

SEVENTH EDITION

# HUMAN RESOURCE MANAGEMENT

Gary Dessler





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Gary Dessler

Florida International University



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Upper Saddle River, New Jersey 07458

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### **Library of Congress Cataloging-in-Publication Data**

Dessler, Gary.

Human resource management / Gary Dessler. — 7th ed.

p. cm.

Includes bibliographical references and index.

**ISBN 0-13-234352-5**

1. Personnel management. I. Title.

HF5549.D4379 1997

658.3—dc20

96-8622

CIP

Prentice-Hall International (UK) Limited, London  
Prentice-Hall of Australia Pty. Limited, Sydney  
Prentice-Hall Canada, Inc., Toronto  
Prentice-Hall Hispanoamericana, S.A., Mexico  
Prentice-Hall of India Private Limited, New Delhi  
Prentice-Hall of Japan, Inc., Tokyo  
Simon & Schuster Asia Pte. Ltd., Singapore  
Editora Prentice-Hall do Brasil, Ltda., Rio de Janeiro

Printed in the United States of America

10 9 8 7 6 5





## Preface

**Human Resource Management** provides students in human resource/personnel management courses and practicing managers with a complete, comprehensive review of essential personnel management concepts and techniques in a highly readable and understandable form.

This Seventh Edition has several distinguishing characteristics. While it again focuses almost entirely on essential personnel management topics like job analysis, testing, compensation, and appraisal, *fostering employee commitment* is used as an integrating theme. Practical applications—such as how to appraise performance, how to establish pay plans, and how to handle grievances—are used throughout to provide students with important personnel management skills. Because all managers have personnel-related responsibilities, *Human Resource Management* is aimed at all students of management, not just those who will some day carry the title Human Resource Manager. The legal environment of personnel management—equal employment, labor relations, and occupational safety—is covered fully. A complete instructor's manual and computerized test bank are available, as is a computer simulation package and several other supplements (described below). A continuing case that runs through each chapter provides vignettes that illustrate the front-line supervisor's role in personnel management.

As this Seventh Edition goes to press, I feel even more strongly than I did when the first edition was published that all managers—not just human resource/personnel managers—need a strong foundation in personnel management concepts and techniques to do their jobs. I have, therefore, increased the practical techniques contained in this book by adding more “how-to” topics such as how to deal with substance abusers and how to avoid wrongful dismissal charges.

### The Revision

In revising this textbook, I of course wanted to update the chapters and include the changes emphasized by reviewers while definitely ensuring that the switch by adopters from the 6th to the 7th edition would be virtually seamless and hassle-free.

There are *eight major changes*, and these were made in such a way that adopters will find it very easy to accommodate them:

1. Chapter 1 now contains an *expanded discussion of the strategic role of HRM*, one that builds considerably on the relatively light strategic coverage in the 6th edition's Chapter 1.
2. Instead of a final appendix on International HRM, adopters that want heavier coverage of international HRM will find a *complete new international HR chapter* that builds on that appendix at the end of the book, although most chapters also contain global features that highlight that chapter's applicability in a global arena.

3. I consolidated the 6th edition's Chapters 15 (Labor Relations) and 16 (Collective Bargaining) into *one Labor Relations and Collective Bargaining chapter*; adopters familiar with edition 6 and its predecessors will find the essence of each of the two earlier chapters in the new Labor Relations and Collective Bargaining chapter along with much of the familiar text material and examples.
4. A major addition is the inclusion in most chapters of "*Diversity Counts*" boxes, each of which shows the practical aspects of applying that chapter's material to the issue of managing diversity at work.
5. A new box on "*Information Technology and HR*" emphasizes topics such as using the Internet to recruit employees and using CD-ROMs in training.
6. A new theme on "*HR and the Responsive Organization*" addresses how today's businesses respond rapidly and effectively to the need for organizational change. For example, see Chapter 12's feature on broadbanding.
7. The new "*Take It to the Net*" Web exercises bring the technology of the 21st century into your classroom today. Each chapter ends with the address of the 7th edition's own Web page—<http://www.prenhall.com/~dessler>. A visit to this address will pull up current examples with the Internet-based exercises and questions.
8. Visit our unique PHLIP (Prentice Hall Learning on the Internet Partnership) Web Site at <http://www.marist.phlip.edu> for links to "Management Web Site of the Week" and other HRM-related materials. This site has been developed by professors, for professors and students.

Several other relatively significant improvements are worth noting:

- ◆ Each chapter now contains many new end-of-chapter discussion questions and group or individual exercises, at least 8-10 questions and exercises total.
- ◆ There is now an ABC video case with questions (and accompanying video) at the end of each chapter.

## New to This Edition

Here is a brief summary of some of the new or expanded material in each chapter.

- Chapter 1: **Introduction:** Expanded emphasis on strategic role of HRM.
- Chapter 2: **EEO:** New coverage of diversity management programs, arbitration of EEO claims, and enforcing EEO abroad. Expanded coverage of sexual harassment case law, what is sexual harassment?, ADA, and employer's responsibility for sexual harassment by customers.
- Chapter 3: **Job Analysis:** New material on job analysis in a "jobless" world and in "boundaryless" organizations, and new material on job analysis and reengineering and on HR and the responsive organization. Expanded coverage of job descriptions and ADA.
- Chapter 4: **Recruitment and Placement:** New material on "diversity counts," recruiting single parents, and using the Internet for recruiting, and for finding a job. Expanded coverage on succession planning, contingency workers, recruiting minorities and women, and computerized data bases and the Internet in recruiting.
- Chapter 5: **Testing:** Expanded coverage of negligent hiring, paper-and-pencil honesty tests, drug screening, and reference checking and defamation.
- Chapter 6: **Interviewing:** This chapter was substantially reorganized in order to emphasize the interview's important role in selection and in HR in general and to include the latest research findings and thinking regarding selection interviews. New material on computerized selection interviews, and expanded coverage of structured interviews, problems that can undermine selection interviews, and guidelines for conducting good interviews.

- Chapter 7: **Training:** New material on using multimedia and CD-roms as well as the Internet for training employees.
- Chapter 8: **Development:** New material on building a learning organization and on life-long learning. Expanded coverage of action learning as a development tool.
- Chapter 9: **Quality and Productivity:** New material on HR and business process reengineering (how HR makes reengineering successful), on HR's role in winning the Baldrige Award, and on HR and TQM and ISO 9000. New material on HR's role in moving toward empowered jobs. Expanded coverage of extending participative management programs internationally and making self-directed teams more effective.
- Chapter 10: **Appraising:** New coverage of computerized performance appraisals, diversity counts in appraisals, bias in appraisals, performance management, 360 degree feedback, TQM-based appraisals, Deming and appraisals, and the legal defensibility of appraisals.
- Chapter 11: **Careers:** New coverage of career planning systems, roles in career development, women getting to the top of career ladders, and diversity counts.
- Chapter 12: **Pay:** New coverage of broadbanding.
- Chapter 13: **Incentives:** Expanded coverage of gainsharing and new coverage of how incentive plans can backfire.
- Chapter 14: **Benefits:** New coverage of diversity counts and family-friendly benefits. Expanded coverage of the Family and Medical Leave Act, health care coalitions, and portability.
- Chapter 15: **Labor:** This chapter consolidates the essential materials from the 6th edition's Chapters 15 (Labor Relations) and 16 (Collective Bargaining) and adds new coverage of unionizing tactics, unions overseas, and unions' "inside games."
- Chapter 16: **Guaranteed Fair Treatment:** New material on electronic eavesdropping and trespassing, employee privacy, and downsizing and morale. Expanded coverage of avoiding wrongful discharge suits and discipline guidelines.
- Chapter 17: **Safety:** New coverage of diversity counts, workplace violence and women, and the causes and remedies of violence at work in general. Expanded coverage of OSHA and the small business, of how making firms more flat and responsive impacts safety and health, and of how to reduce job stress. New coverage of gender and job stress, as well.
- Chapter 18: **International HR:** New full chapter on international HRM with coverage of the nature of international business, how intercultural differences impact HR, improving international assignments with HR, selecting international managers, adaptability screening, international compensation, and international performance appraisal and labor relations.

## HRM Simulation

This end-of-chapter material provides a direct tie-in with Prentice Hall's computerized *HRM Simulation* by Smith and Gorden.

## Global HRM

In addition to international applications illustrations in many chapters, there is a comprehensive chapter on HR management in an international business: This covers topics such as international aspects of human resource selection, training, and compensation management, as well as managing intercountry differences in personnel-related laws and requirements.

## **Small Business Applications**

At least two-thirds of the jobs opening up any year in the United States are in small businesses. In addition, many students will end up running their own businesses. A continuing feature of this edition is, therefore, the inclusion of a number of concrete, practical small-business applications that show how smaller businesses with limited resources and limited time can implement improved human resource management procedures. In Chapter 3, for instance, you'll find an example of how to use the widely available *Dictionary of Occupational Titles* to do a job analysis, complete with special client-tested forms. Other examples include procedures for setting up a training program in a small business, incentive hints for smaller employers, and developing a workable pay plan for smaller businesses.

## **Quality Improvements in Service Organizations**

The Seventh Edition contains increased coverage of quality management and total quality management programs, and of the human resource manager's role in setting up and running quality improvement programs.

## **ABC News/Prentice Hall Videos**

To underscore the practical, real-world orientation of this book, we include a customized video library available for class use. Taken from such ABC news shows as *World News Tonight* and *Business World*, and from *Wall Street Week in Review*, these videos deal with relevant topics such as occupational safety, worker pensions, and team training. Each and every chapter has an end-of-chapter case keyed to these videos, which you may use to focus and summarize the chapters in each part of the book.

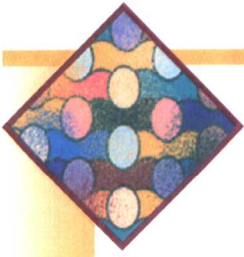
## **Acknowledgments**

While I am of course solely responsible for the contents in *Human Resource Management*, I want to thank several people for their professional assistance. This includes the following reviewers: Charles Vance, Loyola Marymount University; Kathleen Ganley, Robert Morris College; Fraya Wagner, Eastern Michigan University; Ellen Ernst Kossek, Michigan State University; Kenneth York, Oakland University; and Peggy Anderson, University of Wisconsin—Whitewater.

I would also like to thank Jay Hochstetler, Indiana Wesleyan University; Thomas Lloyd, Westmoreland County Community College; and Lucinda Gatch for their work on the supplementary package under the direction of Lisamarie Brassini.

At Prentice Hall I am very grateful for the support and dedicated efforts of Natalie Anderson, as well as Cynthia Regan, Steven Rigolosi, and Elisa Adams in creating this book.

My son Derek has been an enormous source of pride and useful advice about managing people, and my wife, Claudia, has provided moral support and encouragement.



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