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# 人力资源 管理

Human Resource Management  
(英文版·第7版)

中国人民大学出版社



人力資源

源管理

Human Resource Management

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工商管理经典教材·核心课系列

# 人力资源管理

Human Resource

Management

(英文版·第7版)

(Seventh Edition)

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# 总 序

随着我国加入 WTO，越来越多的国内企业参与到国际竞争中来，用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考，如何顺应这一发展潮流，推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上，双语教学在我国教育界已经不是一个陌生的词汇了，以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看，双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今，依然是有人赞成有人反对，但不论是赞成居多还是反对占上，双语教学的规模和影响都在原有的基础上不断扩大，且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验，不断加以改进；一些待进入者也在模仿中学习，并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言（包括英语）的环境，开展双语教学面临特殊的困难，因此，选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为，双语教学从一开始就应该使用原版的各类学科的教材，而不是由本土教师自编的教材，从而可以避免中国式英语问题，保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外，还应根据双语教学的特点和需要，适当调整教学课时的设置，合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势，中国人民大学出版社同众多国际知名的大出版公司，如麦格劳-希尔出版公司、培生教育出版公司等合作，面向大学本科生层次，遴选了一批国外最优秀的管理类原版教材，涉及专业基础课，人力资源管理、市场营销及国际化管理等专业方向课，并广泛听取有着丰富的双语一线教学经验的教师的建议和意见，对原版教材进行了适当的改编，删减了一些不适合我国国情和不适合教学的内容；另一方面，根据教育部对双语教学教材篇幅合理、定价低的要求，我们更是努力区别于目前市场上形形色色的各类英文版、英文影印版的大部头，将目标受众锁定在本科生层次。本套教材尤其突出了以下一些特点：

- 保持英文原版教材的特色。本套双语教材根据国内教学实际需要，对原书进行了一定的改编，主要是删减了一些不适合教学以及不符合我国国情的内容，但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定，使本套教材既保持了学术上的完整性，又贴近中国实际；既方便教师教学，又方便学生理解和掌握。

- 突出管理类专业教材的实用性。本套教材既强调学术的基础性，又兼顾应用的广泛性；既侧重让学生掌握基本的理论知识、专业术语和专业表达方式，又考虑到教材和管理实践的紧密结合，有助于学生形成专业的思维能力，培养实际的管理技能。

● 体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排，首先针对那些课程内容国际化程度较高的学科进行双语教材开发，在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验，使得双语教学贴近现实教学的需要；也有利于我们收集关于双语教学教材的建议，更好地推出后续的双语教材及教辅材料。

● 篇幅合理，价格相对较低。为适应国内双语教学内容和课时上的实际需要，本套教材进行了一定的删减和改编，使总体篇幅更为合理；而采取低定价，则充分考虑到了学生实际的购买能力，从而使本套教材得以真正走近广大读者。

● 提供强大的教学支持。依托国际大出版公司的力量，本套教材为教师提供了配套的教辅材料，如教师手册、PowerPoint 讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意。同时，为使后续推出的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明

中国人民大学商学院

# 改编者的话

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自在读博士期间开始涉足翻译国外人力资源管理教材以来，翻译工作已经伴随我十几年的时间了，我翻译的各版次的人力资源管理教材已有七八本之多，每本书将近百万字，做这种工作的辛苦和快乐恐怕只有真正投入其中的人才能感受到。周围有些朋友对此不大理解，觉得我做这种事情实在有点大材小用，而且有些不值。一是因为翻译是一件很辛苦而且耗时的事情；二是因为教材中讲述的往往是一些最基本的概念、模型、方法和工具，而对于我这个已经在人力资源管理领域摸爬滚打了十几年的大学教授来说，这些教材中的内容都太简单了，再去花时间翻译这些文字对我个人的学术造诣也不会有太大的帮助。应该说，他们只说对了一半，这就是，翻译或改编确实是极其耗时的事情，但是如果说基础的东西很容易掌握，水平高的人可以不再关注基础知识，那就有问题了。众所周知，在任何一门学科中，当你的积累达到一定程度的时候，就会发现，其实真正重要的，真正体现水平的，恰恰是对一个学科中最基本的一些东西的理解和把握，或者说感觉和领悟。

几年前，美国薪酬管理学会（现在更名为 WorldatWork）准备在中国推广一种国际人力资源管理的资格认证，作为美国薪酬管理学会在国内的首位签约专家，我全程参与了前期的策划和试讲工作。在这一过程中，我先后三次聆听美国薪酬管理学会派来的资深讲师斯蒂芬·康斯坦丁博士对这一认证课程的讲解，第一次我是做一个地地道道的学生，第二次是做翻译，第三次则是配合斯蒂芬博士做穿插讲解。由于这种认证并非高级资格认证，因此课程中讲述的很多东西都是人力资源管理中最基本的内容，可以说没有一丁点儿内容是超过我过去的知识范围的。但是，斯蒂芬博士每次引导大家对这些最基本的概念、工具和理论进行的讨论，都让我有新的收获，对人力资源管理的很多最基本内容有了更深刻的理解。

斯蒂芬博士在美国著名的陶氏（Dow）化学公司工作了29年，曾经从事过人力资源管理领域中几乎所有职能模块的工作，并且在陶氏化学的拉丁美洲大区和欧洲大区人力资源部门供职，不能不说是一位资深的人力资源管理专家。但是斯蒂芬博士在授课和与我交谈的时候，一再强调的却是人力资源管理理念的重要性以及从战略高度来思考人力资源管理问题的重要性，以及应当如何灵活、权变地利用各种人力资源管理工具和方法，来解决企业中存在的各种人力资源问题。他反复强调，人力资源管理是科学和艺术的结合体，任何人力资源管理解决方案都应当是在综合考虑各种外部和内部因素的基础上形成的，人力资源管理问题没有唯一正确的答案，即使是被世人视为楷模的某些美国企业的人力资源管理，也不能代表所有优秀的美国企业的人力资源管理状况。

斯蒂芬博士在授课时举的一个例子涉及绩效管理中的强制排序法。福特汽车公司前首席执行官雅克·纳塞尔对韦尔奇在通用电气搞的强制排序绩效评价法非常热衷，于是也按照通用电气的三分法把1800名中层管理人员划分为A、B、C三个等级。公司每年都会把10%的中层管理人员评为C级，连续两年被评为C级者很可

能会被降职或者解雇。然而，雅克先生却并不像韦尔奇先生那么幸运，公司的这种绩效评价方法使他几次成为法律诉讼的被告，雅克先生本人和福特汽车公司的人力资源部门负责人与福特公司的员工关系也日益恶化，最终他们都不得不离开了福特汽车公司。

福特汽车公司的案例不禁让人想起我国企业在两三年前对通用电气管理经验的狂热追捧，很多企业扛着“向最优秀企业学习”的大旗，大搞“末位淘汰”，一时间，很多企业中人心惶惶，大有朝不保夕之感。这种靠施加强大的心理压力甚至恐吓来榨取生产率的做法，让人似乎又回到了资本主义发展初期，劳动的异化取代了工作的快乐，刚刚还在标榜的“以人为本”转眼就被扔进了垃圾堆。那么，通用电气公司通过制造强大的内部压力来提高绩效的做法，真的是一种国际惯例吗？中国的企业也一定要变得像通用电气一样对业绩不佳者绝不心慈手软，必须对员工更加强硬吗？

事实上，你只要多看一看就会明白，在美国还有很多像西南航空公司这样既能够让员工非常快乐地工作，又能够在行业中连续 20 多年取得骄人业绩的优秀企业。此外，惠普公司曾经历过的一段时光同样会对我们有所启示。惠普前首席执行官兼董事长卡莉·费奥莉纳在执掌惠普的 6 年中，曾试图通过兼并康柏、进行大规模的人事调整、改革薪酬体系、强硬解雇高管等多种手段来改造惠普，但是，由于这些改革措施与惠普长期积淀下来的深受大家喜爱的那种信任员工和关心员工的企业文化相冲突，结果，卡莉不仅没有能够改善惠普的业绩，而且导致了惠普员工的强烈不满。这场改革以卡莉被解职而告终。

我们还可以拿薪酬保密这个例子来看一看。曾几何时，我国的很多企业开始将薪酬保密作为一种国际惯例推广，用国际惯例封员工的嘴，不让员工说话，有些很著名的中国企业甚至将薪酬保密作为企业的天条。这种情况真的让人感到匪夷所思，可是一想到是国际惯例，很多想反对的人也似乎理屈词穷了。那么，薪酬保密真的是一种长期有效的国际惯例吗？美国卡内基梅隆大学的一位长期从事劳资关系管理研究的教授曾经告诉我，事实并非如此。而本书中也谈到，很多美国公司在薪酬方面都已经变得更加公开了，这一方面是因为美国当前存在劳动力市场紧张的状况，吸引人才很困难，企业希望培养和员工之间的美好关系；另一方面是因为美国国家劳资关系委员会已经明确规定，企业必须让员工有在工作场所谈论薪酬的自由——就像员工在工作场所谈论工作一样。同时，很多企业不得不承认，人们喜欢进行相互比较，这是人的一种天性，因此，提供准确的信息而不是让谣言主导舆论是很有必要的。

当然，我并不是要在这里展开对通用电气公司的批判，因为，通用电气所取得的成就是世人瞩目的，没有人可以否定。我只是想提醒中国企业，在“向通用电气学习”的口号下，我们一定要清醒地认识到，任何一个企业的管理实践，尤其是人力资源管理实践，都不是孤立的，它必须立足于企业所处的政治、经济、文化和社会环境，立足于企业的竞争环境，同时还要立足于企业自身的文化、战略、人力资源状况等。要知道，如果通用电气没有几十年来对这种精英主义的文化和竞争的文化的培养，包括对领导力的不遗余力的培养，照样难以实施这种比较强硬的绩效管理措施。

2004 年，韦尔奇曾经有一次中国之行，在上海举行的高峰论坛上，许多中国企业家试图向韦尔奇讨教管理的秘笈，但是大多数人都失望而归。究其原因，他们终



于发现，韦尔奇的很多管理思想和管理实践都基于通用电气多年的文化积淀和它所处的竞争环境，对于“想要的人进不来，不想要的人出不去”等诸如此类具有中国特色的问题，韦尔奇先生只能摇头说“无可奉告”。与之形成鲜明对比的是，美国战略管理大师、哈佛大学教授迈克尔·波特在同一天低调抵京，用一整天的时间，从基本概念开始讲起，向与会者系统讲解了思考战略问题以及进行战略管理的全过程，那些一开始对基本概念感到不以为然的与会者最终得到了意想不到的收获。这说明，管理经验固然可以借鉴，但是绝对不可以机械地移植，而一些基本概念的内涵以及思考管理问题的系统模型和方法却是具有普遍指导意义的。因此，与其急功近利地去向其他企业“偷学”武功，不如扎扎实实练好基本功，最终练就一身能够随机应变的真功夫。

综上所述，我认为，在管理领域，尤其是人力资源管理领域，千万不要过于轻信所谓的国际惯例和最佳管理实践，因为，管理中的任何一部分内容都会发生变化，在环境、竞争以及企业战略等内外因素发生变化的情况下，过去的优秀管理实践可能会变得落后和过时，过去的成功经验也可能会成为今天企业竞争力的绊脚石。我们甚至可以说，今天的成功模式可能在它取得成功的那一刻就开始变得落后了，因为，很多因素都在变化，这种所谓的成功模式本身就处在不断的发展和演变之中。因此，中国企业要想搞好人力资源管理，就必须系统学习人力资源管理的知识，了解人力资源管理的基本规律，掌握思考人力资源管理问题的基本方法，而不能断章取义、盲目跟风，更不要轻信所谓的国际惯例。管理是非常现实的，也是非常具体的，更是权变的，因此，光靠跟着潮流喊口号和迫不及待地引进新的管理工具，是不足以帮助企业获得竞争优势的，有时甚至会给企业的长期发展带来毁灭性的影响。说到这里，便可以说清楚我不遗余力地改编本书的两个动机：一是加深本人对很多人力资源管理概念、思想以及方法的理解，借机了解国外人力资源管理实践的最新发展；二是帮助中国企业以及人力资源从业人员全面学习和了解规范的人力资源管理系统。

雷蒙德·A·诺伊等人撰写的 Human Resource Management: Gaining A Competitive Advantage (Seventh Edition) 是一本非常有特色的人力资源管理教材，总体上反映了美国人力资源研究和教学的最新动向。全书一共分为五篇：

第1篇主要讨论了企业在将人力资源的充分利用作为获取竞争优势的一个重要手段时所面临的各种环境力量。这些环境力量包括企业的战略方向、法律环境、企业所从事的工作类型以及工作的物理环境安排等。

第2篇主要讨论的是人力资源的获得和准备问题，其中包括人力资源规划与招募、人员甄选与配置以及培训等方面的内容。

第3篇则探讨了企业如何能够确定员工的价值，以及如何能够通过保留和开发战略来充分利用员工才能，包括绩效管理、员工开发以及员工分流与保留等方面的内容。

第4篇阐述了人力资源的薪酬问题，其中包括薪酬结构的设计、对员工个人贡献的认可、员工福利的提供等。

第5篇谈到了人力资源管理中的一些特殊问题，其中包括集体谈判与劳资关系、全球性人力资源管理以及人力资源职能的战略管理等等。

为了便于开展人力资源管理的双语教学，我本着“难度适中，贴近国情”的原则对原书的部分内容进行了删节，在此将改编思路介绍如下：

删去内容	删节原因
原第3章“法律环境”	美国的法律环境与中国差别很大
原第13章“员工福利”	与美国的法律环境和本土特点关系很大，对中国的借鉴意义有限
原第14章“集体谈判”	中国的工会和集体谈判与美国的情况差别很大
原第15章“全球化人力资源管理”	这一主题目前还不是大多数中国企业最为关注的问题，而且其他章节中已经介绍了一些全球化的话题
原第16章“人力资源职能”	第1章和第2章已经论述了一些战略性人力资源管理的“战略性管理”主题，为适当压缩篇幅，故略去
各章末的练习以及案例等	为压缩篇幅，故略去
注释	为压缩篇幅，保留了注码，而将注文删去，放在人大出版社工商分社网站(www.rdjg.com.cn)上

想一览本书全貌的读者，可以参考中国人民大学出版社出版的《人力资源管理：赢得竞争优势》（第7版），相关内容还可以参考《人力资源管理基础》（第3版）。

希望本书能对我国具有国际化视野的人力资源管理人才的成长做出一点绵薄的贡献。改编当中如有不当之处，敬请读者朋友指正。

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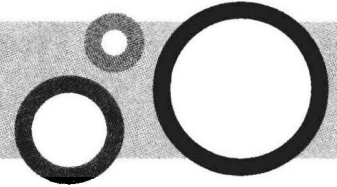
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刘 昕

# PREFACE



The U.S. economy—as well as the economies of most other countries across the globe—are experiencing job loss and a lack of consumer confidence due to a worldwide recession fueled by the subprime mortgage scandal and the collapse of the stock market. Many well-known companies in the financial sector and manufacturing sectors—including AIG, Freddie Mac and Fannie Mae, Lehman Brothers, WAMU, General Motors, and Chrysler—are undergoing massive restructuring, receiving bail-out money resulting in increased government ownership, and have either declared or are operating under the threat of bankruptcy. The poor economy means more companies are downsizing their workforces, delaying plans for new operations and growth, and closely scrutinizing human resource budgets to cut unnecessary programs and costs. This is occurring even in companies such as NetApp, Google, Zappos.com, and Microsoft, who are known for gaining a competitive advantage through their human resource practices and are included on *Fortune* magazine's list of "The 100 Best Companies to Work For."

At the same time companies are taking steps to deal with the current economic conditions, they are also paying closer attention to how to engage in business practices that are economically sound but sustainable. That is, business practices that are ethical, protect the environment, and contribute to the communities from which the business draws financial, physical, and human resources needed to provide its product and services. Consumers are demanding accountability in business practices: making money for shareholders should not involve abandoning ethics, ruining the environment, or taking advantage of employees from developing countries!

Regardless of whether a company's strategic direction involves downsizing, restructuring, growth, or a merger or acquisition, how human resources are managed is crucial for providing "value" to customers, shareholders, employees, and the community in which they are located. Our definition of "value" includes not only profits but also employee growth and satisfaction, additional employment opportunities, stewardship of the environment, and contributions to community programs. If a company fails to effectively use its financial capital, physical capital, and human capital to create "value," it will not survive. The way a company treats its employees (including those who are forced to leave their jobs) will influence the company's public reputation and brand as a responsible business, especially in a poor economy. For example, companies such as McDonald's, Coca-Cola, Caterpillar, and Estee Lauder are sticking with their recruiting, training and development, and employee recognition plans but, at the same time, ensuring that all employees (including top-level managers) make shared sacrifices (such as salary freezes and pay cuts) needed to sustain their businesses.

We believe that all aspects of human resource management—including how companies interact with the environment; acquire, prepare, develop, and compensate employees; and design and evaluate 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 that organizations face today can be grouped into three categories:

- **The sustainability challenge.** Sustainability refers to the ability of a company to survive and exceed in a dynamic competitive environment. Sustainability depends on how well a company meets the needs of those who have an interest in seeing that the company succeeds. Challenges to sustainability include the ability to deal with economic and social changes, engage in responsible and ethical business practices, efficiently use natural resources and protecting the environment, provide high-quality products and services, and develop methods and measures (also known as metrics) to determine if the company is meeting stakeholder needs. Companies in today's economy use mergers and acquisitions, growth, and downsizing to successfully compete. Companies rely on skilled workers to be productive, creative, and innovative and to provide high-quality customer service; their work is demanding and companies cannot guarantee job security. One issue is how to attract and retain a committed, productive workforce in turbulent economic conditions that offer opportunity for financial success, but can also turn sour, making every employee expendable. Forward-looking businesses are capitalizing on the strengths of a diverse workforce. The examples of Enron, WorldCom, and Health South Corporation provide a vivid example of how sustainability depends on ethical and responsible business practices, including the management of human resources. Another important issue is how to meet financial objectives through meeting both customer and employee needs. To meet the sustainability challenge companies must engage in human resource management practices that address short-term needs but help to ensure the long-term success of the firm. The development and choice of human resource management practices should support business goals and strategy.
- **The global challenge.** Companies must be prepared to compete with companies from around the world either in the United States or abroad. 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 (consider the semiconductor and steel industries) have proven that globalization is a continuing challenge.
- **The technology challenge.** Using new technologies such as computer-aided manufacturing, virtual reality, expert systems, and the Internet can give companies an edge. New technologies can result in employees "working smarter" as well as providing higher-quality products and more efficient services to customers. Companies that have realized the greatest gains from new technology have human resource management practices that support the use of technology to create what is known as high-performance work systems. Work, training programs, and reward systems often need to be reconfigured to support employees' use of new technology. The three important aspects 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. Companies are also using e-HRM (electronic HRM) applications to give employees more ownership of the employment relationship through the ability to enroll in and participate in training programs, change benefits, communicate with co-workers and customers online, and work "virtually" with peers in geographically different locations.



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 workforce.

## The Changing Role of the Human Resource Management Function

The human resource management (HRM) 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 HRM function. Unfortunately, in many organizations HRM services are not providing value but instead are mired down in managing trivial administrative tasks. Where this is true, HRM departments can be replaced with new technology or outsourced to a vendor who can provide higher-quality services at a lower cost. Although this recommendation is indeed somewhat extreme (and threatening to both HRM practitioners and those who teach human resource management!), it does demonstrate that companies need to ensure that their HRM functions are creating value for the firm.

Technology should be used where appropriate to automate routine activities, and managers should concentrate on HRM 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 (such as how to control health care costs and reduce workers' compensation claims).

Although the importance of some HRM departments is being debated, everyone agrees on the need to successfully manage human resources for a company to maximize its competitiveness. Several themes emerge from our conversations with managers and our review of research on HRM practices. First, in today's organizations, managers themselves are becoming more responsible for HRM practices and most believe that people issues are critical to business success. Second, most managers believe that their HRM departments are not well respected because of a perceived lack of competence, business sense, and contact with operations. A study by Deloitte consulting and *The Economist* Intelligence Unit found that only 23 percent of business executives believe that HR currently plays a significant role in strategy and operational results. Third, many managers believe that for HRM practices to be effective they need to be related to the strategic direction of the business. This text emphasizes how HRM 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 HRM professionals, to manage human resources effectively, and to be knowledgeable consumers of HRM products. Managers must be able to identify effective HRM practices to purchase these services from a consultant, to work with the HRM 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 HRM 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 who have taught human resource management to undergraduates,

traditional day MBA students as a required and elective course, and more experienced managers and professional employees in weekend and evening MBA 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 HRM function, as well as the management of human resources, can help companies gain a competitive advantage.
- The book discusses current issues such as e-HRM, talent management, diversity, and employee engagement, all of which have a major impact on business and HRM 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 HRM practices are provided throughout the text.
- We provide examples of how companies are evaluating HRM practices to determine their value.

## Organization

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

Chapter 1 provides a detailed discussion of the global, new economy, 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 1 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. The chapter on analysis and design of work emphasizes how work systems can improve company competitiveness by alleviating job stress and by improving employees' motivation and satisfaction with their jobs.

Part 2 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.

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 that training is used on the job. The advantages and disadvantages of different training methods are described, such as e-learning and mobile training.

Part 3 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 employee development chapter introduces the student to how assessment, job experiences, formal courses, and mentoring relationships are used to develop employees. The chapter on retention and separation discusses how managers can maximize employee productivity and satisfaction to avoid absenteeism and turnover. The use of employee surveys to monitor job and organizational characteristics that affect satisfaction and subsequently retention is emphasized.

Part 4 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.

# Supplements for Students and Instructors

## **INSTRUCTOR'S RESOURCE CD**

This multimedia CD-ROM includes the instructor's manual, test bank, computerized test bank, and PowerPoint. These individual supplements are available in print-on-demand only.

## **INSTRUCTOR'S MANUAL**

The Instructor's Manual contains a lecture outline and notes, answers to the discussion questions, additional questions and exercises, teaching suggestions, video case notes and answers, and answers to the end-of-chapter case questions.

## **TEST BANK**

The test bank has been revised and updated to reflect the content of the 7th edition of the book. Each chapter includes multiple choice, true/false, and essay questions.

## **EZ TEST**

McGraw-Hill's EZ Test is a flexible and easy-to-use electronic testing program. The program allows instructors to create tests from book-specific items. It accommodates a wide range of question types and instructors may add their own questions. Multiple versions of the test can be created and any test can be exported for use with course management systems such as WebCT, BlackBoard or PageOut. The program is available for Windows and Macintosh environments.

## **VIDEOS**

Videos for each chapter on HRM issues are available with this edition. On the HRM video DVD, you'll find a new video produced by the SHRM Foundation, entitled "Seeing Forward: Succession Planning at 3M." Two new videos specifically address recession-related HR issues: "Some Workers Willing to Sacrifice to Avoid Layoffs" and "Stretched Small Business Owners Forced to Lay Off Employees." Other

notable videos available for this edition include "Johnson & Johnson eUniversity" for the chapter on training and "Hollywood Labor Unions" for the chapter on collective bargaining and labor relations.

## **POWERPOINT**

This presentation program features detailed slides for each chapter, which are also found on the OLC.

## **ONLINE LEARNING CENTER**

([www.mhhe.com/noe7e](http://www.mhhe.com/noe7e))

This text-specific Web site follows the text chapter by chapter. As students read the book, they can go online to take self-grading quizzes, review material, or work through interactive exercises. Also available on the OLC are video clips with discussion questions, relevant professional Web links, additional Internet activities, and current news with daily updates. Professors can also download the supplements here (these are password protected). OLCs can be delivered multiple ways—professors and students can access them directly through the textbook Web site, through PageOut, or within a course management system (i.e., WebCT, Blackboard, TopClass).

## **MANAGER'S HOT SEAT**

This interactive video software is an optional package with the text. It includes 21 interactive segments with actors in situations with real-life managers—and the managers have to react live and unscripted. Segments include topics like interviewing, office romance, personal disclosure, and diversity. Six of these segments are new to this edition.

## **MANAGEMENT IN THE MOVIES**

McGraw-Hill offers a *Management in the Movies* DVD loaded with scenes from major Hollywood movies and TV shows. Each movie has been



clipped to highlight a specific scene (each is less than two and a half minutes) and linked to specific topics including groups, ethics, diversity, global management, and more. Along with the DVD, McGraw-Hill provides an instructor's manual with suggestions for use of the clip, clip summaries, and discussion questions to accompany each segment.

#### **GUIDE TO USING NBC'S THE OFFICE**

*The Instructor's Guide for Using Clips from NBC's The Office in Your HRM Classroom* includes teaching notes and discussion questions that tie specific chapter content into scenes from the popular NBC sitcom *The Office*. Instructors will need to obtain copies of the television show episodes.