Includes BNA EMPLOYMENT GUIDE on CD (Student Edition)

Human Resource Management

NINTH EDITION

Robert L. Mathis • John H. Jackson

Human Resource Management

NINTH EDITION

Robert L. Mathis
University of Nebraska at Omaha

John H. Jackson
University of Wyoming

South-Western College Publishing
Thomson Learning™

Australia • Canada • Denmark • Japan • Mexico • New Zealand • Philippines
Puerto Rico • Singapore • South Africa • Spain • United Kingdom • United States

Publisher: Dave Shaut
Acquisitions Editor: Charles E. McCormick, Jr.
Developmental Editor: Judy O'Neill
Marketing Manager: Joseph A. Sabatino
Production Editor: Deanna R. Quinn
Media and Technology Editor: Kevin von Gillern
Media Production Editor: Robin K. Browning
Manufacturing Coordinator: Dana Began Schwartz
Internal Design: Ellen Pettengell Design
Cartoon Research: Feldman & Associates, Inc.
Photography Manager: Cary Benbow
Cover Design: Paul Neff Design
Cover Images: © 1999 Photodisc and © 1999 Artville
Production House and Compositor: D&G Limited, LLC
Printer: West Group

COPYRIGHT ©2000 by South-Western College Publishing, a division of Thomson Learning. The Thomson Learning logo is a registered trademark used herein under license.

All Rights Reserved. No part of this work covered by the copyright hereon may be reproduced or used in any form or by any means—graphic, electronic, or mechanical, including photocopying, recording, taping, or information storage and retrieval systems—without the written permission of the publisher.

Printed in the United States of America
1 2 3 4 5 02 01 00 99

For more information contact South-Western College Publishing, 5101 Madison Road, Cincinnati, Ohio, 45227 or find us on the Internet at http://www.swcollege.com

For permission to use material from this text or product, contact us by
- **telephone: 1-800-730-2214**
- **fax: 1-800-730-2215**
- **web: http://www.thomsonrights.com**

Library of Congress Cataloging-in-Publication Data
Mathis, Robert L.
Human resource management / Robert L. Mathis, John H. Jackson -- 9th ed.
p. cm.
Includes bibliographical references (p.) and indexes.
ISBN 0-538-89004-5 (package)
ISBN 0-538-89005-3 (book : hard : alk. paper)
ISBN 0-538-89006-1 (CD)
1. Personnel management. I. Jackson, John Harold. II. Title.
HF5549.M3349 2000
658.3--dc21 99-15314

This book is printed on acid-free paper.

TO

Jo Ann Mathis
who manages me

•

R. D. and M. M. Jackson
who were 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 organization downsizing, workforce diversity, shortages of skilled workers in many industries, and other concerns. The purpose of this book is to provide understanding of developments in the field of human resource (HR) management that managers will face in the new century.

The ninth edition of the book continues the successful tradition established in the past, but authors again have made many changes in this edition to address newly emerging issues and research and to reflect changes in the way HR management activities are being implemented. The goal is to build on past experiences and to continue as the leading HR management text. Authors sometimes do what is referred to as "a cosmetic revision," using the same basic content with some new design features to justify the need for a new edition. This approach is not acceptable to the authors of this book; consequently, every line and word of content from the previous edition has been reviewed, and major revisions have been made. We believe that the ninth edition is the most current, readable, and excellent HR text available.

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, most 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 they 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 to prepare for 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 in the HRCI content outline, which is reproduced in Appendix A.

In the Ninth Edition

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

BNA Employment Guide (Student Edition)

An important addition to the ninth edition is the inclusion of the *BNA Employment Guide (Student Edition)* on CD-ROM (EMG). Produced by the Bureau of National Affairs, an industry leader in providing HR information to the HR professionals, the EMG contains current coverage of HR policies, compliance issues, forms, and details to supplement the text coverage. Also, a number of issues of the highly regarded *Bulletin to Management*, from BNA, a weekly update for HR professionals, have been included. To tie the BNA CD to text content throughout the book, most chapters contain specific BNA section notations as a margin feature. Each of the margin citations to the *BNA Employment Guide* directs readers to specific content on the CD relevant to the material being discussed at that point in the chapter.

此为试读,需要完整PDF请访问: www.ertongbook.com

Internet

As the Internet has exploded in usage by HR professionals, a number of HR activities have been affected. To incorporate more Internet links, several features have been added or expanded. First, throughout the text the *Logging On* feature identifies websites that contain useful sources of HR information in specific content areas. Each of these items contains a specific World Wide Web address, and all were active at the publication time of this text. Second, the end of each chapter contains a feature, *Using the Internet,* which presents an exercise requiring students to use a designated Internet site to respond to typical HR situations or managerial requests. Finally, where appropriate, references from web addresses are cited in the chapter notes.

Organization of the Ninth Edition

The organization of the ninth edition reflects significant changes from the previous edition. Key changes are noted next.

Eighteen Chapters

In this edition there are 18 chapters, down from 20 in the previous edition. The material on HR information systems and assessing HR effectiveness has been integrated into Chapters 2 and 3, where HR planning and organizational competitiveness are discussed. Also, the content on union-management relations has been combined into one chapter.

HR as Strategic Business Contributor

The need for HR professionals and the activities they direct to contribute to the strategic business success of organizations is stressed. This emphasis is introduced in the first three chapters, which have been revised significantly. The first chapter looks at three roles of HR management: *strategic, operational,* and *administrative,* and how HR activities must support these three roles. Chapter 2 addresses strategic human resource planning, and additional coverage of strategic HR forces has been included.

HR's Contribution to Organizational Effectiveness and Global Success

A significantly revised Chapter 3 focuses on human resources as they affect organizational competitiveness. The chapter specifically discusses the impact that human resources have on productivity, quality, and service in organizations. The chapter considers productivity from individual, organizational, and national perspectives, and develops a model for evaluating the effectiveness of HR management in an organization. The global dimensions of competitiveness and HR management are examined in Chapter 4.

Equal Employment and Affirmative Action

Major revisions have been made in Chapters 5 and 6 that cover equal employment opportunity (EEO). 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. Then the legal framework for EEO is covered, along with both sides of the contentious debate on affirmative action. Chapter 5 adds material on managing diversity and on problems associated with diversity training. Also, the discussion of validity has been changed and the content of the affirmative action debate has been updated to reflect the most recent court decisions and other developments. The sixth chapter contains a detailed look at various aspects of implementing equal employment, such as sexual harassment, age discrimination, religious discrimination, and many others. The coverage of sexual harassment, as a result of recent U.S. Supreme Court decisions, has been revised and expanded.

Staffing the Organization

Chapter 7, which covers job analysis, contains significant new content on the competency identification process for jobs and work. The traditional coverage of generating task-based job descriptions and job specifications has been changed also. Recruiting in tight labor markets is the focus of Chapter 8. The difficulties of recruiting scarce-skilled employees and new methods of attracting these individuals are discussed. Specifically, the chapter highlights the use of the Internet and flexible staffing approaches. The growing use of professional employer organizations and

employee leasing are considered as other approaches to staffing organizational jobs. The well-regarded coverage on selection has been expanded to encompass the selection strategy choices that management must make. The coverage of psychological testing includes a review of material on the "Big Five" personality traits as predictors. The text identifies common selection interview questions by predictor area.

Training and Developing Human Potential

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 looks at the means used to develop human resources. The dilemma of downsizing middle management over the last decade and the resulting current shortage of effective middle managers is examined. The chapter also discusses changes in jobs and the career implications of those changes.

Performance Management

Chapter 12 expands the material on identifying and measuring employee performance. *Combination methods* for appraising performance are a part of the performance appraisal process discussions. The 360° approach and other means of feedback are 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. Information has been included on approaches such as broadbanding and competency-based pay to augment the detailed coverage of base compensation, pay-for-performance, and variable-pay programs that are presented in Chapters 13 and 14. New coverage of variable-pay plans of various types has been added. Also, changes in content have been made in Chapter 15, on benefits, in order to highlight the growing cost concerns facing HR professionals and organizations.

Employee Relations

Employee relations has several aspects, including health, safety, and security. The well-regarded coverage in Chapter 16 of health, safety, and security has been continued, exploring such areas as hazard communications, personal protective equipment, bloodborne pathogens, and other OSHA compliance issues. A growing issue discussed is the need to prevent workplace violence, which sometimes is a result of domestic violence away from work situations. The various issues associated with employee rights and discipline, such as employment-at-will, privacy rights, and substance abuse have been expanded in Chapter 17. New coverage has been added on such emerging issues as electronic monitoring, privacy, and e-mail, and other employee-rights issues affected by technology.

Union-Management Relations

Two previous chapters on labor-management relations and collective bargaining have been combined into one chapter, in order to focus on the changing role of unions in the U.S. economy. Caution was taken to retain the essential content while carefully pruning expendable detail. In addition, new material has been included on union efforts to target employers, and on international differences in labor relations systems. Also discussed are reasons for the decline of unions' share of the U.S. civilian workforce and management's strategic choice between cooperating and trying to stay nonunion.

Chapter Features

Each chapter begins with specific learning objectives that have been identified for that chapter. Next, the *HR Transitions* feature contains an example of an HR problem, situation, or practice in an actual organization that illustrates some facet of that chapter's content. Each chapter also presents "HR Perspective" vignettes that highlight specific practices by employers, research studies on HR management topics, and/or ethical issues in HR management. Both the *BNA Employment Guide* 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 are linked 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 is a case that presents a real-life problem or situation using actual organizations as examples. Finally, reference notes to sources cited in the chapter are given. Particular attention was given by the authors to including current references and research to keep the text as the one that competitors emulate.

Supplements

Student Resource Guide

(ISBN 0-538-89009-6)

Designed from a student's perspective by William D. Kelly, SPHR, this useful study guide comes with all the tools necessary to maximize results in class and on exams. Chapter objectives, chapter summaries, chapter outlines, and study questions (including matching, true/false, idea completion, multiple choice, and essay questions) with an answer key are provided.

HR Management Professional Review

(ISBN 0-534-76811-3)

A Web-based learning companion, the HR Management Professional Review uses a question-and-feedback format to give individuals the opportunity to identify and review their professional knowledge of HR management content. The HR Management Professional Review provides a broad-based review of topics central to HR management that professionals must know. 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. Visit *www.itped.com* for more information.

Videos (ISBNs 0-538-89013-4, 0-324-02397-9, 0-324-02398-7)

A diverse selection of custom-produced videos, part of South-Western College Publishing's BusinessLink video library, are available in three volumes to introduce topics, supplement lecture material, and stimulate discussion. Featuring companies such as Valassis Communications, Hudson's, and Yahoo!, segments illustrate human resource issues providing insights into conducting performance appraisals, motivating for performance, interviewing, and more.

Instructor's Manual

(ISBN 0-538-89007-X)

The instructor's manual, prepared by Cary Thorp, University of Nebraska–Lincoln, represents one of the most exciting, 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 your students, points to consider when viewing various segments, and questions for discussion.

Test Bank (ISBN 0-538-89008-8)

The test bank contains over 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 in the text can be found. 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. Thomson Learning Testing Tools™ (ISBN 0-538-89012-6) is a fully integrated software suite of test creation, delivery, and classroom management tools. With Thompson Learning Testing Tools instructors can deliver testing activities on paper, via a local area network, or online. Explore *www.itped.com* for more information.

Transparency Acetates

(ISBN 0-538-89011-8)

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. All acetates are tied to the instructor's notes provided in the instructor's manual, prompting users about appropriate times to display them and giving

them points to emphasize as they are discussed. Acetates include core diagrams from the text in addition to content that ranges beyond textbook coverage.

Microsoft® PowerPoint® Presentation Slides (ISBN 0-538-89010-X)

A comprehensive set of full-color presentation graphics is available to supplement course content, in version 4.0 and 7.0 formats. All that is needed is Windows® to run the PowerPoint® viewer and an LCD panel for classroom display.

Human Resource Management Web Site

At *mathis.swcollege.com* instructors and students will find useful tools and additional resources to enrich and extend textbook presentations. Instructors will find downloadable ancillary materials and additional cases that address various dimensions of text content in different organizational settings (selected especially for use with *Human Resource Management, Ninth Edition,* by Nicholas E. Dayan, SPHR, a practicing HR executive). Career advice, information about how to analyze cases, as well as quick links to important organizations and companies mentioned in the text, can be found at mathis.swcollege.com.

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 the ninth edition. Including two reviewers who asked to remain anonymous, the following individuals did comprehensive reviews:

Larry Brandt	Nova Southeastern University
Derek E. Crews	Alderson-Broaddus College
Avis L. Johnson	University of Akron
Daniel Lybrook	Purdue University
Fraya Wagner-Marsh	Eastern Michigan University
Jonathan Monat	California State University at Long Beach
Donald P. Rogers, SPHR	Rollins College
Joy Schneer	Rider University
Cary Thorp	University of Nebraska–Lincoln

In addition, specific suggestions from Carl Thornton (General Motors Institute) were appreciated.

Finally, some leading HR professionals provided ideas and assistance. Appreciation is expressed to Nicholas Dayan, SPHR; William D. Kelly, SPHR; Michael R. Losey, SPHR; Jerry L. Sellentin, SPHR; and Raymond B. Weinberg, SPHR.

Those involved in changing messy scrawls into printed ideas deserve special recognition. At the top of that list is Jo Ann Mathis, whose guidance and prodding made this book better. Others who assisted with many critical details include Carolyn Foster and our copy editor, Chris Thillen. Special thanks for assistance with developing some special figures for the text go to Deann Mandel. Also, Julie Woodard did a superb job of identifying and compiling the Internet features found throughout the book.

The authors are especially appreciative to Charles McCormick, Jr., our South-Western College Publishing editor, for making the planning and transitions required for the edition less stressful than they could have been. We also appreciate the support and encouragement throughout the production process of Judy O'Neill and Deanna Quinn of South-Western College 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

About the Authors

DR. ROBERT L. MATHIS

Dr. Robert Mathis is Professor of Management at the University of Nebraska at Omaha (UNO). Born and raised in Texas, he received a B.B.A. and M.B.A. from Texas Tech University and a Ph.D. in Management and Organization from the University of Colorado. At UNO he has received the University's "Excellence in Teaching" award.

Dr. Mathis has co-authored several books and has published numerous articles covering a variety of topics over the last 25 years. On the professional level, Dr. Mathis has held numerous national offices in the Society for Human Resource Management and in other professional organizations, including the Academy of Management. He also has served as President of the Human Resource Certification Institute (HRCI) and is certified as a Senior Professional in Human Resources (SPHR) by HRCI.

He has had extensive consulting experiences with organizations of all sizes in a variety of areas. Firms assisted have been in telecommunications, telemarketing, financial, manufacturing, retail, health-care, and utility industries. He has extensive specialized consulting experience in establishing or revising compensation plans for small- and medium-sized firms. Internationally, Dr. Mathis has consulting and training experience with organizations in Australia, Lithuania, Romania, Moldova, and Taiwan.

DR. JOHN H. JACKSON

Dr. John H. Jackson is Professor of Management at the University of Wyoming. Born in Alaska, he received his B.B.A. and M.B.A. from Texas Tech University. He then worked in the telecommunications industry in human resources management for several years. After leaving that industry, he completed his doctoral studies at the University of Colorado and received his Ph.D. in Management and Organization.

During his academic career, Dr. Jackson has authored four other college texts and over 50 articles and papers, including those appearing in *Academy of Management Review, Journal of Management, Human Resources Management,* and *Human Resources Planning*. He has consulted widely with a variety of organizations on HR and management development matters. During the past several years, Dr. Jackson has served as an expert witness in a number of HR-related cases.

At the University of Wyoming he served two terms as Department Head in the Department of Management and Marketing. Dr. Jackson has received teaching awards at Wyoming and was one of the first to work with two-way interactive television for MBA students in the state. In addition, he designed one of the first classes in the nation on *Business Environment and Natural Resources*. In addition to teaching, Dr. Jackson is president of Silverwood Ranches, Inc.

Contents in Brief

Preface xvii

SECTION 1
HR Management—Strategies and Environment 1

1 Changing Nature of Human Resource Management 2
2 Strategic Human Resource Planning 38
3 Individuals, Jobs, and Effective HR Management 72
4 Global Human Resource Management 108

SECTION 2
Staffing the Organization 139

5 Diversity and Equal Employment Opportunity 140
6 Implementing Equal Employment 174
7 Analyzing and Identifying Jobs 212
8 Recruiting in Labor Markets 248
9 Selecting and Placing Human Resources 276

SECTION 3
Training and Developing Human Resources 313

10 Training Human Resources 314
11 Human Resource Development and Careers 348
12 Performance Management and Appraisal 378

SECTION 4
Compensating Human Resources 413

13 Compensation Strategies and Practices 414
14 Variable Pay and Executive Compensation 456
15 Managing Employee Benefits 490

SECTION 5
Employee and Labor Relations 527

16 Health, Safety, and Security 528
17 Employee Rights and Discipline 564
18 Labor/Management Relations 602

APPENDIXES

A Content Outline of the HR Body of Knowledge© 634
B Important Organizations in HR Management 638
C Current Literature in HR Management 640
D Starting a Career 642
E Annual Report Form EEO-1 648

Glossary 650
Index 658

此为试读,需要完整PDF请访问: www.ertongbook.com

Contents

Preface xvii

SECTION 1

HR Management—Strategies and Environment 1

1 Changing Nature of Human Resource Management 2

HR TRANSITIONS HR Management Contributes to Organizational Success 3

HR Management Challenges 4
Economic and Technological Change 4
Workforce Availability and Quality 5
Demographics and Diversity 7
Organizational Restructuring 10

HR Management Activities 10
HR Planning and Analysis 12
Equal Employment Opportunity 12
Staffing 12
HR Development 12
Compensation and Benefits 13
Health, Safety, and Security 13
Employee and Labor/Management Relations 13

HR Management In Transition 13
HR as Employee Advocate 14
Administrative Role of HR Management 14
Operational Role of HR Management 15
Strategic Role of HR Management 15

HR Management as Strategic Business Contributor 16
Enhancing Organizational Performance 16
Expanding Human Capital 18

HR PERSPECTIVE Workforce Availability—Tight Now and Getting Worse 19
Delivering Cost-Effective Compliance Systems 21

Managing HR Activities 22
Evolution of HR Management 24
Organizing the HR Unit 27

HR PERSPECTIVE Research on HR Outsourcing 29
Ethics and HR Management 30

HR PERSPECTIVE SHRM Code of Ethics 31

HR Management Competencies and Careers 32
Knowledge of Business and Organization 32
Influence and Change Management 32
Specific HR Knowledge and Expertise 32

Summary 34

Review and Discussion Questions 34

Terms to Know 34

Using the Internet: Outsourcing 35

Case: Remedy for HR Management 35

Notes 36

2 Strategic Human Resource Planning 38

HR TRANSITIONS Welfare to Work 39

Organizational Strategy and Human Resources 41
Human Resources as a Core Competency 41
Resource-Based Organizational Strategies 42
Organizational Culture and HR Strategy 42
Organization/Industry Life-Cycle Stages and HR Strategy 43
Linking Organizational Strategies and HR Plans 45

HR PERSPECTIVE Research on Human Resources as a Core Competency and Organizational Strategy 47

Human Resource Planning 47
HR Planning Responsibilities 47
HR Planning in Evolving Small and Entrepreneurial Organizations 47
HR Planning Process 49

无锡轻工大学 图书馆藏书

Scanning the External Environment 50
Government Influences 51
Economic Conditions 52
Geographic and Competitive Concerns 52
Workforce Composition and Work Patterns 53
Internal Assessment of Organizational Workforce 54
Auditing Jobs and Skills 54
Organizational Capabilities Inventory 55
Human Resource Information Systems (HRIS) 56
Purposes of an HRIS 56
Uses of an HRIS 56
Establishing an HRIS 57
Forecasting 59
Forecasting Periods 60
Forecasting the Need for Human Resources (Demand) 60
Forecasting Availability of Human Resources (Supply) 60
Managing a Human Resource Surplus 63
Workforce Reductions and the WARN Act 63
Downsizing 63
Downsizing Approaches 66
Outplacement Services 67
Summary 68
Review and Discussion Questions 68
Terms to Know 69
Using the Internet: Downsizing 69
Case: Merging Incompatible Organizational Cultures 69
Notes 70

3 Individuals, Jobs, and Effective HR Management 72

HR TRANSITIONS Effective HR: Linking Individuals and Jobs Successfully 73
Individual Employee Performance 74
Productivity 75
Quality Production 77
Service 78
Individual/Organizational Relationships 79
Importance of Employee/Organizational Relationships 79
The Psychological Contract 79
HR PERSPECTIVE Conflicts between "Flexible" Workforce and Employee Relationships 80
Individual Motivation 82
Content Theories of Motivation 82
Process Theories of Motivation 83
Job Design 84
Nature of Job Design 85
Job Characteristics 86
Consequences of Job Design 87
Changes in Job Design: "Reengineering" Jobs 87
Using Teams in Jobs 88
Advantages and Disadvantages of Team Jobs 89
Job Satisfaction and Organizational Commitment 89
HR PERSPECTIVE At Levi Strauss, Teams Are a Problem 90
Absenteeism 91
Turnover 93
Assessing HR Effectiveness 94
HR Evaluation Model 96
Assessing HR Effectiveness Using Records 96
HR Audit 96
HR PERSPECTIVE Research on HR Effectiveness 97
Using HR Research for Assessment 97
HR Performance and Benchmarking 100
Professional Organizations as Information Sources for Benchmarking 100
Doing the Benchmarking Analysis 101
Summary 103
Review and Discussion Questions 104
Terms to Know 104
Using the Internet: Self-Directed Work Teams and Their Development 104
Case: Benchmarking HR at Goodyear 105
Notes 106

4 Global Human Resource Management 108

HR TRANSITIONS Mercedes-Benz Builds World-Class Vehicles in Alabama 109
A Survey of Business Issues Worldwide 110
North America 110
Latin America 111
Asia 111
Europe 111
Africa 112
Factors Affecting Global HR Management 112

Legal and Political Factors 112
Economic Factors 113

HR PERSPECTIVE The Legal and Political Environment of Unemployment in Europe 114
Cultural Factors 115

HR PERSPECTIVE Cultural and Ethical Differences 117
Types of Global Organizations 118
Managing Internationally 119

International Staffing 120

HR PERSPECTIVE The Female Factor 121
Types of International Employees 121
Selection for International Assignments 124

International Training and Development 126
Pre-Departure Orientation and Training 126
Continuing Employee Training/Development 128
Repatriation Training and Development 128

International Compensation 128
Balance-Sheet Approach 129
Global Market Approach 130
Tax Concerns 130

Global Employee Relations Issues 130
Global Health and Safety 131
International Security and Terrorism 131
Global Labor-Management Relations 132

HR PERSPECTIVE Research on Expatriate Withdrawal from International Assignments 133
Maintaining the Expatriate Employee 133

Summary 134

Review and Discussion Questions 134

Terms to Know 135

Using the Internet: Training Your Workforce for Global Business Negotiations 135

Case: McDonald's Global HR 135

Notes 136

SECTION 2

Staffing the Organization 139

5 Diversity and Equal Employment Opportunity 140

HR TRANSITIONS Diversity and Law Enforcement 141

The Nature of Diversity 142
Demographics and Diversity 142

HR PERSPECTIVE Best Companies for African, Asian, and Hispanic Americans 147

Managing Diversity 147
Common Components of Diversity Management Efforts 148
Prevalence of Diversity Programs 148
Diversity Training 149

Diversity, Equal Employment, and Affirmative Action 150
Equal Employment Opportunity 150
Affirmative Action 151

HR PERSPECTIVE Debate: Why Affirmative Action Is Needed 152

HR PERSPECTIVE Debate: Why Affirmative Action Should Be Eliminated 153

Civil Rights Acts of 1964 and 1991 154
Civil Rights Act of 1964, Title VII 156
Civil Rights Act of 1991 156

Enforcement Agencies 158
Equal Employment Opportunity Commission (EEOC) 158
Office of Federal Contract Compliance Programs (OFCCP) 158
Enforcement Philosophies and Efforts 158

HR PERSPECTIVE "Testers" 159
State and Local Enforcement Agencies 159

Interpretations of EEO Laws and Regulations 159
When Does Illegal Discrimination Occur? 160

Uniform Guidelines on Employee Selection Procedures 162
No Disparate Impact Approach 163
Job-Related Validation Approach 165

Validity and Equal Employment 165
Content Validity 166
Criterion-Related Validity 166
Construct Validity 168

Validity Generalization 169
Summary 169
Review and Discussion Questions 170
Terms to Know 171
Using the Internet: Defining and Managing Workplace Diversity 171
Case: Hooters 171
Notes 172

6 Implementing Equal Employment 174
HR TRANSITIONS The Costs of Discrimination 175
Discrimination Based on Race, National Origin, and Citizenship 176
Immigration Reform and Control Acts (IRCA) 176
HR PERSPECTIVE Bilingual Employees and "English-Only" Requirements 177
Conviction and Arrest Records 178
Gender Discrimination and Sexual Harassment 178
Workplace Relationships and Romances 178
Types of Sexual Harassment 178
Changing Legal Standards on Sexual Harassment 180
Employer Responses to Sexual Harassment Complaints 181
HR PERSPECTIVE Research on Confronting Sexual Harassment 182
Pregnancy Discrimination 183
Compensation Issues and Sex Discrimination 183
Sex Discrimination in Jobs and Careers 185
Age Discrimination 187
Age Discrimination in Employment Act (ADEA) 187
Older Workers Benefit Protection Act (OWBPA) 188
Americans With Disabilities Act (ADA) 189
Discrimination Against Individuals with Disabilities 189
Who Is Disabled? 190
Essential Job Functions 192
Reasonable Accommodation 192
Undue Hardship 192
Other Bases of Discrimination 193
Religious Discrimination 193
Discrimination and Appearance 195
Sexual Orientation and Gay Rights 195
Veterans' Employment Rights 196
Seniority and Discrimination 196
EEO Compliance 196
EEO Policy Statement 197
EEO Records 197
EEOC Compliance Investigation Process 199
Employer Responses to EEO Complaints 200
Preemployment vs. After-Hire Inquiries 203
Affirmative Action Plans (AAPs) 204
Executive Orders 11246, 11375, and 11478 204
Who Must Have an Affirmative Action Plan? 204
Contents of an Affirmative Action Plan 205
Summary 207
Review and Discussion Questions 207
Terms to Know 207
Using the Internet: Americans with Disabilities Act Regulations 208
Case: Denny's Deals with Discrimination 208
Notes 209

7 Analyzing and Identifying Jobs 212
HR TRANSITIONS Decline of Secretaries, Growth of Administrative Coordinators 213
Nature of Job Analysis 214
What Is a Job? 214
Differentiating between Job Analysis and Job Design 214
Job Analysis and the Changing Nature of Jobs 215
Work Analysis 215
Task-Based Job Analysis 216
Competency Approach to Job Analysis 216
HR Activities and Competency Analysis 218
Organizational Components and Job Analysis 219
Job Analysis Responsibilities 219
Job Descriptions and Job Specifications 221
Developing Job Families and Organization Charts 221
Job Analysis and HR Activities 224
HR Planning 224
Recruiting and Selection 225

Compensation 225
Training and Development 225
Performance Appraisal 226
Safety and Health 226
Union Relations 226

Legal Aspects of Job Analysis 226
Job Analysis and the Americans with Disabilities Act (ADA) 226
Reasonable Accommodations 227
Job Analysis and Wage/Hour Regulations 228

Behavioral Aspects of Job Analysis 228
Job "Inflation" 228
Managerial Straitjacket 229
Current Incumbent Emphasis 229
Employee Anxieties 229

Job Analysis Methods 230
Observation 230
Interviewing 230
Questionnaires 231
Job Analysis and U.S. Department of Labor 232
Specialized Job Analysis Methods 232
Computerized Job Analysis 234
Combination Methods 234

Stages in the Job Analysis Process 234
Planning the Job Analysis 235
Preparing and Introducing the Job Analysis 236
Conducting the Job Analysis 236
Developing Job Descriptions and Job Specifications 236
Maintaining and Updating Job Descriptions and Job Specifications 237

Job Descriptions and Job Specifications 237
Job Description Components 237
Preparing Job Descriptions 240
Writing Job Specifications 241
The ADA and Writing KSAs 241

HR PERSPECTIVE Research on Identifying Minimum Qualifications for Jobs 242

Summary 242

Review and Discussion Questions 243

Terms to Know 244

Using the Internet: Conducting a Job Analysis 244

Case: Job Analysis Guides Reorganization at Bethphage 244

Notes 245

8 Recruiting in Labor Markets 248

HR TRANSITIONS Innovative Recruiting in Tight Labor Markets 249

Labor Markets 250

Planning and Strategic Decisions About Recruiting 252
Internal vs. External Recruiting 252
Flexible Staffing as Recruiting 253
Reconsider the Job Requirements 255
Retention 255

HR PERSPECTIVE The 100 Best Companies to Work for in America 256

Decisions on Recruiting Sources/Methods 256
Recruiting and Legal Considerations 256
Recruiting Diverse Workers 257
Maintaining Recruiting Visibility 259
Organizational Recruiting Responsibilities 259

Internal Recruiting 260
Job Posting and Bidding 260
Promotion and Transfer 261
Current Employee Referrals 261
Recruiting Former Employees and Applicants 261
Internal Recruiting Database 262

External Recruiting 262
School Recruiting 262
College Recruiting 263

HR PERSPECTIVE Research on Reactions to Campus Interviews 264
Labor Unions 265
Media Sources 265
Trade and Competitive Sources 266

HR PERSPECTIVE Cisco Means Successful Recruiting 267
Employment Agencies 267
Executive Search Firms 268
Internet Recruiting 268

Recruiting Evaluation 268
Evaluating Recruiting Quantity and Quality 269
Evaluating Recruiting Costs and Benefits 271

Summary 272

Review and Discussion Questions 272

Terms to Know 272

Using the Internet: Compensation and Recruiting 273

Case: Spring Break Recruiting 273

Notes 274

9 Selecting and Placing Human Resources 276

HR TRANSITIONS The Search for Useful Selection Tests 277

The Nature of Selection 279
Criteria, Predictors, and Job Performance 280
Combining Predictors 281

Administering the Selection Process 282
Legal Concerns with Selection 282
Selection Responsibilities 283
The Selection Process 284

Reception and Job Preview/Interest Screening 286
Computerized Screening 286

HR PERSPECTIVE Scanning Scannable Resumes 287
Realistic Job Previews 287

Application Forms 288
EEO Considerations and Application Forms 288
Weighted Application Forms 290
Resumes 290

HR PERSPECTIVE Ethical Issues in Interviewing Women 291
Immigration Requirements 292

Selection Testing 292
Ability and Aptitude Tests 292
Assessment Centers 293
Psychological/Personality Tests 294
Polygraph and Honesty Testing 294

Selection Interviewing 296
EEO Considerations and Interviewing 296
Types of Interviews 296

HR PERSPECTIVE Job Interview Horror Stories 298
Interviewing Basics 299
Questioning Techniques 300
Problems in the Interview 301
What Interviewers Evaluate 303

Background Investigation 303
Types of References 304
Legal Constraints on Background Investigations 304
Reference-Checking Methods 306
Medical Examinations 306

Summary 308

Review and Discussion Questions 308

Terms to Know 309

Using the Internet: Defining Hiring Specifications 309

Case: Selecting Manufacturing Employees 309

Notes 310

SECTION 3

Training and Developing Human Resources 313

10 Training Human Resources 314

HR TRANSITIONS Web-Based Training 315

HR PERSPECTIVE Research on Identifying the Economic Value of Training 317

The Context of Training 317
Training Responsibilities 317
Types of Training 318
Legal Aspects of Training 320

Learning Principles: The Psychology of Learning 320
Intention to Learn 321
Whole Learning 321
Reinforcement 321
Behavior Modification 322
Immediate Confirmation 322
Learning Practice and Patterns 322
Transfer of Training 323

Orientation: Training for New Employees 324
Orientation Responsibilities 324
Purposes of Orientation for Employers 324
Purpose of Orientation for New Employees 325

HR PERSPECTIVE Passport for New Employee Success 326
Establishing an Effective Orientation System 327

Systems Approach to Training 330
Assessment Phase 330
Implementation Phase 331
Evaluation Phase 331

此为试读,需要完整PDF请访问: www.ertongbook.com