We show how P/HR management can help organizations address each issue. An administrative process model is then presented that illustrates the constant interplay between P/HR management and the administrative process. Linkages back to the P/HR model and the six major issues are also shown.

Chapter 2 (“P/HR Management in Operation”) discusses the need for a P/HR department and its typical structure at both corporate and operating levels. P/HR activities are then treated from two perspectives: that of line managers and that of staff managers in the P/HR department. It is shown that while perspectives differ, organizations are moving increasingly toward a shared relationship between line and staff managers. The effectiveness of the P/HR management activities is dealt with from both line and staff management perspectives, with an emphasis on alternative ways for assessing the effectiveness of the P/HR department. These assessment procedures include managerial performance appraisal systems, aggregate outcome and cost data analysis, utility analysis, and constituent opinions. The chapter concludes with a discussion of careers and professional activities in P/HR management.

To make room for these two expanded chapters, we have sought to “streamline” others somewhat. In addition, we have deleted the “Hours

of Work” chapter from the third edition. Some of that material has been incorporated into Chapter 12 (“Internal Staffing and Career Management”).

Instructor and student reactions to the cases we developed for the third edition have been very positive. Consequently, we have kept these cases intact in this edition. The cases are in the areas of (1) performance assessment, (2) external staffing, (3) employee development, (4) compensation, (5) labor relations, and (6) work design and change. The cases are written to provide students with challenges in both problem identification and problem solution. Extensive analysis of each case is provided in the instructor’s manual.

The instructor’s manual has been expanded in two ways. First, as noted above, we provide written analysis of the six cases. Second, the number of true-false and multiple choice test items for each chapter has been increased substantially. Other features of the instructor’s manual remain as before. Phil Benson (New Mexico State) assumed responsibility for revising the instructor’s manual, and we gratefully acknowledge his contributions.

We have completely revised Chapter 8 (“Human Resource Planning”). There is now more of a direct tie-in to business planning and strategy. Also, emphasis is placed on staffing planning as a key way of focusing and integrating P/HR activities and thereby enhancing organizational success.

We have paid close attention, as in previous editions, to references. We have eliminated a high percentage of relatively old references and added a substantial set of new ones. We exercised judgment by providing references to works that we felt were of high quality. Also, we sought references that contained many useful references themselves. In this way, the student can easily “backtrack” and quickly develop a comprehensive list of references for a topic area.

In addition to the major features and changes described above, we have many specific new or expanded topics that we treat. They are:

1. Immigration and its effects.
2. Labor force quality and demographic changes.
3. Tax laws and COBRA.
4. Age discrimination and research.
5. Sexual harassment.
6. Acquired Immune Deficiency Syndrome (AIDS).
7. Empirical research on job analysis.
8. Health care cost containment.
9. Utility of P/HR activities and programs.
10. Private pension plans.

11. Employee welfare plans (EAPs, wellness programs, child care, elder care).
12. EEO laws, regulations, court decisions.
13. Effects of unions on employers and employees.
14. Unions and political involvement.
15. Lie detectors and the Employee Polygraph Protection Act.
16. Health exams (physical, drugs, AIDS, genetic screening).
17. Situational employment interviews.
18. Validity generalization.
19. Uniform Guidelines on Employee Selection Procedures.
20. Health problems (reproduction hazards, video display terminals, smoking, stress).
21. College recruiting.
22. Layoffs and the Worker Adjustment and Retraining Notification Act.
23. High-involvement work systems.
24. Employment-at-will.
25. Strategic issues in development of pay systems.
26. Attendance and turnover.
27. Administration of performance appraisal systems.
28. Alternative work arrangements (temporary help, short-term hires, on-call employees, homework).

These changes made in this edition have come about both because of changes in the P/HR management field and changes in our own way of thinking about the field. Decisions about changes, as well as those things we have chosen to retain, have greatly benefited from the thoughts of others. Specifically, we gratefully acknowledge the inputs of Chris Berger (Purdue), Judy Olian (Maryland), Bruce Wonder (Western Washington), Robert Heneman (Ohio State), Cliff Baker (North Carolina State), Ken Carson (Arizona State), and Michael Mount (Iowa). Excellent clerical and research support was provided by Jo Churey, Pat Dickerson, Christiane Labelle, Therry Wils, Jennifer Byer, Kelly Malowski, Dorothy Peterson, Janet Christopher, Kathy McCord, Jean Trager, Susan Kasper, Maryann Sveum, Molly Casserly, Georgiana Herman, and Mariann Nelson.

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Personnel/Human Resource Management

PART ONE

Personnel/Human Resource Management and Its Environment

Personnel/Human Resource Management: Model and Organization Context
