Managing Human Resources

A Partnership Perspective

Edition 7

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MANAGING
HUMAN
RESOURCES

A PARTNERSHIP PERSPECTIVE

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Today, it's become commonplace to hear managers from the very largest multinational firms to the smallest domestic firms claim that managing people effectively is vital to success in today's highly competitive marketplace. "The most important thing I do is hire bright people," says Microsoft's CEO Bill Gates. "Hire people smarter than you and get out of their way," says Howard Schultz, CEO of Starbucks. "Without the right people in place, strategies can't get implemented," says General Electric's CEO Jack Welch. In fact, the challenge of effectively managing human resources is recognized throughout the world. According to Floris Maljers, CEO of the British-Dutch company Unilever, "Limited human resources, not unreliable capital, are the biggest constraint when companies globalize." These CEOs know that it's people that are the core of any organization. In order to succeed, they must have the best people available working productively throughout their companies.

PURPOSES OF THIS BOOK

Managing Human Resources: A Partnership Perspective, Seventh Edition, offers a detailed picture of how successful organizations manage human resources in order to compete effectively in a dynamic, global environment. Because organizations differ from each other in so many ways—including their locations, technologies, products and services, and corporate cultures—we use many different companies as examples in this text. Included are Kinkos, Sears, AT&T, Microsoft, Gateway, Hallmark, Kodak, Southwest Airlines, McDonald's, Mrs. Fields, Ritz Carlton, Marriott, General Electric, Eaton, Avon, Levi Strauss, Dell, Chrysler, Coca-Cola, Disney, Lincoln Electric, Aetna, Weyerhaeuser, Federal Express, UPS, PepsiCo, Aid Association for Lutherans, and many others. By combining a respect for established principles of human resource management with a willingness to experiment and try new approaches, these companies succeed year after year.

Despite the many differences between companies, those that succeed seem to share a few things in common. Perhaps most importantly, they recognize that there's more to "success" than just a good bottom line. The best companies balance their concerns over short-term, bottom-line results with the recognition that long-term success requires satisfying a variety of stakeholders. In addition to satisfying the demands of shareholders, the best organizations also address the concerns of their employees and their families, customers, local communities, government regulators, unions, public interest groups, as well as other organizations that they do business with. These various stakeholders often care deeply about how businesses conduct themselves, and in particular, about how they treat their employees. Thus, throughout this textbook, we explicitly consider how alternative approaches to managing human resources are likely to be viewed by various stakeholders. Although it's not always possible to satisfy all stakeholders equally well, effective organizations make a habit of analyzing the available alternatives from multiple perspectives and seeking solutions that meet as many concerns as possible.

Another quality shared by successful companies seems to be the belief that managing human resources is everyone's responsibility. Naturally, HR professionals carry much of the responsibility for ensuring an organization is managing people as effectively as possible, but their responsibility is shared with line managers and all other employees in the organization. This view—that managing human resources is a shared responsibility—is what

we mean by the "partnership perspective." This textbook was written with all three of the key HR partners in mind: HR professionals, line managers, as well as all other employees within an organization. Within each chapter, the unique roles and responsibilities of these three partners are detailed in a feature titled "The HR Triad." The 21st century will witness even greater cooperation among HR managers, line managers, and employees, as teams strive to make their organizations more capable of success. Thus, this book is written for everyone working in organizations, as well as those who will eventually.

A third quality shared by successful organizations is responsiveness to a dynamic and increasingly global environment. Rapid changes in technologies, as well as economic, political, and social conditions mean that few organizations can effectively compete today by just using the old tried-and-true approaches of yesterday. As the best organizations realize, continuous change requires continuous learning. Finding new and better ways of doing things is the only way to get ahead and stay ahead of the competition—and that includes learning new and better ways of managing human resources. Throughout this text, we focus on five challenges that require new approaches to managing human resources:

- managing strategically,
- managing globalization,
- managing diversity,
- managing teams, and
- managing change.

As described in Chapter 1, organizations of all types now face these five challenges. Furthermore, addressing these five challenges almost always requires rethinking and revising older, traditional approaches to managing human resources. Because these challenges are relatively new, even the experts don't yet know the answers to many of the questions that come up. The research that will one day help answer some of those questions is just now being conducted as leading companies experiment with various new HR policies and practices. To give readers a feel for how organizations are addressing these challenges, in each chapter boxed features highlight the relevant HR policies and practices of those at the leading-edge.

ORGANIZATION OF THIS BOOK

The field of human resource management is exciting today because it is undergoing so much change. Driving the changes in this field are changes in the external and internal environments of organizations. Managing people effectively is not something done in isolation. It begins with an understanding of how a variety of converging forces are reshaping the design and functioning of modern organizations. Because we believe that understanding the context of work is so important to managing human resources effectively, we devote several chapters to describing that dynamic context. Chapter 1 provides an overview of the many aspects of the environment that can affect an organization's approach to managing human resources. Chapters 2 and 3 then describe in more detail the external environment, including globalization, the changing labor market, new technologies, restructuring due to mergers and acquisitions, laws and regulations, and employees' evolving view of what constitutes fair employment practices. As described in Chapter 4, changes in the external environment put pressure on organizations to change internally. In addition to developing and focusing on new competitive strategies, organizations may redesign their internal structures, create new types of jobs, and fundamentally alter both where and how work gets done. Entering the new millennium, HR professionals now realize that one of their most important responsibilities is facilitating the process of change. While the specific changes occurring today are new, the need for change has always been around. Thus, we know a great deal about how to manage change successfully. Chapter 5 describes several basic prin-

ciples for managing change and illustrates how these can be used to facilitate many types of specific change now occurring in organizations.

Having described the environment that shapes how organizations manage human resources, we then turn to descriptions of several activities involved in managing human resources. The first activity is simply to develop an understanding of the nature of the work that needs to be done in an organization. Chapter 6 describes how jobs can be analyzed in order to understand what tasks they involve and the qualities that employees need to perform the jobs. Chapters 7 and 8 go on to describe how companies, using the information of the nature of jobs, as well as the entire context of company and its environment, recruit and select job applicants. Chapter 9 describes the socialization, training and development practices that follow induction into an organization. Training and retraining are critical issues in an information era. With rapid changes in job requirements, existing employees must learn new sets of skills. Chapters 10, 11, 12 and 13 describe the human resource activities that relate to appraising and compensating employees. Employees need fair and clearly stated performance standards. They deserve useable feedback and the support needed to identify and correct performance deficiencies. When these are combined with well-designed compensation and rewards, capable individual employees can become part of a high-performance, team-oriented workforce. As many organizations have discovered, retaining a high performance workforce can be a major challenge. The best companies often become targets for recruitment by competitors. Offering innovative benefits packages that address a wide array of employees' concerns is one tactic for warding off such poaching, as described in Chapter 14. Chapters 14 and 15 examine other ways to further improve work environments—by ensuring a safe and healthy workplace and by developing cooperative relationships with unions and other employee representatives

Finally, Chapter 16 considers the HR profession itself. This chapter is written specifically for readers who wish to pursue a career in human resource management, working either as a staff member within an organization or as a consultant. What competencies will you need to succeed in this field? What professional standards will you need to meet? How are HR activities organized in different organizations? And what is the future likely to hold? The last chapter explores these questions from the perspective of HR professionals.

FEATURES OF THIS EDITION

Several features are incorporated into this edition:

Managing Through Partnership at . . . : As an introduction to each chapter, this feature describes in some detail the human resource activities of a company familiar to most readers. They are used to illustrate how HR professionals, line managers and employees work together to achieve effective approaches to managing human resources.

The HR Triad: To further elaborate the partnership perspective, each chapter contains an exhibit that describes the roles and responsibilities of each partner in the HR triad—HR professionals, line managers, and employees. The roles and responsibilities listed within each chapter tie directly into the material discussed in the text. Thus, The HR Triad feature helps summarize some of the key points raised in the chapter.

In each chapter, real world examples of current HR practices are illustrated under the titles, Managing Globalization, Managing Strategically, Managing Change, Managing Teams, and Managing Diversity. These features reinforce two important lessons. First, successful companies follow basic well-established principles for managing human resources, and second, they also are willing to experiment with new ideas in order to improve upon what is known. Through these examples, we hope to convince readers that effectively managing human resources requires mastering what is known and then having the confidence to venture into the unknown.

Margin Notes: Throughout the chapters, margin notes reinforce and extend key ideas. The fast facts offer tidbits of information that are sometimes surprising. The quotes illus-

trate the perspectives of real managers and HR professionals. Some quotes are from well-known executives or public figures; others from names you may not recognize. In either case, we think you'll agree their insights are worth remembering.

Terms to Remember: A list of key terms and concepts appears at the end of each chapter. Its purpose is to allow you to check whether you recall and understand the key vocabulary associated with the content of the chapter. If you see a term you aren't sure about, you may want to go back and review that section of the chapter again, or ask the instructor to help clarify the meaning for you.

Discussion Questions: The discussion questions at the end of each chapter seek to determine your understanding of the material found in the chapter. They include material in the body of the chapter and in the "Managing..." features. By the time you finish reading and studying all the chapters, you should know a great deal about human resource management, about what particular companies are doing today to manage their human resources, and about what companies should be preparing to do as they begin the 21st century.

Projects to Extend Your Learning: The projects at the end of the chapters reinforce the key themes of managing strategically, managing globalization, managing teams, managing change, and managing diversity. Some of these projects direct you to investigate human resource practices in companies in your neighborhood. Many others ask you to gather information from the Internet. Finally, one project in each chapter focuses your attention on the human resource activities used by the three companies portrayed in the end-of-text integrative cases.

End-of-Chapter Case Studies: The case studies at the end of chapters offer challenge and variety. It is up to you to analyze what is going on and suggest improvements. In some instances, discussion questions are presented to guide your thinking; in other instances, you are on your own to determine the issues most relevant to the material in the chapter. Except in the three end-of-textbook integrative case studies, many of the companies in these cases are disguised, although their problems and challenges are not.

End-of-Text Integrative Case Studies: At the end of the textbook we present three longer case studies. They describe various human resource activities at Lincoln Electric, Southwest Airlines, and Aid Association for Lutherans. By studying each case, you should gain an appreciation for how the many aspects of human resource management described throughout the text work together as a total system. By necessity, any particular chapter focuses on only one small piece of the total HR puzzle. In the real world, the pieces must fit together into a meaningful whole. The end-of-text integrative cases illustrate three very different total HR systems found in three very successful organizations. They are provided so that you can see examples of how firms are systematically managing all their human resource activities through partnership consistent with the characteristics of their organizations and the concerns of their stakeholders.

SUPPLEMENTARY MATERIALS

Supplementary materials for *Managing Human Resources: A Partnership Perspective*, Seventh Edition include:

An Instructor's Manual, ISBN 0-324-00686-1, which contains
- Chapter outlines
- Lecture enhancements, including experiential and skill-building exercises and end-of-chapter case notes

A printed *Test Bank*, ISBN 0-324-00687-X, which includes multiple-choice, true-false, and short essay questions with answers referenced to pages in the text

A computerized version of the test bank, Thomson Learning Testing Tools™, ISBN 0-324-00688-8.

Transparency Acetates, ISBN 0-324-00690-X, containing some of the key charts and graphs from the text.

Power Point slides, ISBN 0-324-00689-6.

Additional materials include *Managing Organizations and People: Cases in Management, Organizational Behavior* and *Human Resource Management,* Sixth Edition, by Paul F. Buller and Randall S. Schuler; *Applications in Human Resource Management: Cases, Exercises, and Skill Builders,* Fourth Edition, by Stella Nkomo, Myron D. Fottler, and R. Bruce McAfee; and *Personal Computer Projects for Human Resource Management,* Second Edition, by Nicholas J. Beutell. All these materials are available from South-Western College Publishing Company.

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