

当代全美 **MBA** 经典教材书系 (英文原版)

北大光华管理学院 IMBA、MBA 推荐用书

培生教育出版集团精选教材系列

管理人力 资源

Managing
Human
Resources

第 **3** 版

Luis R. Gomez-Mejia
David B. Balkin
Robert L. Cardy / 著



北京大学出版社 培生教育出版集团
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Prentice
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Arizona State University

David B. Balkin / 著
University of Colorado, Boulder

Robert L. Cardy / 著
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- 主 编：张维迎 北京大学光华管理学院副院长，教授
副主编：王建国 北京大学光华管理学院院长助理
MBA项目主管，教授
彭松建 北京大学出版社社长，教授

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曹凤岐

·院长寄语·

北京大学光华管理学院秉承北大悠久的人文传统、深邃的学术思想和深厚的文化底蕴,经过多年努力,目前已经站在中国经济发展与企业管理研究的前列,以向社会提供具有国际水准的管理教育为己任,并致力于帮助国有企业、混合所有制企业和民营企业实现经营管理的现代化,以适应经济全球化趋势。

光华 MBA 项目旨在为那些有才华的学员提供国际水准的管理教育,为工商界培养熟悉现代管理理念、原理和技巧的高级经营管理人才,使我们的 MBA 项目成为企业发展致富之源,为学员创造迅速成长和充分发挥优势的条件和机会。

为了适应现代人才需求模式和建立中国的一流商学院,北京大学光华管理学院正在推出国际 MBA“双语双学位”培养方案;同时,为了配合北大 MBA 教育工作的展开,光华管理学院与北大出版社联合推出本套《当代全美 MBA 经典教材书系(英文原版)》,并向国内各兄弟院校及工商界人士推荐本套丛书。相信我们这些尝试将会得到社会的支持。而社会对我们的支持,一定会使光华 MBA 项目越办越好,越办越有特色。

北京大学光华管理学院院长

陈以亨

出版者序言

2001年12月10日中国加入了世界贸易组织,从此,中国将进一步加大与世界各国的政治、经济、文化各方面的交流和合作,这一切都注定中国将在未来世界经济发展中书写重要的一笔。

然而,中国经济的发展正面临着前所未有的人才考验,在许多领域都面临着人才匮乏的现象,特别是了解国际贸易规则、能够适应国际竞争需要的国际管理人才,更是中国在未来国际竞争中所必需的人才。因此,制定和实施人才战略,培养并造就大批优秀人才,是我们在新一轮国际竞争中赢得主动的关键。

工商管理硕士(MBA),1910年首创于美国哈佛大学,随后MBA历经百年风雨不断完善,取得了令世人瞩目的成绩。如今,美国MBA教育已经为世界企业界所熟知,受到社会的广泛承认和高度评价。中国的MBA教育虽起步较晚,但在过去10年里,中国的MBA教育事业发展非常迅速,也取得了相当显著的成绩。现在国内已经有50多所高等院校可以授予MBA学位,为社会培养了3000多名MBA毕业生,并有在读学员2万多人。

目前,国内的MBA教育市场呈现一片繁荣景象,但繁荣的背后却隐藏着种种亟待解决的问题。其中很大一部分问题的成因是因为目前我国高校使用的教材内容陈旧,与国外名校的牌教材差距较大,在教学内容、体系上也缺乏与一流大学的沟通。为适应经济全球化,国家教育管理部门曾要求各高校大力推广使用外语讲授公共课和专业课,特别是在我国加入WTO后急需的上百万人才中,对MBA人员的需求更是占1/3之多,所以,大力开展双语教学,适当引进和借鉴国外名牌大学的原版教材,是加快中国MBA教育步伐,使之走向国际化的一条捷径。

目前,国内市场上国外引进版教材也是新旧好坏参差不齐,这就需要读者进行仔细的甄别。对于国外原版教材的使用,在这里我们要提几点看法。国外每年出版的教材多达几万种,如果不了解国外的教材市场,不了解国外原版教材的品质就可能找不到真正适合教学和学习的好的教材。对于不太了解外版教材的国内读者来说,选择教材要把握以下几点,即:选择国外最新出版的书籍;选择名校、名作者的书籍;选择再版多次并且非常流行的书籍。综合以上几点来看,目前国内市场上真正出新、出好、出精的MBA教材还是不多的。

北京大学出版社推出的《当代全美MBA经典教材书系(英文原版)》弥补了国内MBA教材市场的缺憾,给国内MBA教材市场注入了一股新鲜的血液。全套丛书共由22本书组成,覆盖了北京大学MBA的全部主修课程,包括:经济学、管理学、营销学、战略管理、管理信息系统、运作管理、人力资源管理、商务沟通、国际金融、金融管理、决策分析、货币银行学、会计学等。另外在十几门主课的基础上又增加了几门高级选修课程,包括:国际会计学、组织行为学、投资学、商务学、财务报表解析、管理会计、管理沟通、商业伦理学、企业家精神等。

本套丛书的筛选大体上本着以上所提到的几点原则,即,(1)出“新”。克服以往教材知识陈旧、落后的弊端,大部分教材的出版年限都选择在2002年,与国外原版书同步出版。(2)出“好”。本套丛书收入了美国哈佛大学、斯坦福大学、麻省理工学院等著名院校所采用的教材,如:《管理学》、《营销管理》、《管理信息系统》、《管理人力资源》、《财务会计》、《管理会计》、《面向管理的数量分析》等;本套丛书收入著名学术界宗师包括斯蒂芬·罗宾斯(《管理学基础》)、菲利

普·科特勒(《营销管理架构》)、查尔斯·亨格瑞(《财务会计》)、威廉·鲍莫尔(《经济学:理论、方针和政策》)等人的学术巨著。(3)出“精”。大多数教材都是再版多次,经过不断的修改和完善而成的,如:再版5次的《卓越的商务沟通》、《现代投资理论》、《商业伦理:概念和案例》等;再版6次的《货币、银行和金融市场经济学》、《商务学》、《财务报表解析》等;再版7次的《面向管理的数量分析》等;再版8次的《经济学:理论、方针和政策》、《财务会计》、《管理信息系统》等;甚至还有再版12次的《金融管理与政策》、《管理会计》。本丛书中每一本书的选择都依据该书旧的版本,或作者过去同类书籍的销售情况,选择居于该领域销售排行榜首位的教材。

本套《当代全美 MBA 经典教材书系(英文原版)》集合了美国经济学界和管理学界各个学科领域专家的权威巨著,该丛书经过北京大学光华管理学院及其他著名高校的知名学者的精心选编,包括了大量精深的理论指导和丰富的教学案例,真正称得上是一套优中选精的丛书。

致谢

本套教材是我社与国外一流专业出版公司合作出版的,是从大量外版教材中选出的最优秀的一部分。在选书的过程中我们得到了很多专家学者的支持和帮助,可以说每一本书都经过处于教学一线的专家、学者们的精心审定,北京大学出版社英文影印版教材的顺利出版离不开他们的无私帮助,在此,我们将对审读并对本套图书提出过宝贵意见的老师们表示衷心的感谢,他们是:

北京大学光华管理学院:符国群、李东、梁钧平、陆正飞、王建国、王其文、杨岳全、于鸿君、张国有、张圣平、张志学、朱善利(按拼音排序)

中央财经大学会计系:孟焰

本套丛书的顺利出版还得到了培生教育集团(Pearson Education)北京代表处、汤姆森学习集团(Thomson Learning)北京代表处的大力支持,对他们的付出我们也非常感谢。

教辅材料说明

教材,顾名思义教学之材料,它和普通的书籍有一个很大的区别,就是必须以“方便教授教学”为主。所以,好的教材更需有完备的教学辅助材料相匹配,且每一本教材都要有教辅材料,只有配备了齐全的辅助材料才能称其为完整的教材。北京大学出版社的《当代全美 MBA 经典教材书系(英文原版)》系我社获全球最大的教育出版集团,美国培生教育集团(Pearson Education Group)独家授权之英文影印版本。Pearson Education 旗下的国际知名教育图书出版公司 Prentice Hall/Addison Wesley/Longman,以其高品质的经济类出版物,已成为全美乃至全球高校采用率最高的教材,享誉全球教育界、工商界。我社在选择此套教材的过程中,尽量选择教辅材料齐全的教材,这些教辅材料包括:教学指导用书、教学提纲、测试题、解答题、课堂演示文稿等,以书、幻灯片(Powerpoint Mesentation)、Disk、CD、CD-ROM 等形式出现。我社特获独家复制以上材料,并向采用该书的教师免费赠送。同时,这些材料还可通过访问培生教育集团相关站点:<http://www.prenhall.com>、<http://www.pearsoned.com>、<http://www.aw.com> 或国内站点:<http://www.digishop.com.cn> 免费下载。

欲获得相关教辅材料的教师烦请填写后面的《教辅资料支持表》,以确保此教辅材料仅为教师获得。

出版声明

本套丛书是对国外原版教材的直接影印,由于各个国家政治、经济、文化背景的不同,原作者所持观点还请广大读者在阅读过程中加以分析和鉴别。我们希望本套丛书的出版能够促进中外文化交流,加快国内经济管理专业教学的发展,为中国经济走向世界做出一份贡献。

我们欢迎所有关心中国 MBA 教育的专家学者对我们的工作进行指导,欢迎每一位读者给我们提出宝贵的意见和建议。

北京大学出版社
数字经实公司
2002年1月

内 容 简 介

《管理人力资源》第3版,包括17章,共分:引言;人力资源管理范畴;雇员;雇员的开发;薪酬;管理与支配等6个主要部分。

本版教材继承并发展了作者过去的观点,增加了人力资源信息技术、管理远景展望、管理的挑战等内容。通过对人力资源战略过去、未来的分析,阐述了如何进行管理,如何招聘雇员、培训雇员,并培养与雇员之间的关系等理论内容。

本书具有如下特色:每一个章节都阐述了人力资源信息技术所产生的影响,涉及到工作设计、差异化管理、招聘等;更新的观点、应用栏目及管理人员手册等;通过对问题和观点的分析增强对概念的理解;强调人力资源国际化等。本书案例分析与理论相结合,从全球视角进行论点展开。

适用性:适用于本科生或研究生人力资源管理入门性课程,还可作为各企业、公司管理人员的培训教材和参考用书。

畅销性:本书以其较高的学术水平,得到各界专家学者的广泛赞誉,该书被包括美国哈佛大学等名校在内的上千所大学采用。

作者简介

Luis R. Gomez-Mejia 是亚利桑那州立大学商学院的一名管理学教授。他从明尼苏达大学获得劳资关系博士和硕士学位,同时还在明尼苏达大学获得经济学学士学位。在进入学术界之前,Gomez-Mejia 在人力资源方面为 Minneapolis 和 Control Data Corporation 工作了 8 年。随后,他为许多组织做咨询。在进入亚利桑那州立大学之前,他在科罗拉多大学和佛罗里达大学任教。他先后两次在《管理学会杂志》的编辑部工作,同时还是《高科技管理研究杂志》的编辑和创始人。他本人在著名的管理杂志上发表过 60 余篇文章,这些杂志包括:《管理学会杂志》、《管理科学季刊》、《战略管理杂志》、《劳资关系杂志》和《人员心理杂志》等。他还撰写和编辑过 12 本管理学书籍,分别被 Prentice Hall, Southwestern Press, JAI Press 和 Grid 出版社出版。他因在《管理学会杂志》发表了大量的作品而被该杂志评选为 9 个在生产力研究方面最有成就的人之一。他还获得许多奖励,包括《管理学会杂志》的“最优论文奖”(1992)和亚利桑那州立大学 100 名杰出学者委员会提名(1994)。Gomez-Mejia 教授主要研究宏观人力资源、国际人力资源的实施和酬劳问题。

David B. Balkin 是科罗拉多大学工商管理学院管理学教授。他在明尼苏达大学获得劳资关系博士学位。在进入科罗拉多大学之前,他在路易斯安那州立大学和东北大学工作。他在《管理学会杂志》、《战略管理杂志》、《劳资关系杂志》、《人员心理杂志》、《工作研究杂志》和《管理执行者杂志》上发表过多达 35 篇的论文。他的一篇著作(与 Luis R. Gomez-Mejia 合著)1992 年被《管理学会杂志》评为最好的论文。Balkin 教授撰写或编辑过三本关于人力资源管理的书籍。他为许多组织做过咨询,其中包括:U. S. West, Baxter Healthcare, Hydro Quebec 和 The Commonwealth of Massachusetts。Balkin 教授的研究主要涉及商业战略和人力资源政策间的相互作用,以及设计和执行酬劳系统。

Robert L. Cardy 是亚利桑那州立大学商学院的一名管理学教授。他于 1982 在弗吉尼亚工业学院获得工业/组织心理学博士。他是:《管理学会杂志》和《管理评论学会》等多家杂志的特别评论家,还是《质量管理杂志》的编辑和创始人。他在研究、教学和服务方面得到广泛认可。在众多的作者中间,他因为对 1980—1989 年间生产力的研究而被《实用心理学杂志》评为前 20 名杰出学者之一。他在亚利桑那州立大学管理系做了 5 年的博士生负责人,并因出色的工作在 1993 年得到了学校发给他的良师奖。他是一个关于最新人力资源管理问题栏目的作者,因为对《人力资源时事通讯》做出显著的贡献,他被授予了一个管理学会的证书。Cardy 教授因为对亚利桑那州立大学学生生活质量的贡献而被授予 1992 年的认证证书。他主要研究以质量为导向的组织环境的执行评估和有效的人力资源管理的实施。

To my two sons, Vince and Alex

- L.G.M.

To my parents, Daniel and Jeanne

- D.B.B.

**To my parents, Ralph and Dorothy; my wife,
Laurel; and my two daughters, Lara and Emery**

- R.L.C.

P R E F A C E

THE PLAN OF THE THIRD EDITION

How do businesses succeed in today's competitive environment? The factor that can set an organization apart is its people. The quality of the organization's employees, their enthusiasm and satisfaction with their jobs, their experience, and sense of fair treatment all affect the firm's productivity, customer service, reputation, and survival. In short, people make the difference.

Although relatively few students in Human Resource Management (HRM) courses will become HR specialists, virtually all will have to work with other people. Dealing with other people is a fact of organizational life, regardless of whether you are in accounting, finance, operations management, or some other area. Because we believe that every manager is a human resource manager, we've written our book for students who plan to manage others at some time in their career.

The idea that all future managers need to understand HRM issues is at the heart of *Managing Human Resources*. We cover all the core HRM topics, but our managerial perspective makes the topics meaningful to students in any area of business. Our emphasis is on how to manage human resources and how to successfully implement HRM programs. Because managers in all departments and functions confront HR issues daily, we believe this approach is better than one that looks at HRM primarily from the perspective of the HR department.

Since the first edition of *Managing Human Resources* was published in 1995, the general management perspective has become much more prevalent among practicing managers. Recent environmental and organizational forces have contributed greatly to this trend. Organizations are becoming flatter. Technology such as the Internet fosters communication between all levels of personnel, and managers are expected to be generalists with a broad set of skills, including HRM skills. At the same time, fewer firms have a highly centralized, powerful HR department that acts as monitor, decision maker, and controller of HR practices throughout the organization.

Information technology also encourages a managerial approach to human resources. Why? The technology has permeated most traditional HR functions, decentralizing decisions and increasing the participation of managers and employees in all aspects of HR practice. Managers and employees have greater access to human resource information, both inside and outside the company, through both formal (Web pages) and informal (chat rooms and e-mail messages) means. An effect of the Internet, then, has been to democratize the turf of the traditional HR department. Specifically, information technology has had a tremendous effect on HR areas such as the following:

- Work design (greater use of virtual teams)
- Management of diversity (as personal characteristics such as race, gender, ethnicity and the like are not immediately evident to others inside and outside the firm)
- Recruitment (much of which is taking place through the Internet)
- Selection (using computer-based tests, application blanks, reference screening and the like)
- Training and development (with a large amount of materials that are quickly updated available on the Web)
- Compensation (providing quick updates to salary survey data, benchmarking practices in other firms, and making it possible to use more complicated incentive programs)
- Employee relations (employees feel free to use the Internet to express their views at all organizational levels)
- International HR and the management of expatriates (much work can now be done over the Internet regardless of location, nationality, and even local regulations)

The growing importance of a general management perspective to HRM has not lessened the importance of HR specialists, however. Many tools and techniques for selection, training, compensation, performance appraisal, and other traditional HR functions can greatly enhance the quality of hires, the skills of the workforce, job satisfaction, and employee motivation. But HR specialists' focus has shifted from one of control to one of advice and support to line managers. The forces reinforcing this trend include downsizing, outsourcing of the HR function, information technology, and the inclusion of HR courses in masters', undergraduate, and executive education programs designed for the general manager (rather than the HR specialist).

Our goal for the third edition of *Managing Human Resources* is to emphasize a general management approach even more than we did in the two previous editions. This third edition offers an updated and more applied content with an even clearer emphasis on the managerial perspective. Six key features of the third edition showcase our approach:

1. New chapter introductions titled "The Managerial Perspective" summarize why the chapter content is relevant to managers.
2. A new end-of-chapter feature called "Managerial Skills Builder: Issues and Exercises" presents a managerial situation relevant to each chapter topic, and concludes with analytical questions and issues, experiential exercises, and group projects such as role plays and debates.
3. Two chapter-ending "You Manage It!" discussion cases focus on HR issues from a manager's perspective.
4. The influence of information technology on HR is addressed in every chapter.
5. Globalization and its effect on HR practices and issues receive expanded coverage throughout the text. We have retained a newly updated version of the chapter on international HR management from the second edition that deals with the unique HR problems that multinational organizations face.
6. Over 500 new references have been added to summarize and integrate the most recent HR research.

The response to the first and second editions has been gratifying. It also reminds us how much has changed in the work world in the past six years. To keep pace with these changes and respond to your feedback, we combed through each chapter to eliminate dated material and incorporate the latest information available. Here is a summary of key chapter-by-chapter highlights.

- **Chapter 1, "Meeting Present and Emerging Strategic Human Resource Challenges,"** has been substantially revised, focusing on emerging environmental and organizational changes affecting HR practices, such as the rise of the Internet and a new focus on work/life balance to help retain employees.
- **Chapter 2, "Managing Work Flows and Conducting Job Analysis,"** has expanded coverage of teams, including virtual teams and problem-solving teams. In addition, this chapter offers more extensive coverage on contingent workers, including the effect of the Microsoft court decision regarding temporary workers.
- **Chapter 3, "Understanding Equal Opportunity and the Legal Environment,"** includes important new case law in several areas including the Americans with Disabilities Act, and EEO and sexual harassment rulings (such as same sex harassment and the impact of having an effective sexual harassment policy).
- **Chapter 4, "Managing Diversity,"** now discusses how technology can improve diversity efforts and gives updated information on the rationale for and facts about diversity. In addition, the chapter gives the most current information about seniors, people with disabilities, and recruiting and retaining a diverse, global workforce.
- **Chapter 5, "Recruiting and Selecting Employees,"** has been significantly revised to update and give more depth to our coverage of recruiting (including on-line recruiting), and expand and clarify our presentation of quantitative issues. The topic of socialization has been moved from this chapter to Chapter 8.

- **Chapter 6, “Managing Employee Separations, Downsizing, and Outplacement,”** adds more discussion about managing voluntary employee separations and downsizing in a tight labor market. It also covers recent trends, such as the “brain drain” of talented seniors and new options for outplacement.
- **Chapter 7, “Appraisal and Managing Performance,”** has new coverage on team appraisal, 360-degree appraisal in this and other countries, and role-based performance.
- **Chapter 8, “Training the Workforce,”** showcases advances in on-line, virtual, cross-functional, and basic skills training and offers new material on goal-based training. An updated discussion of socialization has been moved from Chapter 5 to this chapter.
- **Chapter 9, “Managing Careers,”** has expanded coverage on self development, counseling (on-line and otherwise), mentoring (including counseling for assignments in other countries), and competency-based career development.
- **Chapter 10, “Managing Compensation,”** has updated material on compensation strategies needed in a tight labor market including an emphasis on flexibility and helping workers attain a work/life balance.
- **Chapter 11, “Rewarding Performance,”** offers a stronger emphasis on cutting-edge pay incentives to help recruit and retain employees. New coverage includes incentives based on customer service ratings, a section on directors and shareholders as equity partners, and new CEO compensation techniques in this and other countries.
- **Chapter 12, “Designing and Administering Benefits,”** includes new developments in designing and administering pension benefits, new regulations that affect benefits such as the Family Medical Leave Act and the Health Insurance Portability and Accountability Act (HIPAA), and the effect of technology on benefit administration.
- **Chapter 13, “Developing Employee Relations,”** has increased emphasis on developing relations through technology (e-mail, HR Web sites, and so on), and managing telecommuters and other offsite employees. Features also help students improve their coaching and feedback skills.
- **Chapter 14, “Respecting Employee Rights and Managing Discipline,”** includes new information on the rights of employees/employers regarding trade secrets, soliciting business from former customers, recruiting co-workers from a previous job, e-mail privacy and on-line Web use, and more applied coverage of the employment-at-will doctrine.
- **Chapter 15, “Working with Organized Labor,”** has updated information on emerging trends in labor union growth, labor contracts, outsourcing, labor relations in other countries, and the use of technology to help organize or thwart unions.
- **Chapter 16, “Managing Workplace Safety and Health,”** contains new coverage on on-site health and safety centers, steps managers can take to decrease violence and increase safety in the workplace, organizational culture and safety, and ergonomic issues such as OSHA’s proposed ergonomic standards.
- **Chapter 17, “Meeting the International HRM Challenge,”** has been thoroughly updated to focus on technology and its effects on global HRM practices—from recruiting and motivating to retaining, developing, and monitoring international employees. It also adds more emphasis to topics such as self-directed international management teams, compensation in multinational organizations, and the globalization of HRM practices, such as lower job security, flatter organizations, pay-for-performance, and promotion based on merit.

THEMES

In addition to the managerial perspective, we thread several themes throughout this book. These themes include:

- The need for proactive HRM and cooperation between line managers and the HR department
- The importance of operating within a legal framework and acting ethically
- The effects of reorganizing, outsourcing, and quality management on HRM

- Workforce diversity as a source of competitive advantage in the global economy
- The changing forces of technology and their implications for HRM

FEATURES

Managing Human Resources contains a number of innovative pedagogical features. Every chapter contains *learning objectives* phrased as management challenges, an *opening vignette* that draws students into the chapter, a *running marginal glossary of key terms*, a *summary*, a *list of key terms* with page references, *discussion and review questions*, and *end-of chapter notes and references*. In addition, each chapter contains these features:

The Managerial Perspective

This chapter introductory section previews what's to come in the chapter and how the HR material is relevant to future managers.

Questions of Ethics

Several of these segments raise ethical questions that relate to the chapter's content. They are designed to provoke thought and debate on issues that are not easily resolved.

Manager's Notebooks

The notebook features provide management tips on a variety of issues that managers confront daily, from providing feedback during an appraisal session to preparing employees for a layoff. Over 35 percent of these features are new.

Issues and Applications

To give extended applications that relate to HR topics, we have "Issues and Applications" features in every chapter that showcase HR practices (both good and bad) around the globe. For instance, Chapter 9 spotlights the glass ceiling in Asia and a feature in Chapter 11 addresses the surge in piece work due to the Internet. Over 35 percent of these features are new.

"You Manage It!" Discussion Cases

Each chapter concludes with two short cases based on scenarios from actual companies. The questions can be assigned as homework or for classroom discussion.

Case Study

All chapters end with one case study that has critical thinking questions and group learning exercises. The detail and length of this case study offers a challenging student assignment for individual analysis and group work. Over half of these have been updated.

Managerial Challenge

Each chapter closes with a "Managerial Challenge" designed to build managerial skills. After introducing a scenario, students are asked to answer thought questions, to complete individual experiential exercises, and to participate in group exercises such as role plays and debates.

New Part-Ending Skills Live! Video Cases

Parts 2 through 6 close with a new video case and discussion questions. These cases have an applied focus that helps students build their HR management skills.

In addition, each chapter includes numerous examples of HRM practices at a wide variety of companies, from small, service-providing organizations to huge megacorporations. A concise dictionary of HRM terminology is provided at the end of the book, along with a subject index and a name, company, and product index.

THE TEACHING AND LEARNING PACKAGE

Each component of the teaching and learning package has been carefully crafted to ensure that the HRM course is rewarding for both instructors and students.

Instructor's Resource Manual with Video Guide (IRM) [013-0188239]

- The *IRM* has one chapter of instructor material for every chapter in the student text. Each chapter in the *IRM* includes:
 - A chapter overview/lecture launcher
 - Annotated outline (including all text features)
 - Answers to all questions
 - In-depth analysis of all in-text discussion questions, group learning exercises, discussion cases, case studies, and Managerial Challenge exercises
 - Sample syllabi
 - Key to Powerpoints and Transparencies

The *Instructor's Manual* is also available on disk and contains a video guide for each segment that includes the following:

- General information (title, source, running time)
- A brief synopsis
- Tie-ins to the text material
- Suggestions for using the clip in class

PHLIP/CW Web Site www.prenhall.com/gomez

Developed by Professor Dan Cooper at Marist College, PHLIP provides academic support for faculty and students using this text. PHLIP is divided into a Student Page and a Faculty Page. The Faculty Page helps professors prepare lectures, integrate technology into the classroom, and enhance in- and out-of-class learning with industry examples as current as today's world news. The Student Page supports students through an Interactive Study Guide, Current Events Cases, Exercises, Study Skills, and Writing and Research assistance. Features include:

For Instructor's (Faculty Page):

Text-specific faculty resources include downloadable supplements (*Instructor's Manual* and Powerpoint presentations) and on-line faculty support for the student page (including additional cases, articles, links, and suggested answers to the questions posed on the student page).

Faculty Lounge featuring generic faculty resources

- **Talking to the Team** is a moderated and password-protected conference and chat room system designed to allow faculty the opportunity to ask questions, make suggestions, and explore new teaching ideas.
- **Teaching Archive** features teaching resources submitted by instructors throughout the world and includes tips, techniques, academic papers, and sample syllabi for traditional classroom presentations for integrating technology in and out of the classroom.
- **Help with Computers** provides tips and links to tutorials to help you master spreadsheets, word processing, and/or presentation software.
- **Internet Skills** offers beginners and advanced advice, tips, and tutorials for using the Internet.
- **Supplementary Chapters** The Web site also includes two supplementary chapters, one on managing quality with HR and the other on conducting an HR audit.

For Students (Student Page)

Student Study Hall helps develop student's study skills through the following resources:

- **Ask the Tutor** serves as virtual office hours, allowing students to post questions or comments to the threaded message board and receive responses from both the PHLIP faculty and the entire learning community. This feature is monitored by Professor Dan Cooper to maintain quality.

- **Writing Center** provides links to on-line dictionaries, writing tutors, style and grammar guides, and additional tools to help students develop their writing skills.
- **Study Skills Center** helps students develop better study skills.
- **Career Center** encourages students to investigate potential employers, get career information and advice, view sample resumes, and even apply for jobs on-line.
- **Research Center** provides tips and resources that make it easy to harness the power of the Internet as a research tool through tutorials and descriptive links to virtual libraries and a wealth of search engines.
- **Current Events Articles and Exercises** for each chapter offers numerous current events to keep your class up to date. Each current event is a summary and analysis of a current news event written by our PHLIP faculty provider and includes Web links to the text, discussion questions, group activities, background/historical information, a glossary, a bibliography, and links to the related news sources. Whenever possible, there is a link to the original article itself. New current events are added every two weeks (past current events remain on the site until they are no longer useful or valid).
- **Interactive Study Guide** offers multiple-choice and true/false questions for every chapter of this text. Students submit responses to the server, which scores them and provides immediate feedback, including additional help and page references linked to the text. Test scores can be sent to as many as four e-mail addresses.
- **Internet Resources** provide links to helpful Web sites, complete with an *Info* button that offers the professor and students a description of each site.
- **Supplementary Chapters** The Web site also includes two supplementary chapters, one on managing quality with human resources and the other on conducting an HR audit.

Test Item File

The test item file includes 2,500 questions. Each chapter includes multiple-choice, situational multiple-choice, true/false, and essay questions. All questions are rated by level of difficulty (easy, moderate, challenging) and page-referenced to the text.

PH Custom Text

The test item file is designed for use with PH Custom Text, a computerized package that allows users to custom design, save, and generate classroom tests. Available in 3.5" Windows version, PH Custom Text gives instructors the ability to edit, add, or delete questions from the test item file and to export files to various word processing programs, including Word and WordPerfect.

Transparency Resource Package with Electronic Transparencies

There are more than 200 charts and figures in the third edition of *Managing Human Resources*. Of these, 100 have been prepared as full-color 8 $\frac{1}{2}$ " x 11" acetates. Over 200 PowerPoint slides of figures and outlines are also available on disk.

Instructor's Resource CD-ROM

This all-inclusive multimedia product is an invaluable asset for professors who prefer to work with electronic files rather than traditional print supplements. On this single CD-ROM, instructors will find the *Instructor's Manual*, the complete set of PowerPoint slides, the Test Item File, and the Prentice Hall Test Manager program.

Skills Live! Video for Human Resource Management

Six videos offer dramatizations that highlight an HR skill related to that part. They allow students to see what it is like to conduct an interview, give a performance appraisal, deal with sexual harassment issues, and more. The videos provide excellent starting points for classroom discussion and debate. These videos are available on VHS for classroom presentation.