THOMSON

当代全美 **MBA** 经典教材书系（英文影印版）

★★★ 人力资源管理系列 ★★★

人力资源管理

罗伯特·L. 马西斯（Robert L. Mathis） 约翰·H. 杰克逊（John H. Jackson） ／著

HUMAN RESOURCE MANAGEMENT

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HUMAN RESOURCE MANAGEMENT

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出 版 者 序 言

2001 年 12 月 10 日中国加入了世界贸易组织,从此,中国将进一步加强与世界各国在政治、经济、文化各方面的交流与合作,这一切都注定中国将在未来世界经济发展中书写重要的一笔。

然而,中国经济的发展正面临着前所未有的人才考验,在许多领域都面临着人才匮乏的问题,特别是,了解国际贸易规则、能够适应国际竞争需要的国际型管理人才更是中国在未来国际竞争中所必需的。因此,制定和实施人才战略,培养并造就大批优秀人才,是我们在新一轮国际竞争中赢得主动的关键。

工商管理硕士(MBA),1910 年首创于美国哈佛大学,随后 MBA 教材历经百年风雨不断完善,取得了令世人瞩目的成绩。如今,美国 MBA 教育已经为世界企业界所熟知,得到社会的广泛承认和高度评价。中国的 MBA 教育虽起步较晚,但在过去 10 年里,中国的 MBA 教育事业发展非常迅速,也取得了相当显著的成绩。现在国内已经有 50 多所高等院校可以授予 MBA 学位,为社会培养了 3000 多名 MBA 毕业生,并有在读学员 2 万多人。

目前,国内的 MBA 教育市场呈现一片繁荣景象,但繁荣的背后却隐藏着种种亟待解决的问题。其中很大一部分问题是因为目前我国高校使用的教材内容陈旧,与国外名校的名牌教材差距较大,在教学内容、体系上也缺乏与一流大学的沟通。一方面,为适应经济全球化,国家教育管理部门曾要求各高校大力推广使用外语讲授公共课和专业课,另一方面,在我国加入 WTO 后急需的上百万人才中,对 MBA 人员的需求更是占三分之一之多,所以,大力开展双语教学,适当引进和借鉴国外名牌大学的原版教材,是加快中国 MBA 教育步伐,使之走向国际化的一条捷径。

目前,国内市场上国外引进版教材也是新旧好坏参差不齐,这就需要读者进行仔细的甄别。对于国外原版教材的使用,我们要提几点看法,国外每年出版的教材多达几万种,如果不了解国外的教材市场,不了解国外原版教材的品质就不可能找到真正适合教学和学习的好的教材。对于不太了解外版教材的国内读者来说,选择教材要把握以下几点,即:选择国外最新出版的书;选择名校、名作者的书;选择再版多次并且非常流行的书。综合以上几点来看,目前国内市场上真正出新、出好、出精的 MBA 教材还是不多的。基于以上认识,北京大学出版社推出了《当代全美MBA 经典教材书系(英文影印版/英文改编版)》,本套丛书的筛选也正是本着以上提到的几点原则,即:出新、出好、出精。经过北京大学及国内其他著名高校的知名学者的精心挑选,本套丛书汇集了美国管理学界各个学科领域专家的权威巨著,称得上是一套优中选精的丛书。本套丛书现在已经推出了会计类、金融类、国际商务类、市场营销类、电子商务类、统计类六个系列,现在又新推出了 MBA 核心课程和人力资源管理两个系列,以后,我们还将陆续推出更多专业的英文影印版及英文改编版书籍。

致谢

本套教材是我社与国外一流专业出版公司合作出版的,是从大量外版教材中选出的最优秀的一部分。在选书的过程中我们得到了很多专家学者的支持和帮助,可以说每一本书都经过处于教学一线的专家、学者们的精心审定,本套教材的顺利出版离不开他们的无私帮助,在此,我们对审读并对本套丛书提出过宝贵意见的老师们表示衷心的感谢,他们是(按拼音排序):

本套丛书的顺利出版还得到了培生教育出版集团(Pearson Education)北京代表处、汤姆森学习出版集团(Thomson Learning)北京代表处及麦格劳-希尔教育出版公司(McGraw-Hill Education)北京代表处的大力支持,在此对他们也表示真诚的感谢。

出版声明

本套丛书是对国外原版教材的影印,由于各个国家和地区的政治、经济、文化背景的不同,对于原作者所持观点还请广大读者在阅读过程中加以分析和鉴别。我们希望本套丛书的出版能够促进中外文化交流,加快国内经济管理专业教学的发展,为中国经济走向世界作出一份贡献。

我们欢迎所有关心中国 MBA 教育的专家学者对我们的工作进行指导,欢迎每一位读者给我们提出宝贵的意见和建议。

北京大学出版社
经济与管理图书事业部
2004 年 12 月

关于本书

适用对象

本教材适合财经类专业本科生、研究生及 MBA 使用。

内容简介

这本领先市场的书用偏实务的方法论述了人力资源管理在企业中的战略作用。综合性的和以研究为基础的内容涵盖了人力资源管理资格认证协会(HRCI)的内容大纲,包括全球化过程中人力资源的多样化管理、绩效评估的新研究和目前的热门话题,诸如:自我指导的工作团队、三叶草(shamrock)组织、扁平化(broadbanding)组织、按能力高低确认薪资系统、职业安全、工作场合中的暴力问题和组织认同感如何影响企业的生产、产品和服务的质量。

作者简介

Robert L. Mathis 博士是美国内布拉斯加大学奥马哈分校(University of Nebraska at Omaha)著名的管理学教授,曾获得"优秀教学成果奖"。他在得克萨斯理工大学(Texas Tech University)获得了工商管理学士学位(BBA)和工商管理硕士学位(MBA),在科罗拉多大学(University of Colorado)获得了管理与组织专业博士学位。

在过去的 25 年中,Mathis 博士与其合作者发表了多篇文章,内容涉猎广泛。在专业水平方面,Mathis 博士在人力资源管理协会和其他专业组织,如管理学会中担任重要职务。他还担任人力资源认证协会(HRCI)的主席,并获得由 HRCI 颁发的人力资源高级专业人员证书(SPHR)。

Mathis 博士还给不同领域的各种规模的企业作咨询,这些领域包括电信、电子营销、财政金融、制造业、零售业、健康卫生和公用事业。他在为中小型企业建立和修改薪酬计划咨询方面有着尤为丰富的经验。Mathis 博士还有在其他国家和地区做咨询和培训的经验,如澳大利亚、立陶宛、罗马尼亚、摩尔多瓦和中国台湾地区等。

John H. Jackson 博士目前是怀俄明大学(University of Wyoming)的管理学教授。他在得克萨斯理工大学(Texas Tech University)获得工商管理学士学位(BBA)和工商管理硕士学位(MBA)。他在电信行业从事人力资源管理工作多年,离开电信行业后,又在科罗拉多大学(University of Colorado)继续深造并获得了管理学和组织行为学博士学位。

在他的教学生涯中,Jackson 博士已经完成了 4 本其他院校的教材和 50 多篇论文,发表在 *Academy of Management Review*, *Journal of Management*, *Human Resources Management*, *Human Resources Planning* 等刊物上。同时,他还为很多企业提供咨询。在过去的这些年中,Jackson 博士作为一个人力资源专家见证了很多和人力资源管理有关的案例。

在怀俄明大学(University of Wyoming)任教期间,Jackson 博士曾在管理学系和营销学系担任系主任,他还是该校中较早从事双向教学的教员之一。另外,他还参与了商业环境和自然资源学科的课程设计。

主要特色

- 综合性的和以研究为基础的内容:涵盖了人力资源管理资格认证协会(HRCI)的内容

大纲。

- 人力资源的变迁历史：每章开头和结尾的小案例向学生们介绍了很多人力资源管理的现实问题，同时引导学生理解各章内容。这些小案例集中在人力资源管理的热门话题、发展趋势和转变等问题上。
- 人力资源管理的视角：工具箱的嵌入（大约每章有两个）向读者展示了一些现实中生活真实的例子，如多样化、道德、国际化事件研究和公司实例。
- 战略聚焦：本书第1章提出了人力资源战略管理的特性，并把这种观念贯穿于全书中。
- 网络实践：我们可以在每章的结尾发现本书为学生提供的各种网站地址，使学生可以浏览公司的数据和其他人力资源管理话题。
- 网络资源：读者可以通过本书的网址（http://mathis.swcollege.com）获得关于人力资源组织、文献和其他更多的信息。
- 最后一章：第18章是本书的一个重要章节，强调了全球化是如何影响人力资源管理运行的。

本版更新

- 西方群体的人力资源管理政策和实践在线指导：进入这个网站可以获得目前关于人力资源管理事件的分析、人力资源战略规划案例和可下载的表格等，并且可以免费获得关于本书更多的资料。
- 电子人力资源管理特色：我们可以在本书的很多章节发现关于因特网对人力资源管理运行的影响和描述。
- 人力资源管理实践：这些部分提供了如何处理人力资源管理事件和情景的具体建议，诸如进行离职面谈和进行新员工入厂培训等内容。

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2. 激励基础
第二部分　社会系统
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教辅产品

1. 测试软件(0-324-17934-0)
2. 教师指导手册和视频指导(0-324-18531-6)
3. 教师资源光盘(0-324-07154-X)
4. 习题库(0-324-18532-4)
5. 透明胶片(0-324-07155-8)

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 organization downsizing, workforce diversity, shortages of skilled workers, and other concerns. The purpose of this book is to provide a current understanding of developments in the field of human resource (HR) management.

The authors of this book are gratified that this text is a leader in the field of HR management. The changes made in this edition are designed to keep it the standard against which other books in the field are compared. It is a standard for academics in educating students taking HR classes or those needing HR knowledge as part of other professional degree programs. It is a standard for HR professionals using it to review their HR knowledge in the pursuit of HR professional certifications.

The tenth edition of the book builds on successful past editions. At the same time, it incorporates a significant number of changes to maintain its leadership position. In the most thorough revision possible of this text, the authors evaluated every line and word of content from the previous edition, integrating valuable new information. Past users and readers will see that the tenth edition is the most current and readable HR text available.

There are a number of reasons for someone to read this book. Some readers will be current or future HR professionals, and for them, the book covers the body of HR knowledge faced in organizations regularly. However, other individuals will read the book while enrolled in HR or other management-related courses in a number of disciplines and fields. It is likely that these readers will not become HR generalists or specialists. But everyone who works in any organization will face HR issues and be confronted with HR management decisions with major consequences for every organization. Throughout the book, a feature entitled "Typical Division of HR Responsibilities" describes typical ways HR responsibilities are shared by HR specialists and operating managers and supervisors.

Another important audience for the book is composed of practicing HR professionals. Previous editions of the book aided hundreds of HR professionals in enhancing their knowledge and preparing for professional exams to become PHR or SPHR certified by the Human Resource Certification Institute (HRCI). This edition will continue to be valuable to HR professionals, and the authors made conscious efforts to provide content coverage of the topics in the HRCI certification exams. Specifically for those individuals, Appendix A reproduces the test specifications identified by HRCI when it released its most recent revised content outline.

In the Tenth Edition

This edition continues some features highly regarded in past editions, but readers will find some new ones as well. A few of the latter are noted next.

West Group HR Advisor on the Web

An important addition to the tenth edition is the West Group HR Advisor on the Web. As an industry leader in providing information to HR professionals, West Group produces and sells HR Advisor on the Web to thousands of HR practitioners. Through a cooperative arrangement, every instructor and purchaser of the new text will receive an individualized access code to all of the HR Advisor content at the West Group Web site. Details are in the booklet inside the front cover of the each copy of the tenth edition. On the HR Advisor readers will be able to read current analyses of HR issues, view sample HR policies in more than 70 areas, obtain compliance instructions, download numerous sample HR forms,

and review background details on many topics that expand or supplement the coverage in the tenth edition. Also, individuals can subscribe to *HR Wire,* an Internet-provided newsletter that regularly covers current "hot topics," court decisions, and timely policy and practice information. To tie in the West Group content throughout the book, all chapters contain several specific West Group item notations as a margin feature, and directions for linking to the HR Advisor on the Web content in the designated area.

Internet

As the Internet becomes an increasingly valuable tool for HR professionals, it affects a number of HR activities. To incorporate more Internet links, this edition adds or expands several features. First, throughout the text the *Logging On* feature identifies Web sites that contain useful sources of HR information in specific content areas. Most of these links are new to the tenth edition, and each contains a specific World Wide Web address active at the publication time of this text. Second, within most chapters a new feature, e-HR, describes the impact of the Internet on how HR management is practiced or raises HR issues prompted by employee use of the Internet in organizations. Third, an end-of-chapter feature, *Using the Internet,* presents an exercise in which students respond to typical HR situations or managerial requests with the help of a designated Internet site. Finally, where appropriate, references from Web addresses are cited in the chapter notes.

Human Resource Management, Tenth Edition Web Site

At a dedicated Web site just for the tenth edition, instructors and students will find useful tools and additional resources to enrich and extend textbook presentations. Instructors will find downloadable ancillary materials. Students and other readers can locate other resources, such as quick links to a number of useful items, at *http//mathis.swcollege.com.*

Included on the Web site are listings of HR literature, resources, and important organizations. Also, the Web site contains Web addresses for a variety of electronic newsletters from some leading consulting firms that provide HR content. Most of these newsletters can be subscribed to at no cost. Accessing these newsletters provides timely information on current HR events, court decisions, studies, and other areas.

Organization of the Tenth Edition

The organization of the tenth edition reflects significant changes from the previous edition. Throughout the text a number of key modifications include the following features.

HR Resources and Research Updated

To address the rapid changes within HR management, the authors used the most current references, with more than 90% of the references dated year 2000 or later. The few remaining references from the previous edition are classic research or conceptual articles, significant court decisions, or other timeless content. Interestingly, a comparative analysis of other HR text reveals that more than half of their resource citations were more than five years old when those books were released. The authors take pride in their efforts to include virtually all new resources and references to meet the commitment of providing the most current HR text.

HR's Strategic Contribution to Organizational Effectiveness

This text stresses how HR professionals and the activities they direct contribute to the strategic business success of organizations. The first chapter looks at the roles of HR management, particularly the importance of the *strategic* role of HR management. Chapter 2 addresses strategic human resource planning, the strategic factors affecting HR, how to evaluate the effectiveness of HR management, and the use of human resource information systems (HRIS).

Individual Performance and Employee Retention

In the competitive world of today, organizations require individuals who perform well and remain as employees. After a revised discussion of motivation, Chapter 3 contains extensive content on employee retention. No other general HR text provides comparable coverage of retention to that contained in the tenth edition.

Equal Employment and Affirmative Action

Major revisions made in Chapters 4 and 5 cover equal employment opportunity (EEO). As suggested by reviewers, Chapter 4 addresses the various laws, regulations, and court decisions that determine the legal framework of EEO. Because the issues of diversity and equal employment are so closely linked, Chapter 5 begins with a discussion of diversity and the importance of managing diversity as a critical part of HR management. This chapter also contains an updated look at various aspects of implementing equal employment, such as sexual harassment, age discrimination, and religious discrimination.

Staffing the Organization

Significant revisions to Chapter 6, Jobs and Human Resources, describe job design and redesign issues that impact organizations and the people working in them. Based on job design, the chapter then continues the useful coverage of job analysis and the task-based and competency approaches to job analysis.

Chapter 7 focuses on recruiting in tight labor markets. The difficulties of recruiting employees with scarce skills and new methods of attracting these individuals are discussed. Specifically, the chapter contains considerable new content on Internet recruiting. Strategic recruiting, including use of flexible staffing approaches, also is highlighted in Chapter 7. An expansion of the well-regarded coverage on selection in Chapter 8 encompasses the selection strategy choices that management must make. The revised discussion of psychological testing and interviewing approaches and techniques reflects current research and practices in HR management.

Training and HR Development

The revisions made to Chapter 9 on training are based on input from reviewers and assistance from Lisa Burke at Louisiana State University–Shreveport. The chapter now discusses the strategic role training plays in organizations and how training must be linked to business strategies and organizational competitiveness. Specific content on adult learning and newer training design and delivery means is provided. As the text addresses the growing use of *e*-learning, it includes why and how organizations move toward Web-based training. Chapter 10 on HR development looks at the means organizations use to expand the capabilities of their human resources. The chapter contains new content on succession planning and why it will grow in importance as a focus of HR management in the coming years. The chapter also discusses leadership and other management development approaches.

Performance Management

Chapter 11 expands the material on identifying and measuring employee performance, including additional information on multisource and 360 degree approaches as they become integral in many performance management systems. The chapter emphasizes performance management and the role of the performance appraisal process in enhancing the performance of human resources in organizations.

Compensating Human Resources

Compensation of human resources covers pay administration, incentives, and benefits. Chapters 12 and 13 include information on approaches such as broadbanding and competency-based pay to augment the well-regarded coverage of base compensation, pay-for-performance, and variable-pay programs already in those chapters. New coverage of variable-pay plans of various types has been added. Also, changes in content made in Chapter 14 on benefits highlight the growing cost concerns facing HR professionals and organizations.

Employee Relations

The discussion of employee relations addresses several areas, including health, safety, and security. The revisions to the coverage in Chapter 15 of health, safety, and security issues identify current health and safety issues and OSHA compliance requirements. The chapter offers new content on the prevention of workplace violence and the importance of workplace security. The various issues associated with employee rights and discipline, such as employment-at-will, privacy rights, and substance abuse are expanded in Chapter 16. It also looks at emerging issues such as electronic monitoring, privacy, and e-mail, and other employee-rights issues affected by technology.

Union-Management Relations

The changing role of unions in the U.S. economy is discussed in Chapter 17. In addition to covering the

basic laws and regulations governing union-management relations in the United States, new material discusses reasons for the declining percentage of workers in unions and the challenges facing both unions and management.

Global HR Management

A significant change in this edition is the movement of the content on global HR management to be the final chapter. Contrary to what some may view as diminishing the importance of global HR, the authors constructed Chapter 18 as a "capstone" to emphasize how global forces affect the way in which HR management is practiced. Significantly revised global HR content addresses the expatriate selection and assignment process, as well as the repatriation process needed with global employees. Because all of the previously discussed HR activities must be addressed somewhat differently when global HR employees are managed, the authors responded to reviewers' suggestions to use the global HR content to conclude the book.

Chapter Features

Each chapter begins with specific learning objectives. Next, the *HR Insights* feature contains an example of an HR problem, situation, or practice in an actual organization, which illustrates some facet of that chapter's content. Each chapter also presents *HR Perspectives* vignettes that highlight HR management examples, ethical issues, and research studies. Additionally, new to this edition, many chapters contain *HR Practices* boxes, which offer suggestions on how to handle specific HR issues or situations, and the *e-HR* examples mentioned earlier. Both the *West Group* and the *Logging On* features provide linkages to additional material beyond the text content.

Following a point-by-point summary, the review and discussions questions link to the opening learning objectives. Key terms and concepts are listed, and a "Using the Internet" exercise is included. At the end of every chapter, a case presents a real-life problem or situation using actual organizations as examples. Finally, reference notes cite sources used in the chapter, with particular attention given to the inclusion of the most current references and research possible.

Supplements

Student Resource Guide
(ISBN 0-324-07156-6)
Designed from a student's perspective by Julie Woodard, SPHR, this useful study guide comes with all the tools necessary to maximize results in class and on exams. Chapter objectives and chapter outlines aid students in reviewing for exams. Study questions include matching (10–15 per chapter), true/false (15 per chapter), idea completion (5 per chapter), multiple choice (25 per chapter), and essay questions (3 per chapter). Answer keys are provided. Key issues are identified for each case presented in the text.

HR Management Electronic Review Guide (ISBN 0-324-18341-0)
A Web-based learning companion, the HR Management Electronic Review uses a question-and-feedback format to give individuals the opportunity to identify and review their professional knowledge of HR management content. Prepared by Julie Woodard, SPHR, and Alan Jaramillo, SPHR, the HR Management Professional Review provides a broad-based review of topics central to HR management. For individuals who will be taking tests over HR management content, a prologue of test-taking tips is included to ease exam anxiety and provide practical advice.

Videos (ISBN 0-538-89013-4)
A diverse selection of custom-produced, CNN news segments are available to introduce topics, supplement lecture material, and stimulate discussion. Companies, people, and events that are familiar to students illustrate human resource issues and offer insights into all phases of human resource management.

Instructor's Manual (ISBN 0-324-18531-6)
The instructor's manual, prepared by Cary Thorp, University of Nebraska–Lincoln, and Thomas R. Tudor, James Madison University, represents one of the most exciting and professionally useful instructor's aids available. Comprehensive teaching materials, including chapter overviews, chapter outlines, instructor's notes, and suggested answers to end-of-chapter Review and Discussion Questions and

Using the Internet exercises are provided for every chapter. A guide to the videos available for use in classes includes notes about how to introduce the videos to students, points to consider when viewing various segments, and questions for discussion.

Test Bank (ISBN 0-324-18532-4)

The test bank contains more than 1,500 test questions prepared by Roger Dean of Washington and Lee University. Multiple-choice, true/false, and essay questions are provided for every chapter. Answers are cross-referenced to pages in the textbook that pinpoint where relevant material can be found in the text. When the answer to a true/false question is false, feedback is provided to underscore the reason why.

The test bank is also available in a computerized Windows™-compatible format. Exam View (ISBN 0-324-17934-0) is a fully integrated software program that allows for test creation, delivery, and classroom management tools.

Transparency Acetates
(ISBN 0-324-07158-8)

Prepared by Cary Thorp, University of Nebraska–Lincoln, in conjunction with the instructor's manual, a full-color set of 120 transparency acetates is also available to instructors to enhance classroom presentations.

Instructor's Resource CD-ROM
(ISBN 0-324-07154-X)

The Instructor's Resource CD-ROM includes an electronic version of the instructor's manual, printed test bank and Exam View. In addition, it includes a comprehensive set of full-color PowerPoint presentation slides, prepared by Charlie T. Cook of The University of West Alabama.

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The authors feel confident that this edition will continue as a standard for the HR field. We believe it offers a relevant and interesting look at HR management, and we are optimistic that those who use the book will agree.

Robert L. Mathis, SPHR   John H. Jackson
Omaha, Nebraska   Laramie, Wyoming

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Contents in Brief

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Staffing the Organization

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