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HUMAN RESOURCE MANAGEMENT

A Strategic Approach

FOURTH EDITION

WILLIAM P. ANTHONY

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FOURTH EDITION

HUMAN RESOURCE MANAGEMENT A Strategic Approach

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A Strategic Approach



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To Roz, Cathie, and Sarah

To Chuck

To Jerry, Stephen, Matthew, Erin, Jennifer, Emily, and Ellie

Few of you who read this textbook actually will become human resource managers in organizations, but most of you (at some point in your career) will manage a group of people. Also, some of you will be in a position to influence your organization's human resource policy significantly, even if you are not in your firm's human resource department. Of course, no matter where you are in an organization, you will be affected by its human resource policy simply because you are a member of that organization.

The bulk of this textbook examines the formulation and implementation of human resource policy at the *strategic* level. In other words, we are most concerned with the major aspects of how an organization deals with its people—how it acquires them, uses them, rewards them, and separates them. We are concerned with the interplay of the human resource department and line managers as strategic decisions are made and implemented on human resource acquisition and used in organizations. We are also concerned with how strategic human resource decisions interplay with the overall strategic decisions an organization makes.

The book examines typical functions in human resources such as recruitment, selection, training, rewarding (wage and salary analysis), and so on, but it does so from a strategic perspective. Specifically, it explores how these functions integrate with the overall strategy of the firm in order for the firm to become more effective and efficient—in short, more competitive.

Plan of the Book

The textbook is organized into six parts. Part One examines the concept of organizational strategy and how it relates to an organization's human resources. We begin in Chapter 1 by discussing what we mean by a strategic approach to human resource management. In Chapter 2 we examine how managers formulate a corporate strategy within the human resource management realm. In Chapter 3 we examine the global and external environments of the organization and their impact on corporate and human resource strategy.

Part Two focuses on the ways organizations acquire and place people. Human resource planning and information systems are the subjects of Chapter 4. This chapter develops a technology theme that is applied to the human resource strategy planning.

Legal issues such as equal employment, sexual harassment, and managing a diverse workforce are covered in Chapter 5. Chapter 6 discusses job analysis in light of determining job requirements. Chapter 7 then examines how to obtain employees through strategic recruiting and selection methods.

The focus of Part Three is on strategies for maximizing human resource productivity. Assuming that the employees have been hired and placed, we are now interested in maximizing their productivity. First, Chapter 8 looks at how jobs are designed within organizations. Then Chapter 9 looks at orientation, training, and development methods for optimal productivity. Chapter 10 examines how performance appraisal systems can be used to develop employees and make them more productive.

Providing fair and equitable monetary and other rewards that encourage desired performance is the subject of Chapter 11. Finally, Chapter 12 examines the management of quality and productivity improvement.

In Part Four we examine ways of maintaining human resources in the organization. We begin in Chapter 13 by discussing various benefit programs available today for organizations. Chapter 14 looks at health, safety, and stress in today's organizations. Ethics, employee rights, and employer responsibilities are the subject of Chapter 15. Dealing with troubled employees, a major issue today for many organizations, is a major focus of this chapter. Finally, Chapter 16 examines unions and collective bargaining.

In Part Five, Chapter 17 focuses on strategic separation, restructuring, and the virtual organization. Particular emphasis is placed on layoff and termination strategies.

The book concludes with Part Six, a series of comprehensive cases that explain a variety of strategic human resource issues of actual organizations. The emphasis is on applying the ideas learned throughout the book in examining real-world organizational issues.

Hallmark Features

Real-World Examples!

The textbook relies heavily on actual case examples of human resource strategies and practices of organizations. Not only are these examples used liberally in each chapter, each chapter also begins and ends with an actual case of an organization's strategies.

Updated Cases!

Part of the method of human resource strategic analysis is case problem solving. The last part of the textbook is devoted to a compendium of comprehensive cases showing how specific companies integrate their human resource strategy with their overall corporate strategy. The cases are integral to this textbook and make the study of strategy come alive. Many new cases have been added in this edition, and all remaining cases have been significantly updated.

The cases used throughout and at the end of the book have the most value when you try to analyze the situations and suggest courses of action. By applying the concepts discussed in the textbook to case analyses, you will see their relevance in actual organizational situations.

The cases used throughout this book ask you to identify current and potential problems and issues and to formulate strategies for their resolution. This requires that you take a problem- or issue-solving approach to *apply* material in this text. The cases revolve around real organizations you most likely will recognize. They have real human resource problems and challenges. You will need to be both reactive and proactive in examining these cases. Some companies that are included have readily apparent current human resource problems needing immediate solutions. We included other companies because their cases demonstrate good examples of typical human resource policy: They may have few obvious human resource problems at the moment, but problems could be developing on the horizon.

The cases at the end of each chapter are relatively short and are followed by a few questions to guide you in analyzing the cases, using the material covered in the chapter. In reviewing these cases you will see very few "hard" right or wrong answers to the questions. Be concerned with examining both the overall strategies and the human resource strategies involved in each case. Try to determine how well each type of

strategy is working and whether the human resource strategy seems to be meshing well with both overall strategy and other functional strategies. Ask yourself what you could do if you were in a position to change things. The cases at the end of the book are comprehensive and require you to integrate the material covered throughout the text in order to analyze them successfully.

“Focus on HR,” “HR Challenge,” and “You Be the Judge” Boxes!

The textbook contains several examples in each chapter of primary issues currently confronting human resource strategists. “Focus on HR” boxes provide insight into the ways companies and their human resource departments deal with international concerns, ethical concerns, and management of today’s culturally diverse workforce. “HR Challenges” boxes offer insight into the different ways that organizations deal with the challenges presented to them on a day-to-day basis. “You Be the Judge” boxes highlight a dilemma and encourage the student to consider whether or not they would have made the same decision.

Resourceful Summary!

Another special feature of the book is its use of management applications. For example, to highlight how any manager, human resource or otherwise, can have an impact on the practices of the human resource function, the summaries at the end of each chapter are provided in the form of “Management Guidelines.” These guidelines summarize the key ideas presented in the chapter, but they are restated in the form of guidelines or admonitions for management action.

Focus on Currency!

The fourth edition has been thoroughly updated and includes updated or entirely new cases at the beginning and end of each chapter and at the end of the book. As the awareness on ethics has grown in the workplace, our textbook has increased its emphasis on ethics and how critical it is to strategic human resource management. Because small businesses greatly outnumber large businesses and thousands of new small businesses are formed each day in this country, numerous small business examples and cases have also been included.

Finally, internationalization and the use of new technology have been thoroughly updated. Company website addresses have been added providing students with access to up-to-date information.

Ancillary Package

INSTRUCTOR’S MANUAL

This valuable tool contains not only the Instructor’s Manual but also a printed Test Bank and Transparency Masters. This resource has chapter-by-chapter instructional tools, case notes, three varieties of questioning (true/false, multiple choice, and essay), and transparencies created from exhibits featured in the text.

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BRIEF CONTENTS

Part One	The Strategic Approach	1
Chapter 1	The Strategic Approach to Human Resource Management	3
Chapter 2	Formulating a Corporate and Human Resource Strategy	39
Chapter 3	The External and Global Environment for Human Resources: Change and Diversity	65
Part Two	Strategies for Human Resource Acquisition and Placement	111
Chapter 4	Human Resource Planning and Information Systems	113
Chapter 5	Equal Employment Opportunity	154
Chapter 6	Job Analysis	201
Chapter 7	Recruitment, Selection, and Retention	229
Part Three	Strategies for Maximizing Human Resource Productivity	279
Chapter 8	Job Design	281
Chapter 9	Orientation, Training, and Development	311
Chapter 10	Strategies for Effective Performance Appraisal Systems	350
Chapter 11	Strategic Compensation Systems	390
Chapter 12	Improving Productivity	430
Part Four	Strategies for Maintaining Human Resources	461
Chapter 13	Benefit Plans	463
Chapter 14	Managing Health, Safety, and Stress	509
Chapter 15	Ethics, Employee Rights, and Employer Responsibilities	538
Chapter 16	Unions and Strategic Collective Bargaining	574
Part Five	Strategic Separation	635
Chapter 17	Separation Restructuring and the Virtual Organization	637
	End-of-Book Cases	688
	Name Index	868
	Organization Index	872
	Subject Index	880
	Credits	898

PART ONE

**The Strategic Approach
1**

Chapter 1

The Strategic Approach to Human Resource Management	3
Case: GM Shrinks and Rebounds	4
Strategic Choices	8
The Strategic Approach	9
An Overview of Human Resource Management	10
The Strategic Approach to Human Resource Management	13
<i>HR Challenges: Careers in HR</i>	19
Environment-Organization Link and the Strategic Approach	20
<i>Focus on HR: KFC Finds Success Faster than Others—In China</i>	22
<i>HR Challenges: The Best Companies to Work for</i>	23
Integrating Human Resource Strategy with Corporate and Functional Strategies	24
<i>HR Challenges: HR Not a Priority at Dot-Coms</i>	25
Strategy Formulation, Decision Making, and Problem Solving	26
Integrating Human Resources in Strategic Decisions	28
Management Guidelines	33
Questions for Review	34
Case: Right Management Consultants Succeeds by Managing Change	34
Additional Readings	36
Notes	37

Chapter 2

Formulating a Corporate and Human Resource Strategy	39
Case: Southwest Airlines—Flying High with Kelleher	40
Strategic Choices	43
<i>HR Challenges: The E-Business Revolution and Cyberrends</i>	47
<i>HR Challenges: Examples of the Two Key Strategies for HRM</i>	49
Role of Human Resources in Strategy Formulation	50
<i>HR Challenges: Super-Lube's Sustainable Competitive Advantage</i>	52
Human Resource Audit	56
<i>HR Challenges: Exactly How Do Businesses Evaluate Their HR Departments?</i>	57
Contingency for Situational Approach to Strategy	59

Management Guidelines	60
Questions for Review	60
Case: AGENCY.COM	61
Additional Readings	62
Notes	64

Chapter 3

The External and Global Environment for Human Resources: Change and Diversity	65
Case: Ma Bell Has Learned the Competition Game	66
Strategic Choices	69
Components of the External Environment	70
Global Business Environment	87
<i>Focus on HR: Mexico's Flourishing Border Industry</i>	95
<i>Focus on HR: The Underground Economy</i>	96
Knowing the Environment	98
<i>Focus on HR: Japanese Inefficiency</i>	99
Management Guidelines	102
Questions for Review	102
Case: For Germans, "Nothin' (Much) Could Be Finer"	103
Additional Readings	105
Notes	106

PART TWO

Strategies for Human Resource Acquisition and Placement	111
--	-----

Chapter 4

Human Resource Planning and Information Systems	113
Case: How a Computer Keeps Mrs. Fields from Losing Her Cookies	114
Strategic Choices	116
The Nature of Human Resource Planning	118
Model for Human Resource Planning	121
Human Resource Costing	131
Human Resource Information Systems	134
<i>HR Challenges: Computer Security</i>	140
Other Advances in Technology	141
Management Guidelines	143
Questions for Review	144
Case: Polaroid: Hard Landing	144
Additional Readings	149
Notes	151