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工商管理经典教材·核心课系列

Administration Classics

# 人力资源 管理

HUMAN RESOURCE

(第5版)

MANAGEMENT (Fifth Edition)

雷蒙德·A·诺伊 (Raymond A. Noe)

约翰·R·霍伦贝克 (John R. Hollenbeck)

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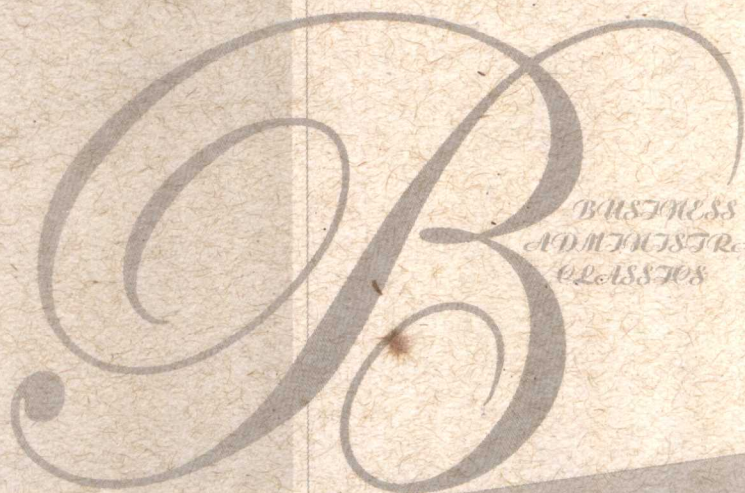
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刘昕 改编

中国人民大学出版社

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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 and 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，将目标受众锁定在大学本科层次。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，为使我们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

2005 年 1 月

## 改编者的话

粗略算起来，这已经是我第五次翻译或改编以“人力资源管理”命名的教科书了。周围的一些朋友对此不大理解，因为一则来说，这是一件很辛苦的事情，花费时间很多；二则来说，教科书所讲述的往往都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，这些教科书上的内容应该都是小意思了，再去花工夫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，他们的话只说对了一半，这就是，翻译或改编确实是极其耗费时间的事情，但是如果说基础的东西就很容易掌握，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，在任何一个学科中，当你的积累已经达到一定程度的时候，你会发现，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，或者说是感觉和领悟。

之所以发此感慨，是因为最近一段时间，笔者一直在跟人力资源管理当中的一些最基本的内容打交道，而且感触颇深。美国薪酬管理学会（现在更名为 WorldatWork）从2005年开始决定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讲师，我全程参与了前期的策划和试讲工作。在这一过程中，我前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，第一次我是做一位地地道道的学生，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，并且曾经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的时候以及在跟我交谈的时候，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，还有就是，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。他一再强调，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惟一正确的答案，即使是一些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，就是本书第7章“绩效管理”中关于强制排序绩效评价法的一个专栏中的内容。福特汽车公司原首席执行官雅克·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中，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它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，刚刚还在叫喊的“以人为本”转眼又被扔进了垃圾堆。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，同时还能够行业中连续20多年取得骄人业绩的优秀企业。此外，在2005年年初时惠普公司发生的一幕也同样会对我们有所启示。惠普前任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。

我们还可以再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资保密作为企业的天条。这种情况真的是让人感到匪夷所思，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，薪资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。而本书第10章中的一个专栏所讲述的内容更是足以帮我们矫正视听。现在，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良好关系；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资的自由——就像员工在工作场所谈论工作一样。同时，很多企业也不得不承认，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，本人并不是要在这里展开对通用电气的批判，因为，通用电气公司所取得的成就是世人瞩目的，是没有人可以否定的。笔者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、人力资源状况等诸多因素。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，它也同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。为什么呢？原因就在于，他们终于发现，韦尔奇的很多管理思想和管理实践是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了。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·波特在同一天低调赴京，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获得了意想不到的收获。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，笔者认为，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”和最优管理实践，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，就又开始变得落后了，因为，很多因素在发生变化，这种所谓的成功模式本身就是处在不断的发展和演变之中的。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，不能盲目跟风，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此书两个动机：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·诺伊等人著的 *Human Resource Management: Gaining A Competitive Advantage* (Fifth 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。本书一共分为五个部分：

第一部分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等。

第二部分所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。

第三部分则探讨了企业如何能够确定员工的价值，以及如何才能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。

第四部分阐述了人力资源的薪酬问题，其中包括薪资结构的设计、对员工个人贡献的认可、员工福利的提供等等。

第五部分的内容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，改编者本着“难度适中，贴近国情”的原则对原书的部分章节进行了删节，在此将改编思路介绍如下：

删去章节	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，而且其余各章节中已经介绍了一些全球化的话题
第 16 章“人力资源职能的战略性管理”	第 1 章和第 2 章已经论述了一些战略性人力资源管理的主题，为适当压缩篇幅，故略去
各章结尾的小节、练习、问题以及案例等	为压缩篇幅的缘故而略去

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 5 版）和《人力资源管理基础》。

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贡献。改编当中如有不当之处，敬请读者朋友指正。

我的联系方式：

中国人民大学公共管理学院组织与人力资源研究所

北京市海淀区中关村大街 59 号 100872

电子信箱：liuxin@mparuc.edu.cn

liuxins@263.net.cn

刘 昕  
2006 年 1 月



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# Human Resource Management

GAINING A  
COMPETITIVE  
ADVANTAGE

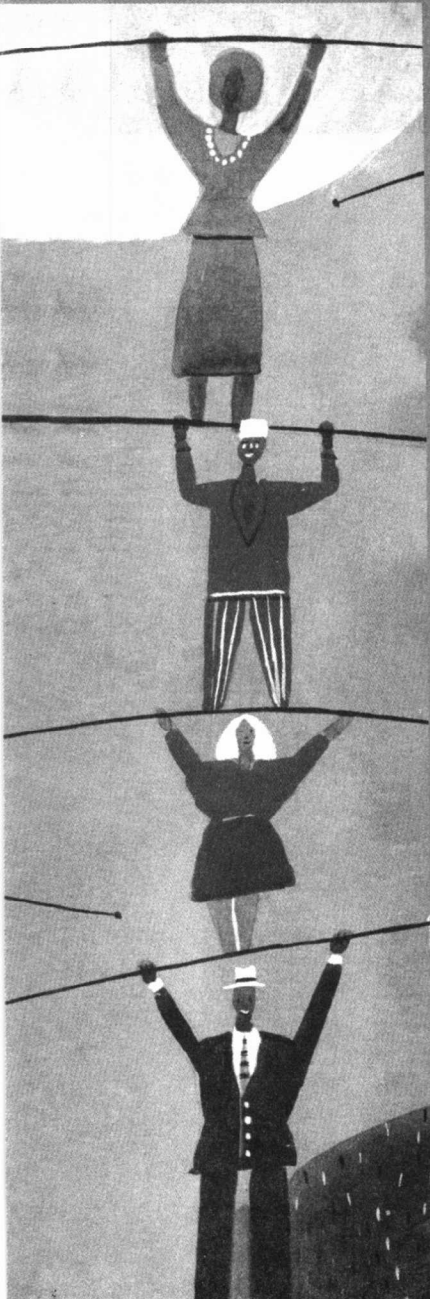
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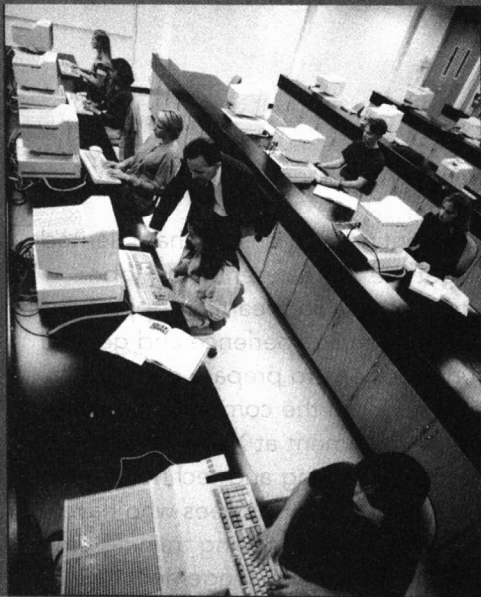
## Chapter

# Human Resource Management: Gaining a Competitive Advantage

**Objectives** After reading this chapter, you should be able to:

1. Discuss the roles and activities of a company's human resource management function.
2. Discuss the implications of the economy, the makeup of the labor force, and ethics for company sustainability.
3. Discuss how human resource management affects a company's balanced scorecard.
4. Discuss what companies should do to compete in the global marketplace.
5. Identify the characteristics of the workforce and how they influence human resource management.
6. Discuss human resource management practices that support high-performance work systems.
7. Provide a brief description of human resource management practices.





Human resources plays a key role in determining the competitiveness of a business. At Xerox, HR makes sure employees understand the company and how to achieve success there through its training and development programs.

## Enter the World of Business

### At Xerox, Human Resource Management Excellence Helps Company Rebound

Anne M. Mulcahy, Xerox Chairman and CEO, explains, "At Xerox, our digital strategy is committed to world-class products and services for our customers, and a world-class work environment for our employees. . . . That means, we must attract and retain world-class people. Our new Employment Brand trademark, *eXpress yourself*, distinguishes Xerox as a place where the passion, diversity, ideas and contributions of every member of the Xerox family define our capability for bold innovation and a leading edge work environment. It's hard to believe that just a few years ago human resource management initiatives like employee branding were not at the forefront of Xerox human resource management initiatives, but company survival was!"

In 2000, Xerox was \$17 billion in debt, and by 2001 the company's stock price had dropped from a high of \$63 to about \$4. Xerox suffered seven straight losing quarters. The company also faced an accounting investigation by the Securities and Exchange Commission into the way it accounted for customer leases on copiers.

Today the company has shifted its main business from small copiers to desktop copiers for offices and high-quality printers for publishers. Xerox has experienced a remarkable comeback. Fourth quarter net income for 2003 rose to \$222 million or 22 cents a share from \$19 million or 1 cent a share in 2002. Recent stock prices have been in the \$15 range and are expected to go higher. The company's operations are guided by customer-focused and employee-centered core values such as social responsibility, diversity, and quality and a passion for innovation, speed, and adaptability. How did the company save itself? Among the steps taken by the CEO included sales of international operations and business units, early retirements, attrition, layoffs—and the strategic involvement of human resource management.

Since 1993 Xerox has been one of the innovators in using technology for HR functions such as employee and manager self-service, benefits enrollment, and other employee transactional processes. The HR function is a shared services organization in which pay, bonuses, staffing, recruiting, benefits, diversity, learning, and HR systems are all part of corporate HR. When business became difficult in 1999, HR came through with several alignment workshops and retention incentives to help the company. The single biggest cost-savings

opportunity was the consolidation and expansion of the HR Service Center. The center started with transactional work (e.g., address and employment change information), web-based processes were added, and the center now provides research and analysis to HR professionals working in Xerox operating units and handles employee relations issues for most U.S. employees. This has enabled HR to reduce its staff without reducing the level of service it provides to managers and employees.

HR has also provided support for the business strategy as it evolved to help the company survive. HR played a key role in helping the company conduct workforce reductions and sell off businesses, which resulted in losing 30,000 employees. HR helped treat employees with dignity throughout the downsizing process. Xerox's separation package offered up to one year of salary, with full benefit coverage for employees with 30 or more years of service. The company also allowed employees close to retirement age up to a year of inactive, unpaid status to reach the required age or service needed for retirement. Despite the layoffs, Xerox continued with its yearly employee attitude surveys and focus groups designed to determine if employees understood the company's direction and their willingness to support the company. Results indicated that the employees understood the direction but they weren't willing to commit to it. Another key HR issue that Xerox faced was how to keep the most talented employees from leaving. The HR department created a series of strategies which included a "we really care" message communicated using town meetings, audio, and video. Another strategy was to offer a solid cash-bonus compensation package to employees who stayed.

Today, HR continues to ensure that talented employees get the right experiences, job assignments, visibility, and learning opportunities including international experience and general management positions to prepare them for leadership positions in the company. Internal training and development at Xerox includes a reliance on virtual learning and technology to increase the number of employees who have access to training, while reducing training time. For example, Xerox's new management development program is a two-month program that uses e-learning, virtual learning programs, coaching, and one week of classroom training. Another important role that HR plays is to ensure that employees understand the "new" Xerox and how to achieve success. HR has focused on building three key initiatives: an employee value proposition, building a high performance culture, and developing a pipeline of three candidates for every position within the business. The employee value proposition represents both the expectations that the employee has of the company and what the company can expect in return. According to the vice president of human resources, "Everyone says we want the best talent. We want to keep them. We want to motivate them. But how do you do that? It all comes down to the point of inclusion, and I mean inclusion in the broadest sense of the word, one that allows an employee to bring his or her uniqueness to the table and allows [him or her] to make a difference. All practices, policies, and initiatives must put forth those value propositions—if not we'll be in trouble."

Source: T. Starner, "Processing a Turnaround," *Human Resource Executive* (May 16, 2004), pp. 1, 16–24, [www.xerox.com](http://www.xerox.com).

### **Competitiveness**

A company's ability to maintain and gain market share in its industry.

## **Introduction**

Xerox illustrates the key role that human resource management (HRM) plays in determining the survival, effectiveness, and competitiveness of U.S. businesses. **Competitiveness** refers to a company's ability to maintain and gain market share in its industry. Xerox's human resource management practices have helped support the

company's business strategy and provide services the customer values. The value of a product or service is determined by its quality and how closely the product fits customer needs.

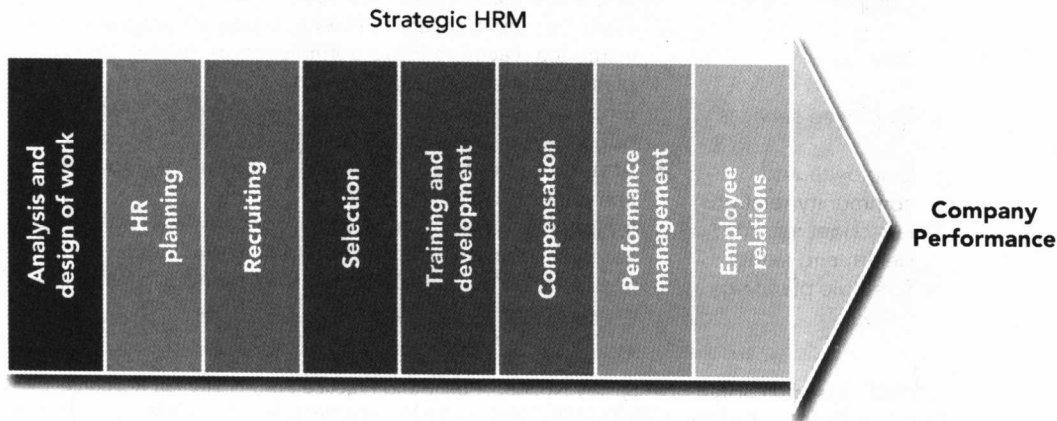
Competitiveness is related to company effectiveness, which is determined by whether the company satisfies the needs of stakeholders (groups affected by business practices). Important stakeholders include stockholders, who want a return on their investment; customers, who want a high-quality product or service; and employees, who desire interesting work and reasonable compensation for their services. The community, which wants the company to contribute to activities and projects and minimize pollution of the environment, is also an important stakeholder. Companies that do not meet stakeholders' needs are unlikely to have a competitive advantage over other firms in their industry.

**Human resource management (HRM)** refers to the policies, practices, and systems that influence employees' behavior, attitudes, and performance. Many companies refer to HRM as involving "people practices." Figure 1.1 emphasizes that there are several important HRM practices. The strategy underlying these practices needs to be considered to maximize their influence on company performance. As the figure shows, HRM practices include analyzing and designing work, determining human resource needs (HR planning), attracting potential employees (recruiting), choosing employees (selection), teaching employees how to perform their jobs and preparing them for the future (training and development), rewarding employees (compensation), evaluating their performance (performance management), and creating a positive work environment (employee relations). The HRM practices discussed in this chapter's opening highlighted how effective HRM practices support business goals and objectives. That is, effective HRM practices are strategic! Effective HRM has been shown to enhance company performance by contributing to employee and customer satisfaction, innovation, productivity, and development of a favorable reputation in the firm's community. The potential role of HRM in company performance has only recently been recognized.

**Human resource management (HRM)**  
Policies, practices, and systems that influence employees' behavior, attitudes, and performance.

We begin by discussing the roles and skills that a human resource management department and/or managers need for any company to be competitive. The second section of the chapter identifies the competitive challenges that U.S. companies currently face, which influence their ability to meet the needs of shareholders, customers,

FIGURE 1.1  
Human Resource Management Practices





employees, and other stakeholders. We discuss how these competitive challenges are influencing HRM. The chapter concludes by highlighting the HRM practices covered in this book and the ways they help companies compete.

## What Responsibilities and Roles Do HR Departments Perform?

Only recently have companies looked at HRM as a means to contribute to profitability, quality, and other business goals through enhancing and supporting business operations.

Table 1.1 shows the responsibilities of human resource departments. The average ratio of HR department staff to total number of employees has been 1.0 for every 100 employees served by the department. The median HR department expenditure per employee was \$813, with wholesale and retail trade organizations spending the least (\$282) and finance, insurance, real estate, advanced manufacturing, and communications and information companies the most (\$1,300). As with other business functions, HR expenditures relative to operating costs have been fairly stable over the past few years.

The HR department is solely responsible for outplacement, labor law compliance, record keeping, testing, unemployment compensation, and some aspects of benefits administration. The HR department is most likely to collaborate with other company functions on employment interviewing, performance management and discipline, and efforts to improve quality and productivity. Large companies are more likely than small ones to employ HR specialists, with benefits specialists being the most prevalent. Other common specializations include recruitment, compensation, and training and development.

Many different roles and responsibilities can be performed by the HR department depending on the size of the company, the characteristics of the workforce, the industry, and the value system of company management. The HR department may take full responsibility for human resource activities in some companies, whereas in others it

TABLE 1.1  
Responsibilities of  
HR Departments

Employment and recruiting	Interviewing, recruiting, testing, temporary labor coordination
Training and development	Orientation, performance management skills training, productivity enhancement
Compensation	Wage and salary administration, job descriptions, executive compensation, incentive pay, job evaluation
Benefits	Insurance, vacation leave administration, retirement plans, profit sharing, stock plans
Employee services	Employee assistance programs, relocation services, outplacement services
Employee and community relations	Attitude surveys, labor relations, publications, labor law compliance, discipline
Personnel records	Information systems, records
Health and safety	Safety inspection, drug testing, health, wellness
Strategic planning	International human resources, forecasting, planning, mergers and acquisitions

SOURCE: Based on SHRM-BNA Survey No. 66, "Policy and Practice Forum: Human Resource Activities, Budgets, and Staffs, 2000–2001," Bulletin to Management, Bureau of National Affairs Policy and Practice Series, June 28, 2001. Washington, DC: Bureau of National Affairs.