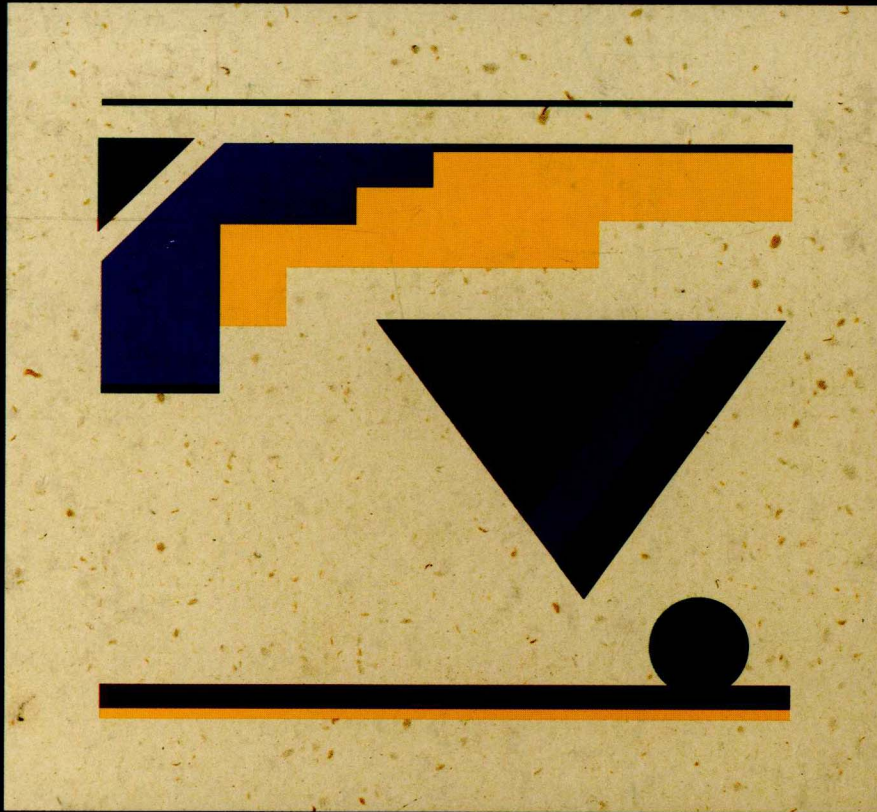


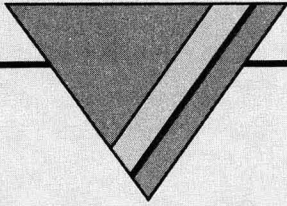
✓ THIRD EDITION



Human Resource Management

✓ Lloyd L. Byars

✓ Leslie W. Rue



Human Resource Management

Third Edition

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Preface

Since the publication of the second edition of this text, significant changes have occurred in the human resource management (HRM) field. Changing government and legal requirements, increasing demands for a more skilled and better motivated work force, and intensifying foreign competition are just a few of the factors that have contributed to making HRM more complex and more important to organizations.

This book emphasizes both the theoretical and the practical aspects of HRM. The theoretical material is presented throughout the text and via a new feature—the marginal glossary. To help the student learn the complex HRM terminology, we have created concise definitions of the key terms and placed them in the margins. For lengthier definitions of the same terms, we have retained and expanded our end-of-book glossary.

The practical aspects of HRM are presented in examples and are sprinkled throughout the text of each chapter and the end-of-chapter materials. In addition to review questions, the end-of-chapter materials provide several in-depth discussion questions and two incidents, both of which require that the student apply the concepts presented in the chapter. Also included among the end-of-chapter materials in this edition is an experiential exercise for each chapter. These exercises are designed to illustrate major points made in the chapter and can be done in class. Furthermore, the text portion of each chapter contains several current examples called “HRM in Action,” which illustrate how actual organizations have used the concepts presented in the chapter. Additionally, several chapters are followed by a feature called “On the Job,” which offers such concrete examples as a resume and a sample job description. All of these features, along with a new, larger trim size, make this the most readable, informative edition to date.

The book’s content is arranged in six major sections. Section 1, “Introduction and Equal Employment Opportunity,” is designed to provide the student with the foundation necessary to embark on a study of the work of human resource management. This section explores how the legal environment and the implementation of equal employment opportunity influence all areas of human resource management. Section 2, “Staffing the Organization,” discusses the topics of job analysis and design, human resource planning, recruitment, and selection. Section 3, “Training and Developing Employees,” describes orientation and employee training, management and organizational development, performance appraisal systems, and career planning. Section 4, “Compensating Employees,” presents an introductory chapter on organizational reward systems, and chapters on base wage and salary

systems, incentive pay systems, and employee benefits. Section 5, “Understanding Unions,” explores the development and structure of unions, the collective bargaining process, and discipline and grievance handling. Section 6, “Organizational Maintenance, Communication, and Information Systems,” discusses employee safety and health and communication and information systems.

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Finally, we are grateful to Gloria Bivins of Clark Atlanta University and Lucy Hayes of Georgia State University for typing this manuscript.

Lloyd L. Byars
Leslie W. Rue

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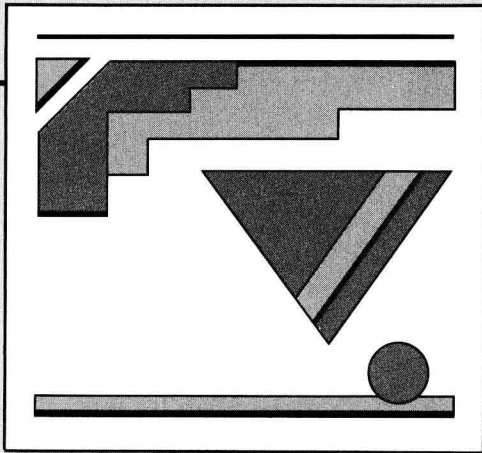
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Section 1

Introduction and Equal Employment Opportunity



Chapter 1

Human Resource Management

Present and Future



Chapter 2

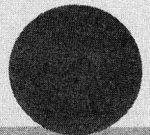
Equal Employment Opportunity

The Legal Environment



Chapter 3

**Implementing Equal Employment
Opportunity**





Chapter 1

Human Resource Management

Present and Future

Chapter Outline

Human Resource Functions
**Who Performs the Human
Resource Functions?**
The Human Resource Department
**The Expanding Role of Human
Resource Management**
**Human Resource Management
Tomorrow**
**Opportunities in Human Resource
Management**
Entering the Field
Advancement Potential
Employment Outlook
Earnings

**Company Profits and the Human
Resource Manager**
**Human Resource Management and
Organizational Performance**
Summary of Learning Objectives
Review Questions
Discussion Questions
**Incident 1–1 Human Resource
Management and Professionals**
Incident 1–2 Choosing a Profession
**Exercise: Justifying the Human
Resources Department**
Notes and Additional Readings

● ***Learning Objectives***

After studying this chapter, you should be able to:

1. Define human resource management.
2. Describe the functions of human resource management.
3. Summarize the types of assistance provided by the human resource department.
4. Identify several environmental factors that are currently influencing the field of human resource management.
5. Discuss the role of human resource managers in the future.
6. Describe the employment outlook for human resource managers.
7. Explain, in general terms, how human resource managers can affect organizational performance.

“Where yesterday’s ‘personnel administrators’ used to be mainly for keeping employees and managers from each others’ throats, today’s ‘human resource managers’ bring together employees and employers as a partnership in profitable operation and global competitiveness.”

Martha I. Finney*

Human resource management

Activities designed to provide for and coordinate the human resources of an organization.

Human resource management (HRM) encompasses those activities designed to provide for and coordinate the human resources of an organization. The human resources (HR) of an organization represent one of its largest investments. In fact, government reports show that approximately 73 percent of national income is used to compensate employees.¹ The value of an organization’s human resources frequently becomes evident when the organization is sold. Often, the purchase price is greater than the total value of the physical and financial assets. This difference, sometimes called goodwill, partially reflects the value of an organization’s human resources. In addition to wages and salaries, organizations often make other sizable investments in their human resources. Recruiting, hiring, and training represent some of the more obvious examples.

Human resource management is a modern term for what has traditionally been referred to as personnel administration or personnel management. However, as the introductory quote indicates, some authors view human resource management as being somewhat different from traditional personnel management. They see personnel management as much narrower and more clerically oriented than human resource management. For the purposes of this book, we will use only the term *human resource management*.

Human Resource Functions

Human resource functions

Tasks and duties that human resource managers perform (e.g., determining the organization’s human resource needs; recruiting, selecting, developing, counseling, and rewarding employees; acting as liaison with unions and government organizations; and handling other matters of employee well-being).

Human resource functions refer to those tasks and duties performed in both large and small organizations to provide for and coordinate human resources. Human resource functions are concerned with a variety of activities that significantly influence all areas of an organization and include the following:

1. Ensuring that the organization fulfills all of its equal employment opportunity and other government obligations.
2. Conducting job analyses to establish the specific requirements of individual jobs within an organization.
3. Forecasting the personnel requirements necessary for the organization to achieve its objectives.
4. Developing and implementing a plan to meet these requirements.
5. Recruiting the personnel required by the organization to achieve its objectives.

*Source: Martha I. Finney, “Leading the Way to HR’s New Age,” *Personnel Administrator*, June 1988, pp. 43–44.