

Strategic Human Resource Management

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To Roz, Cathie, and Sarah
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PREFACE



Few of you who read this textbook will actually become personnel managers in organizations. But most of you will become human resource managers because at some point in your career, you will have a group of people whom you will manage. Some of you will be in a position to influence human resource policy significantly in your organization even if you are not in your firm's personnel or human resource department. Of course, no matter where you are in the organization, you will be affected by your organization's 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, utilizes them, rewards them, and separates them. We are concerned with the interplay of the personnel or human resource department and line managers as strategic decisions are made and implemented on human resource acquisition and use 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 personnel, 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.

Features

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. 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 a unique feature and integral to this textbook. They make the study of strategy come alive.

Part of the method of strategic analysis is case problem solving. The cases used throughout and at the end of the book have the most value when you try to analyze the situation and suggest courses of action. By applying the concepts discussed in the textbook through case analysis, you will see their relevance in actual organizational situations.

The cases that are used throughout this book ask you to identify present and potential problems and issues and to formulate strategies for their resolution. This requires that you take a problem/issue solving approach to *apply* material in this text. The cases revolve around real organizations you will most likely recognize. They have real human resource problems and challenges. You will need to be both reactive and proactive in examining these cases. Some companies are included that 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 a few readily apparent 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 really right or wrong answers to the questions. Be concerned with examining both the overall strategies as well as 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.

The textbook contains several examples in each chapter of primary issues currently confronting human resource strategists. Focus 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 work force. HR Challenges boxes offer insight into the ways different organizations deal with the challenges presented to them on a day-to-day basis.

Another special feature of the book is its management applications. For example, in order to highlight how any manager, human resource or otherwise, can have an impact on the practices of the human resource function, the end of the chapter summaries 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.

Plan of the Book

The textbook is organized into six parts as shown in Exhibit P.1. Part One examines the concept of organization strategy and how it relates to an organization's human resources. We begin in Chapter 1 by examining the strategic approach to human resource management. An overview of the strategic approach, a historical perspective of human resource management, and a discussion of how these two concepts can be integrated are provided. Chapter 2 examines the global and external environments of the organization and their impact on corporate and human resource strategy.

The formulation of a corporate strategy is the subject of Chapter 3. The strategy formulation process is discussed, along with an examination of specific types of corporate strategies. Chapter 4 looks at decision making and information systems as they relate to human resources. We emphasize decision processes as they affect human resources and on

tracking human resource data and issues in organizations.

Part Two focuses on the ways organizations acquire and place people. Legal issues such as equal employment, sexual harassment, and managing a diverse work force are covered in Chapter 5. Chapter 6 focuses on the human resource planning and staffing function. It deals with planning for the appropriate number and type of employees needed by the organization. Chapter 7 discusses job analysis in light of determining job requirements. Chapter 8 emphasizes job design and redesign. Chapter 9 then examines how to obtain these employees through strategic recruiting and selection methods.

Next we move to Part Three, 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 10 looks at socialization and training and development methods. Then, we look at ways of getting employees involved and motivated in Chapter 11. Providing fair and equitable monetary and other rewards that encourage desired performance is the subject of Chapter 12. Chapter 13 ends this part with a look at how performance appraisal can be used to develop employees and make them more productive.

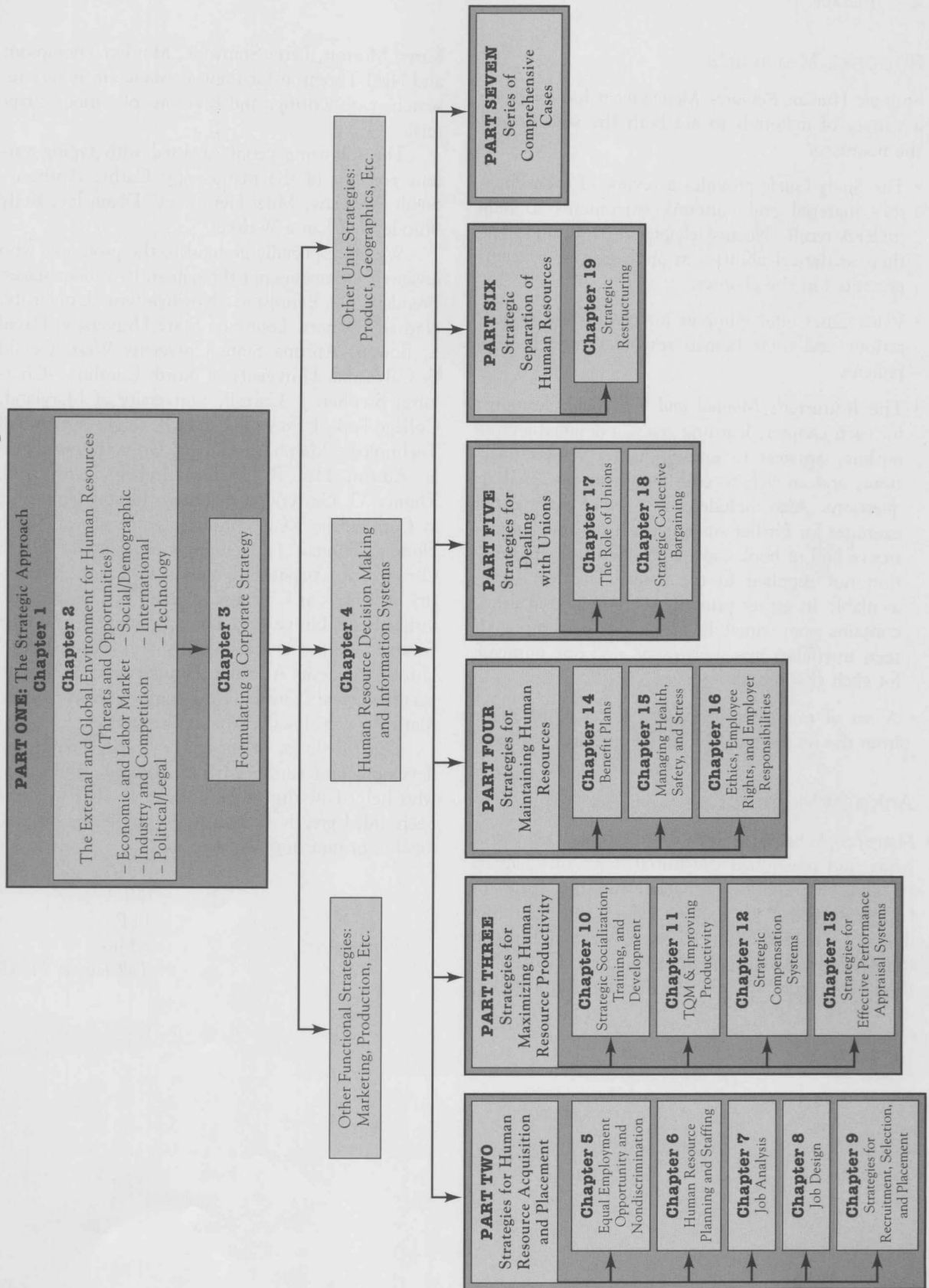
In Part Four we examine ways of maintaining human resources in the organization. We begin in Chapter 14 by discussing various benefit programs available today for organizations. Chapter 15 looks at health, safety, and stress in today's organizations. Ethics, employee rights, and employer responsibilities are the subjects of Chapter 16. Dealing with troubled employees, a major issue today for many organizations, is a major focus of this chapter.

Part Five examines strategies for dealing with unions. First, we examine the changing nature of unions in Chapter 17. Chapter 18 then outlines various strategies for bargaining with unions.

In Part Six, the last textual part of the book, Chapter 19 focuses on strategies for restructuring or retrenching organizations. Particular emphasis is placed on layoff and termination strategies.

The book concludes with Part Seven, 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.

Organizational Strategy and Human Resource Management



Support Materials

Strategic Human Resource Management has available a variety of materials to aid both the student and the instructor.

- The *Study Guide* provides a review of each chapter's material and contains assignments to help students recall objective chapter material and hone their analytical abilities in applying the concepts presented in the chapter.
- *Video Cases* offer glimpses into real-world organizations and their human resource strategies and policies.
- The *Instructor's Manual and Test Bank* contains, for each chapter, learning goals, a detailed lecture outline, answers to end-of-chapter review questions, and answers to end-of-chapter case analysis questions. Also included are a set of experiential exercises for further student practice, and summaries of end of book cases with additional information not supplied in the cases. The test bank, available in either printed or computerized form, contains approximately fifty multiple-choice, fifteen true/false, five short-essay, and one minicase for each chapter.
- A set of *transparency acetates* of key illustrations from the text is available to complement lectures.

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