

HUMAN RESOURCE MANAGEMENT

▲ SEVENTH EDITION ▲



ROBERT L. MATHIS ▲ JOHN H. JACKSON

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ROBERT L. MATHIS

University of Nebraska at Omaha

JOHN H. JACKSON

University of Wyoming

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To

Jo Ann Mathis
who manages me

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

PREFACE



Too often we face the past and back into the future

George Schultz 

Managers of human resources in organizations today face a rapidly changing world, and many of their past practices are being challenged because of changes in many areas. Every week numerous newspaper articles, television special reports, and seminars describe such issues as changing workforce demographics, labor shortages, family/work balancing, and equal employment concerns. The thrust of this book is to cover the relevant ideas and developments in the field of human resource (HR) management that managers will face into the next century.

The seventh edition of this book continues an established tradition, but the authors have made many changes in this edition in order to address newly emerging issues and to reflect changes in the way traditional HR activities are being practiced. Every line and word of content from the previous edition has been reviewed and major revisions made in many areas. Therefore, we believe that this edition again provides an excellent text which is both readable—and up-to-date.

There are a number of reasons for studying this book. Certainly not everyone who reads it will become an HR manager. In fact, many students who take HR courses will not become HR generalists or specialists. But everyone who works in any organization will come in contact with HR management—both good and bad. Those who become operating managers must be able to manage HR activities because every manager's HR actions can have major consequences for their organizations. A feature continued in the book specifies the typical areas of contact between operating managers and the HR unit. These “interfaces” throughout the book describe typical divisions of HR responsibilities, even though some variations will occur depending on the site of the organization, its technology, history, and other factors.

Organization of the Book

Each chapter begins with an example of an HR problem, situation, or practice in an actual organization to illustrate a facet of the content that follows in the chapter. Within each chapter, vignettes entitled “HR Perspectives” highlight specific practices by employers, research studies on HR topics, global HR issues and practices, and/or ethical issues in HR management. All of the cases at the end of chapters are “real-life” problems and situations using actual organizations as examples. Some of the section cases which were considered valuable by reviewers have been retained, but several new cases have been provided, including one on diversity management at Motorola.

A special feature in this edition is a completely new comprehensive case on HR activities at Federal Express, a company known as a leader in effective management of its human resources. Prepared specifically for this text, the case shows how integral HR management has been to Federal Express as it has built its “absolutely, positively” culture and operations.

The seventh 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. Chapter 2 discusses the impact of changes in economic and employment patterns, demographic and workforce composition, work patterns and contingent workers, social values, and family/work issues. Significant new content on managing workforce diversity has been added to this edition. The second chapter also discusses HR management in global settings, in smaller entrepreneurial organizations, and in public-sector entities. Chapter 3 examines the strategic role of HR management and why it is growing in importance. Chapter 4 has been revised to focus on HR issues as they relate to organizational productivity and quality. The chapter specifically addresses the major part HR management plays in quality improvement efforts in organizations, including Total Quality Management (TQM).

Major revisions have been made in Chapters 5 and 6, (Section 2), on equal employment opportunity to ensure that content coverage of changes in legislation and recent court decisions is accurate and current. Specific coverage of the Civil Rights Act of 1991 and the Americans with Disabilities Act of 1990 (ADA) has been included.

Section 3 on analyzing and staffing jobs begins with Chapter 7, which covers job analysis and provides details on preparation and use of job descriptions and job specifications. New content has been added on identifying essential job functions as required by the ADA. Chapter 8 on recruiting has been revised, and it includes more on recruiting planning and evaluation. The ninth chapter contains solid coverage of the employment process and selection activities.

Chapter 10 on training contains comprehensive coverage on employee orientation and various other facets of training. Specific content addresses the topic of educational and skill deficiencies among 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 on performance appraisal includes both research and practice information.

Section 5 on compensating human resources covers pay administration, incentives, and benefits. More information has been included on pay-for-performance, gainsharing, and other incentive programs that are presented in Chapters 13 and 14. Major 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 changes, while discussion of flexible benefits systems identifies one response of employers to those challenges.

Employee and labor relations activities are covered in Section 6. In Chapter 16, Health and Safety, additional coverage has been included on hazard communications, fetal protection, and other evolving issues. 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 in order to incorporate coverage of human resource information systems. The focus of the final chapter is on assessing the effectiveness of HR activities in organizations.

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 2,000 test questions prepared by Ellen Frank (Southern Connecticut State University) and Roger Dean (Washington and Lee University). The same test bank also is available in computerized form from West Publishing. Over 60 color transparencies are available in a separate package. 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 enhance the learning potential of this text.

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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. Others who assisted with many miscellaneous but necessary details included Nancy Hess and Carolyn Foster. Special thanks for their support and encouragement throughout the production process go to Carole Balach, Denise Simon, and Bridget Neumayr of West Publishing.

The authors are confident that this edition will continue to fill the need for a relevant and interesting text for those learning more about HR management. We are optimistic that those who use the book will agree.

Robert L. Mathis, SPHR
Omaha, Nebraska

John H. Jackson
Laramie, Wyoming

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