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# HUMAN RESOURCE MANAGEMENT

*A Strategic Approach*

FOURTH EDITION

WILLIAM P. ANTHONY  
K. MICHELE KACMAR  
PAMELA L. PERREWÉ

FOURTH EDITION

# HUMAN RESOURCE MANAGEMENT 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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