

英文原版系列教材

THOMSON

HUMAN RESOURCE MANAGEMENT

ESSENTIAL PERSPECTIVES

人力资源管理学

(第2版)

Mathis & Jackson



经济科学出版社
Economic Science Press

Human Resource Management

Essential Perspectives

Second Edition

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SOUTH-WESTERN



THOMSON LEARNING

图书在版编目 (CIP) 数据

人力资源管理学 = Human Resource Management: Essential Perspectives (第2版) / (美) 马西斯 (Mathis) 等著. —影印本. —北京: 经济科学出版社, 2004.3

(英文原版系列教材)

ISBN 7-5058-3985-3

I. 人… II. 马… III. 劳动力资源—资源管理—教材—英文 IV. F241

中国版本图书馆 CIP 数据核字 (2004) 第 008242 号

责任编辑: 凌 敏

技术编辑: 李长建

人力资源管理学

(第二版)

Mathis & Jackson 著

经济科学出版社出版、发行 新华书店经销

社址: 北京海淀区阜成路甲 28 号 邮编: 100036

第三编辑中心电话: 88191307 发行部电话: 88191515

网址: www.esp.com.cn

电子邮件: esbj3@esp.com.cn

北京密兴印刷厂印装

787×1092 16 开 14.25 印张 260000 字

2004 年 3 月第一版 2004 年 3 月第一次印刷

印数: 0001—3000 册

ISBN 7-5058-3985-3/F·3284 定价: 24.00 元

(图书出现印装问题, 本社负责调换)

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iv About the Authors

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Preface

The importance of HR issues for managers and organizations is evident every day. As indicated by frequent headlines and news media reports on downsizing, workforce shortages, sexual harassment, union activity, and other topics, the management of human resources is growing in impact throughout the United States and the world. Many individuals are affected by HR issues; consequently, they will benefit by becoming more knowledgeable about HR management. Those interested in the field of HR management must know more about the nature of various HR activities. Every manager's HR actions can have major consequences for organizations. This book has been prepared to provide an overview of HR management for students, HR practitioners, and others in organizations.

A need exists for a moderately priced overview of HR management that both HR practitioners and students can use. The positive reception of the first edition of *Human Resource Management: Essential Perspectives* proved this. Consequently, we are pleased to provide an updated version. In addition, this book presents information in a way that makes sense to various industry groups and professional organizations. Finally, this condensed view of HR management also addresses the tremendous interest in U.S. practices of HR management in other countries, making it a valuable resource for managers worldwide.

As authors, it is our belief that this book will be a useful and interesting resource for those desiring an overview of the important issues and practices in HR management. It is our hope that this book will contribute to more effective management of human resources in organizations.

Robert L. Mathis, Ph.D., SPHR
John H. Jackson, Ph.D.

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CHAPTER 1

Strategic Human Resource Management and Planning

Human resources can and should play an integral role in the strategic management of an organization. Human resources are increasingly seen as having the potential to create competitive advantage for an organization.

The people in an organization can provide a competitive advantage. Throughout the book, it will be emphasized that the people as human resources may contribute to and affect the competitive success of the organization. **Human resource (HR) management** deals with the design of formal systems in an organization to ensure the effective and efficient use of human talent to accomplish organizational goals.

HR MANAGEMENT CHALLENGES

The environment faced by HR management is a challenging one because changes are occurring rapidly across a wide range of issues. A study by the Hudson Institute, entitled *Workforce 2020*, has highlighted some of the more important workforce issues that are identified in the following sections.¹

Economic and Technological Change

Several economic changes have altered employment and occupational patterns in the United States. A major change is the shift of jobs from manufacturing and agriculture to service industries and telecommunications. This shift has meant that some organizations have had to reduce the number of employees, while

2 Chapter 1 Strategic Human Resource Management and Planning

others have had to attract and retain employees with different capabilities than previously were needed.

Occupational Shifts

Projections of the growth and decline in jobs illustrate the economic and employment shifts currently occurring. It is interesting to note that most of the fastest-growing occupations percentagewise are related to information technology or health care. The increase in technology jobs is due to the rapid increase in the use of information technology, such as databases, system design and analysis, and desktop publishing. The health-care jobs are growing as a result of the aging of the U.S. population and workforce, a factor discussed later. Due to the increased use of information technology, global linkages are now more extensive, resulting in production and transportation being coordinated worldwide. Loss of manufacturing jobs in the United States has been replaced with jobs in information technology, financial services, health care, and retail services. In summary, the U.S. economy is becoming a service economy, and that shift is expected to continue. More than 80% of U.S. jobs are in service industries, and most new jobs created by 2006 also will be in services. It is estimated that manufacturing jobs will represent only 12 to 15% of all U.S. jobs by that date.²

Workforce Availability and Quality

In many parts of the United States today, significant workforce shortages exist due to an inadequate supply of workers with the skills needed to perform the jobs being added. In the last several years news reports have regularly described tight labor markets, with unemployment rates in some locales below 3%. Also, industries and companies continually report shortages of qualified, experienced workers. Today *contingent workers* (temporary workers, independent contractors, leased employees, and part-timers) represent more than 20% of the workforce. Many employers operate with a core group of regular employees with critical skills, and then expand and contract the workforce through the use of contingent workers. This practice requires determining staffing needs and deciding in advance which employees and positions should form the core group and which should be more fluid.

Demographics and Diversity

The U.S. workforce has been changing dramatically. It is more diverse racially, women are in the labor force in much greater numbers than ever before, and the average age of the workforce is now considerably older than before. As a result of these demographic shifts, HR management in organizations has had to adapt to this more varied labor force both externally and internally. Projections by the U.S. Bureau of Labor Statistics are that the racial/ethnic mix of the U.S. workforce will continue to shift. The white labor force is expected to decline

from 80% of the workforce in 1986 to about 73% by 2006. It is projected that by 2020, about 20% of the U.S. population will be age 65 or older, and that there will be as many people over age 65 as there will be ages 20–35. The aging of the population also is reflected in the occupational shifts noted previously. The growth in medically related jobs will be due primarily to providing care to older people, who will live longer and need greater medical care. Taken together, these aging issues mean that HR professionals will continue to face significant staffing difficulties. Efforts to attract older workers through the use of part-time and flexible staffing will increase.³ Also, as more older workers with a lifetime of experience and skills retire, HR will face significant challenges in replacing them with workers who have similar capabilities and work ethic.

Balancing Work and Family

For many workers in the United States, balancing the demands of family and work is a significant challenge. While this balancing has always been a concern, the growth in the number of working women and dual-career couples has resulted in greater tensions for many workers. To respond to these concerns, many employers are facing pressures to provide “family-friendly” policies and benefits. The assistance given by employers ranges from maintaining references on child-care providers to establishing on-site child-care and elder-care facilities. Also, according to the Family and Medical Leave Act employers with at least fifty workers must provide up to twelve weeks of unpaid parental/family leave.

Organizational Restructuring

Many organizations have restructured in the past few years in order to become more competitive. As part of the organizational changes, many organizations have “rightsized” by either (1) eliminating layers of managers, (2) closing facilities, (3) merging with other organizations, or (4) outplacing workers. A common transformation has been to flatten organizations by removing several layers of management and to improve productivity, quality, and service while also reducing costs. As a result, jobs are redesigned and people affected. One of the challenges that HR management faces with organizational restructuring is dealing with the human consequences of such change.

HR MANAGEMENT ACTIVITIES

The central focus for HR management must be on contributing to organizational success. As Figure 1-1 depicts, HR management usually is composed of several groups of interlinked activities. However, the performance of these HR activities is done in the context of a specific organization, which is represented by the inner rings in Figure 1-1. All managers with HR responsibilities must consider external environmental forces—such as legal, political, economic, social, cultural, and technological ones—when addressing HR activities.

FIGURE 1-1 Management Activities



HR Planning and Analysis

HR planning and analysis activities have several facets. Through *HR planning*, managers attempt to anticipate forces that will influence the future supply of and demand for employees. Having a *human resource information system (HRIS)* to provide accurate and timely information for HR planning is crucial.

Equal Employment Opportunity

Compliance with equal employment opportunity (EEO) laws and regulations affects all other HR activities. For instance, strategic HR plans must ensure availability of a *diversity* of individuals to meet *affirmative action* requirements. In addition, when recruiting, selecting, and training individuals, all managers must be aware of EEO requirements.

Staffing

The aim of staffing is to provide an adequate supply of qualified individuals to fill the jobs in an organization. By studying what workers do, *job analysis* provides the foundation for the staffing function. From this, *job descriptions* and *job specifications* can be prepared and used to *recruit* applicants for job openings. The *selection process* is then concerned with choosing the most qualified individuals to fill jobs in the organization.

HR Development

Beginning with the *orientation* of new employees, HR training and development also includes *job-skill training*. As jobs evolve and change, ongoing *retraining* is necessary to accommodate technological changes. Encouraging *development* of all employees, including supervisors and managers, is necessary to prepare organizations for future challenges. *Career planning* identifies paths and activities for individual employees as they develop within the organization. Assessing how employees perform their jobs and make improvements is the focus of *performance management*.

Compensation and Benefits

Compensation rewards people for performing organizational work through *pay*, *incentives*, and *benefits*. Employers must develop and refine their basic *wage* and *salary* systems. Also, *incentive programs* such as gainsharing are growing in usage. The rapid increase in the costs of benefits, especially health-care benefits, will continue to be a major issue.