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Bohlander · Snell

MANAGING HUMAN RESOURCES

edition 14

Managing Human Resources

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preface

The 14th edition of *Managing Human Resources* will place your students at the forefront in understanding how organizations can gain sustainable competitive advantage through people. The role of HR managers is no longer limited to service functions such as recruiting and selecting employees. Today, HR managers assume an active role in the strategic planning and decision making at their organizations. Meeting challenges head-on and using human resources effectively are critical to the success of any work organization. In this edition of the book, we've made improvements that make these points even more strongly.

In the first chapter, we begin by explaining the key challenges to HRM in developing the flexible and skilled workforce needed to compete effectively. Side by side with the competitive challenges, HRM must also address important employee concerns such as managing a diverse workforce, recognizing employee rights, and adjusting to new work attitudes. The chapter also discusses the important partnership with line managers and the competencies required of HR management. Then the textbook continues with the introduction, explanation, and discussion of the individual practices and policies that make up HRM. We recognize the manager's changing role, and emphasize current issues and real-world problems and the policies and practices of HRM used to meet them.

Although we focus on the HR role of managers, we do not exclude the impact and importance of the HR department's strategic role in developing, coordinating, and enforcing policies and procedures relating to HR functions. Whether the reader becomes a manager, a supervisor, or an HR specialist, or is employed in other areas of the organization, *Managing Human Resources* provides a functional and practical understanding of HR programs to enable readers to see how HR affects all employees, the organization, the community, and the larger society.

Issues of strategy and talent have become such central concerns of HR today that we have reorganized and reemphasized the topics in this edition of the book. The second chapter of the book specifically addresses the issues of HR strategy and planning. Chapter 5 focuses on expanding and managing the talent pool in organizations. The detailed coverage of these topics solidifies *Managing Human Resources* as perhaps the premier text for thought leadership.

Organizations in today's competitive world are discovering that it is *how* the individual HR topics are combined that makes all the difference. Managers typically don't focus on HR issues such as staffing, training, and compensation in isolation from one another. Each of these HR practices is combined into an overall system to enhance employee involvement and productivity. *Managing Human Resources* ends with a final chapter that focuses on development of high-performance work systems (HPWS). We outline the various components of the systems including work-flow design, HR practices, management processes, and supporting technologies. We also discuss the strategic processes used to implement high-performance work systems and the outcomes that benefit both the employee and the organization as a whole.

What's Dynamic in the 14th Edition

Many new features and much new information are provided in this revision. We introduce overall text improvements that more accurately reflect HRM in today's business world and help the reader understand HRM issues more effectively.

- HRM Experience: We build upon a popular addition to the previous edition of *Managing Human Resources* by including many new experiential exercises to explore significant issues in HRM. These skill-building exercises will help students gain practical experience when dealing with employee/management concerns such as pay-for-performance; effective teaming; employee benefits; reducing employee stress; employee rights; balancing competitive challenges and employee concerns; customizing HR for different types of human capital; designing selection criteria and methods; and assessing the strategic fit of HPWS. Students can work through these new exercises on either an individual or a team basis.
- Human Resources Information Systems (HRIS): Throughout the text, we have specifically highlighted the use of HRIS to facilitate the managing of employees and the efficient performance of HR functions. For example, the impact of information technology on HR and the role of HRIS in such areas as compensation, recruitment and selection, training, job analysis, and safety are discussed.
- Diversity: Because we believe that diversity issues are an integral part of every HRM activity, updated and expanded coverage is included throughout the text.
- HRM Strategy: The increasingly important role HRM plays in strategic planning is covered specifically in Chapter 2. However, elsewhere we also discuss the role of human capital and Six Sigma; HR benchmarking; balanced scorecard, strategy mapping, and performance diagnosis; global HR strategy; as well as strategic alignment and the implementation of high-performance work systems.
- Contemporary employment issues such as global sourcing, offshoring, alternative work arrangements, temporary workers, contractors, and the like are covered throughout the book.
- Global and international HR concerns are covered in more detail in this edition. This includes issues such as the World Trade Organization, China, and the impact of globalization on HR; multinationals, joint ventures, and the like; and global rights issues such as data protection, property rights, and intellectual property. Although these issues have perhaps been peripheral to HRM in the past, they are increasingly seen as "front and center" in many organizations.
- A complete update of all laws, administrative rulings and guidelines, and court decisions governing HRM includes such recent developments as legislation regarding sexual orientation; the U.S. Supreme Court decision on affirmative action and the promotion of diversity; FLSA changes governing exemptions from overtime payments; stock option reporting requirements; new medical privacy legislation; camera-equipped phones; and other employee rights issues.
- The latest versions of the posters of all major federal regulations governing HRM are included.
- We have readdressed the important role of compensation in HRM by heightening our discussion of pay-for-performance, healthcare cost savings, strategic pension planning, and effective employee awards. For example, in Chapter 11 we have added an important new section on consumer-driven health plans such as medical saving accounts and flexible spending accounts.

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- Expanded discussions cover major issues, including:
  - aggressive union organizing
  - balanced scorecard
  - competency assessment for training
  - cumulative trauma disorders
  - EEO reporting requirements
  - employee leasing
  - executive compensation reform
  - globalization
  - incentive rewards and employee recognition
  - offshoring and outsourcing
  - pension plans and underfunding
  - performance diagnosis
  - person-organization fit
  - promotion of workplace fitness and health
  - role of human capital
  - strategic planning
  - violence and terrorism in the workplace
- Many new Highlights in HRM boxes present the reader with up-to-date, real-world examples from a variety of large and small organizations.
- Internet: The ever-growing role of the Internet in HR activities is evident throughout the text. A few examples include online recruiting in Chapter 5; online staffing in Chapter 6; web-based training and e-learning in Chapter 7; and online 360-degree performance appraisal in Chapter 8.
- Each chapter has at least one new end-of-chapter case study highlighting chapter content. These cases have been selected to provide students with both current and practical HR problems and issues.
- Six new extended cases are included at the end of the book. These cases have been carefully selected to reflect current issues in managing human resources, and explore the important topics of virtual HR, diversity, workforce mobility, employment downsizing, wrongful discharge, ethics, performance appraisal, and the arbitration of employee complaints.
- New Ancillaries: There are new online ancillaries for instructors and students. A completely revised test bank plays a strategic role in the Integrated Learning System. A new set of PowerPoint presentation slides and acetates makes teaching and preparation easier and more convenient.

Features of the Book

Use of the Integrated Learning System (which is described on the front inside cover) continues for the new edition. This integrated structure creates a comprehensive teaching and testing system. Designed to facilitate understanding and retention of the material presented, each chapter contains the following pedagogical features:

- **Learning objectives** listed at the beginning of each chapter provide the basis for the Integrated Learning System. Icons that identify the learning objectives appear throughout the text and end-of-chapter material, and all print ancillaries.
- **Highlights in HRM.** This popular boxed feature provides real-world examples of how organizations perform HR functions. The Highlights are introduced in the text discussion and include topics such as small businesses and international issues.
- **Using the Internet.** All chapters include new government, research, and business Internet references and addresses.
- **Key terms** appear in boldface and are defined in margin notes next to the text discussion. The key terms are also listed at the end of the chapter and appear in the glossary at the end of the text.

- **Figures.** An abundance of graphic materials and flowcharts provides a visual, dynamic presentation of concepts and HR activities. All figures are systematically referenced in the text discussion.
- **Summary.** A paragraph or two for each learning objective provides a brief and focused review of the chapter.
- **Discussion questions** following the chapter summary offer an opportunity to focus on each of the learning objectives in the chapter and stimulate critical thinking. Many of these questions allow for group analysis and class discussion.
- **HRM Experience.** An experiential activity (described earlier) is included in each chapter.
- **Two or more case studies** per chapter present current HRM issues in real-life settings that allow for student consideration and critical analysis.
- **Extended cases.** Eleven extended cases are provided at the end of the main text. These cases use material covered in more than one text chapter and provide capstone opportunities.

Ancillary Teaching and Learning Materials

For Students

Study Guide* to Accompany *Managing Human Resources (ISBN: 0-324-31469-8). Thomas Lloyd of Westmoreland County Community College has again revised the *Study Guide*. His many years of teaching experience allow him to bring a special insight to this popular student supplement. It includes review questions that can be used to check understanding and prepare for examinations on each chapter in this textbook. Using the Integrated Learning System, *Study Guide* questions are arranged by chapter learning objective so the student can quickly refer back to the textbook if further review is needed. A sample chapter of the *Study Guide* as well as online purchase are available at http://bohlander.swlearning.com.

New for this edition are three exceptional online tools: **Xtra!, HRM in the News** on the product support site, and **InfoTrac® College Edition:**

Xtra! Web Site
This robust site provides a wealth of online learning tools including *BizFlix* and Workplace Videos; HRM in the News; interactive chapter-by-chapter quizzes; digitized *Author Insight* videos to further clarify difficult concepts from the text; *HR Measurement Lab Exercises, powered by InfoHRM*, that ask students to analyze various workforce metrics to reinforce theories presented in the text; and much more! For more information, visit http://bohlanderxtra.swlearning.com.

HRM in the News
Provides summaries of the latest human resource management–related news stories, indexed by topic for your convenience. Each HRM News summary contains a headline, subject category, key words, three-to-five-paragraph summary of a news article, article source line, and questions to spur further thought.

InfoTrac® College Edition
An InfoTrac® College Edition four-month subscription card is automatically packaged free with new copies of this text. With InfoTrac® College Edition, sources such as *Forbes, Fortune,* and *The New York Times* are just a click away! InfoTrac® College Edition provides students with anytime, anywhere access to 20 years' worth of full-

text articles (*more than 10 million!*) from nearly *4,000* scholarly and popular sources! In addition to receiving the latest business news as reported in the popular business press, students also have access to many other journals, among them those that are particularly valuable to the human resources discipline—including *Human Resource Planning, Human Resource Department Management Report, HR Focus, Employee Benefits, HR Magazine,* and more. For more information on InfoTrac® College Edition, visit http://infotrac-college.thomsonlearning.com.

***Managing Human Resources, 14e* Support Web Site**
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This comprehensive, resource-rich web site provides ongoing learning and teaching resources and support for both instructors and students. You'll find it filled with practice quizzes, links to online HR management resources, and much more!

For Instructors

The following instructor support materials are available to adopters from your Thomson South-Western Representative, from the Academic Resource Center at 800-423-0563, or through http://www.swlearning.com. All printed ancillary materials were prepared by or under the direction of the text authors to guarantee full integration with the text. Multimedia supplements were prepared by experts in those fields.

- ***Instructor's Resource Guide*** (ISBN: 0-324-31464-7). For each chapter in the textbook, the *Instructor's Resource Guide* contains a chapter synopsis and learning objectives; a very detailed lecture outline; answers to the end-of-chapter discussion questions and case studies; solutions to the extended cases in the textbook; and suggested answers for the chapter video exercises.
- **Test Bank** (ISBN: 0-324-31465-5). The new test bank was prepared by Satish P. Deshpande of Western Michigan University. Each test bank chapter provides over 100 questions and includes a matrix table that classifies each question according to type and learning objective. There are true/false, multiple-choice, and essay items for each chapter, arranged by learning objective. Page references from the text are included. Each objective question is coded to indicate whether it covers knowledge of key terms, understanding of concepts and principles, or application of principles.
- **Computerized Test Bank** (ISBN: 0-324-31467-1). *ExamView*™ testing software contains all the questions from the printed test bank and allows the instructor to edit, add, delete, or randomly mix questions for customized tests.
- **PowerPoint™ Presentation Slides** (ISBN: 0-324-42243-1). Created specifically for the new edition by Charlie T. Cook of the University of West Alabama, these presentation slides will add color and interest to lectures. The transparencies are also included within the presentation slide package.
- **Instructor's Resource CD** (ISBN: 0-324-31466-3). The *Instructor's Resource Guide,* test bank, *ExamView,* and PowerPoint slides are provided on a single CD-ROM.

  Real to Reel Video Package. The video package consists of two separate sets of videos:

  - **BizFlix Videos.** BizFlix are short film clips taken from popular Hollywood movies that provide real-world examples of the human resource management concepts students are learning. End-of-chapter BizFlix exercises in

the text stimulate students to see how the filmed scenarios apply to chapter topics.

- **Workplace Videos.** This video collection features both small and large companies with innovative HR practices, many of which have been recognized for their excellence in HR practices.
- Real to Reel DVD package: 0-324-42248-2
- Real to Reel VHS package: 0-324-42249-0

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- **Transparency Acetates** (ISBN: 0-324-31468-X). A set of transparencies is also available with this edition.
- **WebTutor™.** WebTutor is used by an entire class under the direction of the instructor and is particularly convenient for distance learning courses. It provides web-based learning resources to students as well as powerful communication and other course management tools including course calendar, chat, and e-mail for instructors. WebTutor is available on WebCT (0-324-42245-8) and Blackboard (0-324-42244-X). See http://webtutor.thomsonlearning.com for more information.
- **TextChoice Cases and Exercises.** TextChoice is the home of Thomson Learning's digital content. This Management Cases and Exercises database allows you to easily evaluate and select cases, experiential exercises, and activities and to even include your own material to create a tailor-fit course companion. See http://www.textchoice.com for more information.
- **E-Coursepacks.** E-Coursepacks is a completely online collection of articles and resources tailored specifically to selected South-Western management textbooks. E-Coursepacks goes beyond the book by providing access to three to five full-length articles for each chapter of the text, chosen from hundreds of scholarly, practitioner, and popular periodicals by a team of management content specialists. These articles relate and reinforce key topics and examples from the text. In addition, e-Coursepacks allows instructors to access the most current articles and biographical and background information on key companies or important individuals in HRM through links to predefined searches on the databases.

Acknowledgments

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