

影印

世界工商管理名典系列（影印版）

Human Resource Management

Gaining a Competitive Advantage

Third Edition

人力资源管理

获取竞争优势

（第三版）

Noe • Hollenbeck • Gerhart • Wright

清华大学出版社

<http://www.tup.tsinghua.edu.cn>



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(第三版)

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(京)新登字 158 号

Human Resource Management: Gaining a Competitive Advantage, 3rd ed./Noe, Hollenbeck, Gerhart, Wright

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Original English Language Edition Published by The McGraw-Hill Companies, Inc.

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北京市版权局著作权合同登记号: 01-1999-2523

图书在版编目(CIP)数据

人力资源管理:获取竞争优势/(美)雷蒙德(Raymond, A.N.)等著. —影印本. —北京:清华大学出版社, 2000

(世界工商管理名典系列)

ISBN 7-302-04051-6

I. 人... II. 雷... III. 劳动力资源—资源管理—研究—英文 IV. F241

中国版本图书馆 CIP 数据核字(2000)第 75004 号

出版者: 清华大学出版社(北京清华大学学研大厦, 邮编 100084)

<http://www.tup.tsinghua.edu.cn>

印刷者: 清华大学印刷厂

发行者: 新华书店总店北京发行所

开 本: 850×1168 1/16 印张: 42

版 次: 2000 年 10 月第 1 版 2000 年 10 月第 1 次印刷

书 号: ISBN 7-302-04051-6/F·289

印 数: 0001~5000

定 价: 66.00 元

出版说明

为了适应我国社会主义市场经济的建设和发展,满足国内广大读者了解、学习和借鉴国外先进的管理经验和掌握经济理论的前沿动态,清华大学出版社与国外著名出版公司合作影印出版一系列英文版经济管理方面的图书。我们所选择的图书,基本上是已再版多次、在国外深受欢迎、并被广泛采用的优秀教材,绝大部分是该领域中较具权威性的经典之作。在选书的过程中,我们得到了很多专家、学者的支持、帮助和鼓励,在此表示谢意!本书由清华大学经济管理学院曲庆先生审阅,在此一并致谢!

由于原作者所处国家的政治、经济和文化背景等与我国不同,对书中所持观点,敬请广大读者在阅读过程中注意加以分析和鉴别。

我们期望这套影印书的出版对我国经济科学的发展能有所帮助,对我国经济管理专业的教学能有所促进。

欢迎广大读者给我们提出宝贵的意见和建议;同时也欢迎有关的专业人士向我们推荐您所接触到的国外优秀图书。

清华大学出版社第三编辑室

Preface

To grow and thrive in today's competitive environment, organizations must deal with several major challenges. First, they must provide "value." Traditionally, the concept of value has been considered a function of finance or accounting. However, we believe that how human resources are managed is crucial to the long-term value of a company and ultimately to its survival. Our definition of *value* includes not only profits but employee growth and satisfaction, additional employment opportunities, protection of the environment, and contributions to community programs.

Since the publication of the first edition of *Human Resource Management: Gaining a Competitive Advantage*, value has become even more critical. Organizations' resources are stretched tighter than ever, and allocating those resources wisely is imperative. For that reason, all functions in an organization must work together to contribute wherever they can; and all functions, particularly human resources, are increasingly being scrutinized for the value they add.

We believe that all aspects of human resource management—including how companies interact with the environment; acquire, prepare, develop, and compensate human resources; and design and measure work—can help companies meet their competitive challenges and create value. Meeting challenges is necessary to create value and to gain a competitive advantage.

The Competitive Challenges

The challenges organizations face today can be grouped into three categories:

- **The global challenge.** Increasingly, organizations are finding that to survive they must compete with organizations around the world. Companies must both defend their domestic markets from foreign competitors and broaden their scope to encompass global markets. Recent threats to and successes of U.S. businesses have proven that globalization is a continuing challenge.
- **The meeting stakeholders' needs challenge.** Key to success in today's business environment is to simultaneously meet investor or financial needs and those of other stakeholders including customers, employees, and the community. Companies are challenged to reach financial objectives through meeting customer needs and employee needs. Innovation, cost reduction, and quality objectives which relate directly to the financial success or failure of the firm are influenced by human resource management practices. Forward-looking businesses are capitalizing on the strengths of a diverse workforce. Businesses are realizing the advantages they have in attracting, retaining, and motivating employees through ethical and responsible actions. Successful companies have human resource management practices that motivate and reward employees to provide high quality products and services.
- **The high-performance work systems challenge.** Using new technologies such as computer-aided manufacturing, virtual reality, expert systems, and the Internet

can provide companies with an edge. New technologies can result in employees' "working smarter" as well as providing higher-quality products and services to customers. However, companies that have seen the greatest gains from new technology have human resource practices that support the use of technology. The design of work, training programs, and reward systems often need to be reconfigured to support employees' use of new technology. Thus, the three links of high-performance work systems are (1) human resources and their capabilities, (2) new technology and its opportunities, and (3) efficient work structures and policies that allow employees and technology to interact. The strength of each of these links determines an organization's competitiveness.

We believe that organizations must successfully deal with these challenges to create and maintain value, and the key to facing these challenges is a motivated, well-trained, and committed work force.

The Changing Role of the Human Resource Function

The human resource (HR) profession and practices have undergone substantial change and redefinition. Many articles written in both the academic and practitioner literature have been critical of the traditional HR function. Unfortunately, in many organizations HR services are not providing value but instead are mired down in managing trivial administrative tasks. Where this is true, HR departments can be replaced with new technology or outsourced to a vendor who can provide higher-quality services at a lower cost. While this recommendation is indeed somewhat extreme (and threatening to both HR practitioners and those who teach human resource management!), it does demonstrate that companies need to ensure that their HR functions are creating value for the firm.

Technology should be used where appropriate to automate routine activities, and managers should concentrate on HR activities that can add substantial value to the company. Consider employee benefits: Technology is available to automate the process by which employees enroll in benefits programs and to keep detailed records of benefits usage. This use of technology frees up time for the manager to focus on activities that can create value for the firm (e.g., how to control health care costs and reduce workers' compensation claims).

Although the importance of some HR departments is being debated, everyone agrees on the need to successfully manage human resources for a company to maximize its competitiveness. Three themes emerge from our conversations with managers and our review of research on HR practices. First, in today's flatter organizations, managers themselves are becoming more responsible for HR practices. Second, most managers believe that their HR departments are not well respected because of a perceived lack of competence, business sense, and contact with operations. Third, many managers believe that for HR practices to be effective they need to be related to the strategic direction of the business. This text emphasizes how HR practices can and should contribute to business goals and help to improve product and service quality and effectiveness.

Our intent is to provide students with the background to be successful HR professionals, to manage human resources effectively, and to be knowledgeable consumers of HR products. Managers must be able to identify effective HR practices to purchase

these services from a consultant, to work with the HR department, or to design and implement them personally. The text emphasizes how a manager can more effectively manage human resources and highlights important issues in current HR practice.

We think this book represents a valuable approach to teaching human resource management for several reasons:

- The text draws from the diverse research, teaching, and consulting experiences of four authors. They have taught human resource management to undergraduates, traditional day M.B.A. students as a required and elective course, and more experienced managers and professional employees in weekend and evening M.B.A. programs. The teamwork approach gives a depth and breadth to the coverage that is not found in other texts.
- Human resource management is viewed as critical to the success of a business. The text emphasizes how the HR function, as well as the management of human resources, can help companies gain a competitive advantage.
- The book discusses current issues such as work-force diversity, organizational flexibility, the quality movement, work design, and retention and separation of employees, all of which have a major impact on business and HR practice.
- Strategic human resource management is introduced early in the book, and integrated throughout the text.
- Examples of how new technologies are being used to improve the efficiency and effectiveness of HR practices are provided throughout the text.

Changes in the Third Edition

In the swiftly changing business environment, currency is vital. Based on the comments of the reviewer of the second edition of the text we have made several improvements. Several important changes in the third edition of *Human Resource Management: Gaining a Competitive Advantage* maintain the text's competitive edge:

- Each chapter has been thoroughly updated to reflect the most recent academic research findings and new best company practices. New examples have been added throughout the text in each chapter.
- New chapter-opening vignettes are provided. Many of the companies illustrated have been recognized for their strong HR practices. For example, SAS Institute, whose HR practices are described in the opening for Chapter 10, was recently ranked third in *Fortune Magazine's* 1999 annual survey of best companies to work for in America. Many companies illustrated have also had to deal with difficult human resource management issues. For example, the opening vignette of Chapter 2, "Strategic Human Resource Management," describes the problems that Delta Air Lines faced when they had to downsize to survive.
- New boxed features provide the most current real-world examples possible.
- A new box titled "Competing by Meeting Stakeholders' Needs" replaces the second edition's "Competing through Quality" and "Competing through Social Responsibility" boxes. This box continues to emphasize social responsibility and quality but from a broader perspective than found in previous editions. This new box better reflects the continuous challenge that companies face of how to meet the needs of multiple stakeholders, including shareholders, employees, and the community. The box shows examples of how companies have realized financial goals through meeting customer, employee, and community needs. For example, the

"Competing by Meeting Stakeholders Needs" box in Chapter 13, "Employee Benefits," show how the Big Three automakers are seeking to improve the quality of health care given to their employees and at the same time reduce benefit costs by devising a common report card for rating health care quality.

- The end-of-chapter cases have been replaced with cases from *Business Week* (see "Managing People: From the Pages of *Business Week*.") These cases provide real incidents that companies have faced as reported in *Business Week*. Detailed information about the company and the incident described are provided. The case questions require students to critically evaluate the problem presented and apply chapter content. We provide World Wide Web home page addresses for the companies discussed in the cases so that students and instructors can obtain additional information about each company's history, products and services, finances, and latest news releases.
- We reduced the number of Chapters from 19 to 16 to provide comprehensive but succinct coverage of HRM topics.

There are several changes in content, focus, and placement of the chapters found in this edition:

- In the second edition of the text, Chapter 2 was "Global Issues in Human Resources Management." The chapter covering this topic is now positioned toward the end of the text (Chapter 15) not to de-emphasize its importance, but to present it after students have been introduced to HRM practices so they can better understand how cultural and economic factors influence the effectiveness of HRM practices in different countries. Global issues continue to be emphasized throughout the text with the "Competing through Globalization" box.
- Chapter 5, "Human Resource Planning and Recruitment," covers how companies can develop and leverage labor market problems (e.g., excess or shortage of human resources) into opportunities to gain a competitive advantage. The chapter emphasizes how to develop and implement a human resource plan as well as how to recruit employees to meet human resource needs. This chapter represents a natural merger of Chapters 9 and 10 from the second edition.
- Chapter 10, "Employee Separation and Retention," covers effective HRM practices for retaining and separating employees. This chapter replaces Chapter 8, "Work Attitudes and Job Withdrawal," found in the second edition which provided a narrower and limited discussion of separation and retention issues. Given the high costs associated with losing valuable employees and keeping poor performers, many companies face the challenge of how to satisfy and motivate employees in order to increase innovation, efficiency, and product and service quality. The chapter focuses on the management of turnover, employee dismissal, how to measure and monitor employee morale, and effectively use data from employee attitude surveys.
- The last chapter of the text, Chapter 16, "Strategically Managing the HR Function," helps students revisit the idea of strategic human resource management discussed in Chapter 2 after they have been exposed to a wide range of HR practices. The chapter helps the student think strategically through emphasizing how HRM practices and the HR function can be configured to help the company reach business goals. The chapter emphasizes how by taking the customer's perspective the HR function can increase its effectiveness and contribute to the company's competitive advantage. We discuss the use of benchmarking, process reengineering, and a change model to ensure that HR practices are appropriate and effective.

- Chapter 9, “Employee Development,” discusses important career and development issues that were presented in two chapters in the second edition of the text. The chapter now focuses on employee development and career management strategies that are employee-driven based on changes in the psychological contract that have occurred in the workplace.
- The videos and video cases have been updated to reflect current company information and competitiveness.
- Resources on the World Wide Web related to selection, training, recruiting, legal issues, quality, compensation, and labor force issues are provided throughout the text. These addresses give students and instructors access to the latest developments in human resource management and the ability to talk to experts in a particular HR practice area.

Organization

Human Resource Management: Gaining a Competitive Advantage includes an introductory chapter (Chapter 1) and five parts.

Chapter 1 provides a detailed discussion of the global, stakeholder, and work system challenges that influence companies’ abilities to successfully meet the needs of shareholders, customers, employees, and other stakeholders. We discuss how the management of human resources can help companies meet the competitive challenges.

Part I includes a discussion of the environmental forces that companies face in attempting to capitalize on their human resources as a means to gain competitive advantage. The environmental forces include the strategic direction of the business, the legal environment, and the type of work performed and physical arrangement of the work.

A key focus of the strategic human resource management chapter is highlighting the role that staffing, performance management, training and development, and compensation play in different types of business strategies. A key focus of the legal chapter is enhancing managers’ understanding of laws related to sexual harassment, affirmative action, and accommodations for disabled employees. The various types of discrimination and ways they have been interpreted by the courts are discussed. The chapter on analysis and design of work emphasizes how work systems can improve company competitiveness by alleviating job stress, and improving employee motivation and satisfaction with their jobs.

Part II deals with the acquisition and preparation of human resources including human resource planning and recruitment, selection, and training. The human resource planning chapter illustrates the process of developing a human resource plan. Also, the strengths and weaknesses of staffing options such as outsourcing, use of contingent workers, and downsizing are discussed. Strategies for recruiting talented employees are emphasized. The selection chapter emphasizes ways to minimize errors in employee selection and placement to improve the company’s competitive position. Selection method standards such as validity and reliability are discussed in easily understandable terms without compromising the technical complexity of these issues. The chapter discusses selection methods such as interviews and various types of tests (including personality, honesty, and drug tests) and compares them on measures of validity, reliability, utility, and legality. The chapter on work attitudes identifies work attitudes (e.g., job satisfaction) that can influence company productivity and competitiveness. Interventions that can help managers maximize employee productivity and satisfaction to avoid withdrawal behaviors such as absenteeism are discussed.

We discuss the components of effective training systems and the manager's role in determining employees' readiness for training, creating a positive learning environment, and ensuring training is used on the job. The advantages and disadvantages of different training methods are described, such as virtual reality and distance learning. These new training methods have emerged as technology has developed.

Part III explores how companies can determine the value of employees and capitalize on their talents through retention and development strategies. The performance management chapter examines the strengths and weaknesses of performance management methods that use ratings, objectives, or behaviors. The chapter on retention and separation discusses how managers can maximize employee productivity and satisfaction to avoid absenteeism and turnover. The use of assessment, job experiences, formal courses, and mentoring relationships to develop employees is discussed.

Part IV covers rewarding and compensating human resources, including designing pay structures, recognizing individual contributions, and providing benefits. Here we explore how managers should decide the pay rate for different jobs, given the company's compensation strategy and the worth of jobs. The advantages and disadvantages of merit pay, gainsharing, and skill-based pay are discussed. The benefits chapter highlights the different types of employer-provided benefits and discusses how benefit costs can be contained. International comparisons of compensation and benefit practices are provided.

Part V covers special topics in human resource management, including labor-management relations, international HRM, and managing the HR function. The collective bargaining and labor relations chapter focuses on traditional issues in labor management relations, such as union structure and membership, the organizing process, and contract negotiations; it also discusses new union agendas and less adversarial approaches to labor-management relations. Social and political changes, such as introduction of the euro currency in the European Community, are discussed in the chapter on global human resource management. Selecting, preparing, and rewarding employees for foreign assignments are also discussed. The text concludes with a chapter that emphasizes how HR practices should be aligned to help the company meet its business objectives. The chapter emphasizes that the HR function needs to have a customer focus to be effective.

Video cases at the end of each part integrate the concepts presented. These cases are intended to give students practice dealing with real HR issues that companies are facing.

Features Designed to Aid Learning

Human Resource Management provides several features designed to aid learning:

- Learning objectives at the beginning of each chapter inform students about what they should know about managing human resources when they read the chapter.
- A chapter-opening vignette presents a real business problem or issue that provides background for the issues discussed in the chapter.
- "Competing through Globalization," "Competing by Meeting Stakeholders' Needs," and "Competing through High-Performance Work Systems" boxes in the chapters highlight how companies have gained a competitive advantage through effective human resource management practices designed to meet global, stakeholder (including customers, employees, shareholders, and community) and work system

challenges. The examples are drawn from a wide spectrum of businesses in different sectors of the economy, such as manufacturing, health care, service, and sales.

For example, the “Competing by Meeting Shareholders’ Needs” box in Chapter 5, “Human Resource Planning and Recruitment,” details the recruiting efforts that Shoney’s and Denny’s restaurant chains undertook to increase the diversity of their workforce and to eliminate their names being synonymous with racism resulting from how they treated their employees and customers.

In Chapter 8, the “Competing through Globalization,” box shows how performance management practices may not generalize across countries. For example, at the Thai office of Singapore Airlines, managers resisted giving employees negative feedback because of their fear that this would cause them negative consequences in their life after death.

The “Competing through High-Performance Work Systems” box in Chapter 11 shows how technology is making salary data more easily accessible to employees and managers. Both employees and HR managers are using Web-based salary surveys to insure that salaries are equitable with external market salary rates.

- Important terms used in human resource management are boldfaced in each chapter.
- In-text examples feature companies from the service, retail, and manufacturing sectors of the economy.
- Discussion questions at the end of each chapter help students learn the concepts presented in the chapter and understand potential applications of the chapter material.
- Cases from the pages of *Business Week* present business problems related to the management of human resources. The cases give students the opportunity to immediately apply what they have learned in the chapter.
- All chapters include end-of-chapter exercises that require the student to use the World Wide Web. This helps the student understand the value of the Web for managing human resources.
- End-of-part video cases provide examples of companies that have used human resource management practices to gain a competitive advantage. The 12- to 15-minute videos contain conversations with managers and employees and footage of the operations of the business. The video cases and accompanying questions challenge students to view human resource issues and problems from multiple perspectives. References to World Wide Web sites help students and instructors find additional company information for classroom use.
- An end-of-book glossary defines key terms used in human resource management.
- Name and subject indexes at the end of the book aid in finding topics and key people and companies.
- State-of-the-art use of design and color make the book more readable for students and enhance learning.

Instructor Materials

- **Instructor’s Manual, Transparency Masters, PowerPoint Slides.** Amit Shah of Frostburg State University is revising the *Instructor’s Manual* and PowerPoint slides. The *Instructor’s Manual* contains a lecture outline and notes, answers to the discussion questions, additional discussion questions and exercises, teaching sug-

gestions, term paper and project topics, answers to the end-of-chapter case questions, and video case notes and answers. Transparency masters are included at the back of the *Instructor's Manual*. Some contain completely new material, some are drawn from key figures and tables in the text. There are 10 to 15 PowerPoint slides for each chapter. Five new slides for each chapter have been developed for the third edition.

- **Test Bank.** Authored by Nicholas Mathys of DePaul University, the *Test Bank* contains 25 true/false, 50 multiple-choice, and 10 essay questions per chapter, for a total of more than 1,600 questions. Questions are graded by level of difficulty, and text page references where answers can be found are provided. The test bank has been revised for the third edition.
- **Computerized Testing Program.** Available through McGraw-Hill, this test generator allows instructors to add and edit questions, create up to 99 different versions of the test, and more.
- **Videos.** The end-of-part videos can be used to generate in-class discussion and draw students' interest. A wide variety of company settings gives the videos broad appeal. All video cases have been updated or completely revised to reflect the most current company information.

Acknowledgments

Although this book enters its third edition it is important to acknowledge those who started it all. The first edition of this book would not have been possible if not for the entrepreneurial spirit of two individuals. Bill Schoof, president of Austen Press, gave us the resources and had the confidence that four unproven textbook writers could provide a new perspective for teaching human resource management. John Weimeister, our editor, provided us with valuable marketing information, coordinated all of the book reviews, ~~participated~~ in making major decisions regarding the book, and made writing this book an enjoyable process. Although we miss working with John and Bill, they remain good friends and great examples of how to create good author relations. We were fortunate, however, to have the opportunity in the third edition to work with two very talented and hard-working Irwin editors, John Biernat and Christine Scheid. John and Christine have provided us with the expertise, encouragement and latitude needed to enhance the third edition of the book. Christine had the unenviable task of reminding four busy authors to meet deadlines and submit all of the chapter material. Ellen Cleary, marketing manager, deserves kudos for her ideas and efforts in creating excitement (and adoptions!) for the text. Amit Shah of Frostburg State University wrote a first class *Instructor's Manual*. Nicholas Mathys of DePaul University developed high-quality test questions for the *Test Bank*. Also, many thanks to the students who helped class-test the *Test Bank* questions.

Thanks to the editorial staff at Irwin McGraw-Hill. Karen Nelson made heroic efforts to follow our "cut and pastes" and placement of new material for the third edition. Thanks for your patience! Also, thanks to Bruce MacLean of MacLean Media for the videos, especially the custom footage for Part III.

We would like to thank the professors who gave of their time to review the text in full, and the many helpful comments and suggestions they shared with us:

Alison Barber
Michigan State University

Rober Figler
University of Akron

Bob Graham
Sacred Heart University

John Hannon
Purdue University

Ken Kovach
University of Maryland

Nick Mathys
DePaul University

Mark Roehling
Cornell University

Cynthia Sutton
Indiana University—South Bend

Steve Thomas
Southwest Missouri State University

Dan Turban
University of Missouri—Columbia

We would like to also acknowledge the contributions of those who assisted us on the second edition, including more than 250 survey respondents. Susan Raynis, Clarkson University, took the time to give us helpful suggestions early in the project. And special thanks to those who participated in the focus groups and manuscript reviews for previous editions:

Richard Arvey
University of Minnesota

Alison Barber
Michigan State University

Ron Beaulieu
Central Michigan University

Chris Berger
Purdue University

Sarah Bowman
Idaho State University

Charles Braun
University of Kentucky

Georgia Chao
Michigan State University

Michael Crant
University of Notre Dame

John Delery
Texas A & M University

Tom Dougherty
University of Missouri

Cynthia Fukami
University of Denver

Dan Gallagher
James Madison University

Donald G. Gardner
University of Colorado at Colorado Springs

Terri Griffith
University of Arizona

Bob Hatfield
Indiana University

Rob Heneman
Ohio State University

Wayne Hogenberg
Florida State University

David L. Lantieri
Eastern Michigan University

Nancy Lantieri
York and Stony Brook University

Gwen Jones
State University of New York at Albany

Marianne Koch
University of Oregon

Tom Kolenko
Kennesaw State College

Larry Mainstone
Valparaiso University

Nicholas Mathys
DePaul University

Cheri Ostroff
Arizona State University

Robert Paul
Kansas State University

Sam Rabinowitz
Rutgers University

Katherine Ready
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University of South Carolina

Josh Schwarz
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Christina Shalley
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July 1999

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