Fundamentals of Human Resource Management

Gary Dessler
Florida International University
# Contents

Preface xxv  
Acknowledgments xxx  
About the Author xxxi

**PART 1 Introduction 1**

**Chapter 1 Managing Human Resources Today 1**

  - Why Is Human Resource Management Important to All Managers? 3  
  - Line and Staff Aspects of HRM 4  
  - Line versus Staff Authority 4  
  - Line Managers’ Human Resource Management Responsibilities 4  
  - The Human Resource Department 5

*The Trends Shaping Human Resource Management 6*
  - Workforce Diversity Trends 6  
  - Technology and Workforce Trends 7  
  - HR AS A PROFIT CENTER: Boosting Customer Service 9  
  - Globalization and Competition 9  
  - Economic Challenges 9  
  - Economic and Workforce Projections 10

*Consequences for Today’s Human Resource Managers 11*
  - HR and Performance 12  
  - HR and Performance and Sustainability 13  
  - HR and Employee Engagement 13  
  - HR and the Manager’s Human Resource Philosophy 13

  - HR and Strategy 15  
  - Sustainability and Strategic Human Resource Management 16  
  - HR and Human Resource Competencies 16  
  - HR and the Manager’s Skills 16  
  - The Human Resource Manager’s Competencies 17  
  - HR and Ethics 18  
  - HR Manager Certification 18

*The Plan of this Book 18*
  - The Chapters 18

**Review 19**
  - Summary 19  
  - Key Terms 20  
  - Discussion Questions 20  
  - Individual and Group Activities 21

**Application Exercises 21**
  - HR IN ACTION CASE INCIDENT 1: Jack Nelson’s Problem 21  
  - HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 22

**Experiential Exercise 23**

**Chapter 2 Managing Equal Opportunity and Diversity 24**

*Equal Employment Opportunity Laws 25*
  - Background 25  
  - Equal Pay Act of 1963 25  
  - Title VII of the 1964 Civil Rights Act 25  
  - Executive Orders 26
Age Discrimination in Employment Act of 1967  26
Vocational Rehabilitation Act of 1973  26
Pregnancy Discrimination Act of 1978  26
Federal Agency Uniform Guidelines on Employee Selection Procedures  26
Selected Court Decisions regarding Equal Employment Opportunity (EEO)  27
The Civil Rights Act of 1991  27
The Americans with Disabilities Act  28
Uniformed Services Employment and Reemployment Rights Act  29
Genetic Information Nondiscrimination Act of 2008  29
State and Local Equal Employment Opportunity Laws  30
Religious and Other Types of Discrimination  30
HR TOOLS FOR THE MANAGERS AND SMALL BUSINESSES  31
Sexual Harassment  32
Diversity Counts  34
HR PRACTICES AROUND THE GLOBE: Applying Equal Employment Law Abroad  35
Social Media and HR  35
Summary  35
Recent Trends in Discrimination Law  36
Defenses against Discrimination Allegations  36
The Central Role of Adverse Impact  37
KNOW YOUR EMPLOYMENT LAW: Dealing with a Charge of Discrimination  39
Bona Fide Occupational Qualification  39
Business Necessity  40
Illustrative Discriminatory Employment Practices  40
The EEOC Enforcement Process  43
Processing a Discrimination Charge  43
Voluntary Mediation  43
Mandatory Arbitration of Discrimination Claims  45
Diversity Management and Affirmative Action  45
Diversity's Barriers and Benefits  45
HR AS A PROFIT CENTER: How diversity drives higher profits  47
Managing Diversity  47
Equal Employment Opportunity versus Affirmative Action  48
Reverse Discrimination  48
Review  49
Summary  49 • Key Terms  49 • Discussion Questions  50
• Individual and Group Activities  50
Application Exercises  51
HR IN ACTION CASE INCIDENT 1: An Accusation of Sexual Harassment in Pro Sports  51
HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company  52
Experiential Exercise  52

Chapter 3 Human Resource Strategy and Analysis  54
The Strategic Management Process  55
The Basic Management Planning Process  56
What is Strategic Planning?  57
The Strategic Management Process  57
Types of Strategies  60
Managers' Roles in Strategic Planning  62
Strategic Human Resource Management  62
What is Strategic Human Resource Management?  62
Strategic Human Resource Management Tools  64
Improving Performance through HRIS  66
HR Metrics and Benchmarking 67
- Types of Metrics 67
- Benchmarking 68
- Strategy and Strategy-Based Metrics 68
- Workforce/Talent Analytics and Data Mining 68
- HR AS A PROFIT CENTER: Using Workforce/Talent Analytics 69
- Using HR Audits 70
- Evidence-Based HR and the Scientific Way of Doing Things 71
- HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 72

Building High-Performance Work Systems 72
- High-Performance Human Resource Policies and Practices 72

Employee Engagement and Organizational Performance 73
- Why Is Employee Engagement Important? 73
- The Employee Engagement Problem 74
- What Can Managers Do to Improve Employee Engagement? 74
- How to Measure Employee Engagement 75

Employee Engagement Guide for Managers 75
- How Kia Motors (UK) Improved Performance with an HR Strategy Aimed at Boosting Employee Engagement 75
- The Challenges 75
- The New Human Resource Management Strategy 76
- BUILDING YOUR MANAGEMENT SKILLS: How to Execute an Employee Engagement Strategy 76
- The Results 76

Review 77
- Summary 77
- Key Terms 78
- Discussion Questions 78
- Individual and Group Activities 78

Application Exercises 79
- HR IN ACTION CASE INCIDENT 1: Siemens Builds a Strategy-Oriented HR System 79
- HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 80

Experiential Exercise 80

PART 2 Staffing: Workforce Planning and Employment 81

Chapter 4 Job Analysis and Talent Management 82
- The Talent Management Process 83
- Improving Performance through HRIS 84
- The Basics of Job Analysis 84
- What Is Job Analysis? 84
- Uses of Job Analysis Information 85
- Steps in Job Analysis 86
- HR AS A PROFIT CENTER: Boosting Productivity through Work Redesign 87

Methods for Collecting Job Analysis Information 88
- The Interview 88
- BUILDING YOUR MANAGEMENT SKILLS: Interviewing Guidelines 89
- Questionnaires 90
- Observation 90
- Participant Diary/Logs 90
- Quantitative Job Analysis Techniques: The Position Analysis Questionnaire (PAQ) 90
- Electronic Job Analysis Methods 94

Writing Job Descriptions 94
- Job Identification 94
- Job Summary 96
- Relationships 97
- Responsibilities and Duties 97
- BUILDING YOUR MANAGEMENT SKILLS: Determining the Job's Duties 97
- Social Media and HR 98
Chapter 5 Personnel Planning and Recruiting 114

Workforce Planning and Forecasting 115
- Strategy and Workforce Planning 116
- Forecasting Personnel Needs (Labor Demand) 117
- Improving Performance through HRIS 119
- Forecasting the Supply of Inside Candidates 119
- Forecasting the Supply of Outside Candidates 121
- Predictive Workforce and Talent Management 121

Why Effective Recruiting Is Important 123
- The Recruiting Yield Pyramid 123
- Developing the Brand 124
- Building Your Employment Law: Preemployment Activities 124

Internal Sources of Candidates 124
- Finding Internal Candidates 125

Employee Engagement Guide for Managers 125
- Internal Recruitment and Promotion-from-Within 125

Outside Sources of Candidates 126
- Informal Recruiting and the Hidden Job Market 126
- Recruiting via the Internet 126
- Social Media and HR 127
- Improving Performance through HRIS 128
- Advertising 129
- Employment Agencies 130
- Temporary Workers and Alternative Staffing 131
- Building Your Employment Law: Contract Employees 132
- Offshoring and Outsourcing Jobs 133
- Executive Recruiters 133
- Building Your Management Skills: Working with Recruiters 134
- HR Tools for Line Managers and Small Businesses: Recruiting 101 134
- Referrals and Walk-Ins 135
## CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-Demand Recruiting Services</td>
<td>136</td>
</tr>
<tr>
<td>College Recruiting</td>
<td>136</td>
</tr>
<tr>
<td>Telecommuters</td>
<td>137</td>
</tr>
<tr>
<td>Military Personnel</td>
<td>137</td>
</tr>
<tr>
<td>- BUILDING YOUR MANAGEMENT SKILLS: How to Improve the Recruitment Effort</td>
<td>138</td>
</tr>
<tr>
<td>- HR AS A PROFIT CENTER: Cutting Recruitment Costs</td>
<td>138</td>
</tr>
<tr>
<td>Recruiting a More Diverse Workforce</td>
<td>139</td>
</tr>
<tr>
<td>Recruiting Women</td>
<td>139</td>
</tr>
<tr>
<td>Recruiting Single Parents</td>
<td>139</td>
</tr>
<tr>
<td>Older Workers</td>
<td>139</td>
</tr>
<tr>
<td>Diversity Counts</td>
<td>140</td>
</tr>
<tr>
<td>Recruiting Minorities</td>
<td>140</td>
</tr>
<tr>
<td>The Disabled</td>
<td>141</td>
</tr>
<tr>
<td>Developing and Using Application Forms</td>
<td>141</td>
</tr>
<tr>
<td>Purpose of Application Forms</td>
<td>141</td>
</tr>
<tr>
<td>- BUILDING YOUR MANAGEMENT SKILLS: HR Tools for Line Managers and Entrepreneurs</td>
<td>141</td>
</tr>
<tr>
<td>- KNOW YOUR EMPLOYMENT LAW: Application Forms and EEO Law</td>
<td>143</td>
</tr>
<tr>
<td>- KNOW YOUR EMPLOYMENT LAW: Mandatory Arbitration</td>
<td>143</td>
</tr>
<tr>
<td>Review</td>
<td>144</td>
</tr>
<tr>
<td>Summary</td>
<td>144</td>
</tr>
<tr>
<td>Key Terms</td>
<td>145</td>
</tr>
<tr>
<td>Discussion Questions</td>
<td>145</td>
</tr>
<tr>
<td>Individual and Group Activities</td>
<td>145</td>
</tr>
<tr>
<td>Application Exercises</td>
<td>146</td>
</tr>
<tr>
<td>- HR IN ACTION CASE INCIDENT 1: Finding People Who Are Passionate about What They Do</td>
<td>146</td>
</tr>
<tr>
<td>- HR IN ACTION CASE INCIDENT 2. Carter Cleaning Company</td>
<td>147</td>
</tr>
<tr>
<td>Experiential Exercise</td>
<td>147</td>
</tr>
</tbody>
</table>

### Chapter 6 Selecting Employees

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Basics of Testing and Selecting Employees</td>
<td>149</td>
</tr>
<tr>
<td>Why Careful Selection Is Important</td>
<td>149</td>
</tr>
<tr>
<td>Reliability</td>
<td>150</td>
</tr>
<tr>
<td>Validity</td>
<td>150</td>
</tr>
<tr>
<td>How to Validate a Test</td>
<td>151</td>
</tr>
<tr>
<td>- HR AS A PROFIT CENTER: Reducing Turnover at KeyBank</td>
<td>152</td>
</tr>
<tr>
<td>- BUILDING YOUR MANAGEMENT SKILLS: Protecting Employees' Individual Rights and Test Privacy</td>
<td>153</td>
</tr>
<tr>
<td>Types of Tests</td>
<td>154</td>
</tr>
<tr>
<td>Tests of Cognitive Abilities</td>
<td>155</td>
</tr>
<tr>
<td>Tests of Motor and Physical Abilities</td>
<td>155</td>
</tr>
<tr>
<td>Measuring Personality</td>
<td>155</td>
</tr>
<tr>
<td>Achievement Tests</td>
<td>157</td>
</tr>
<tr>
<td>Computerized and Online Testing</td>
<td>158</td>
</tr>
<tr>
<td>Improving Performance through HRIS</td>
<td>158</td>
</tr>
<tr>
<td>Work Samples and Simulations</td>
<td>159</td>
</tr>
<tr>
<td>Situational Judgment Tests</td>
<td>159</td>
</tr>
<tr>
<td>Management Assessment Centers</td>
<td>159</td>
</tr>
<tr>
<td>Video-Based Situational Testing</td>
<td>160</td>
</tr>
<tr>
<td>The Miniature Job Training and Evaluation Approach</td>
<td>160</td>
</tr>
<tr>
<td>- HR IN PRACTICE: Selecting Employees at Honda's New Car Plant</td>
<td>160</td>
</tr>
<tr>
<td>Computerized Multimedia Candidate Assessment Tools</td>
<td>160</td>
</tr>
<tr>
<td>- HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES: Employee Testing and Selection</td>
<td>161</td>
</tr>
<tr>
<td>Interviewing Candidates</td>
<td>161</td>
</tr>
<tr>
<td>Types of Selection Interviews</td>
<td>161</td>
</tr>
<tr>
<td>Improving Performance through HRIS</td>
<td>165</td>
</tr>
</tbody>
</table>
CONTENTS XV

Job Instruction Training 202
Lectures 202
Programmed Learning 202
Behavior Modeling 203
Audiovisual-Based Training 203
Vestibule Training 203
Electronic Performance Support Systems (EPSS) 203
Videoconferencing 203
Computer-Based Training (CBT) 204
Simulated Learning 204
Improving Performance through HRIS 204
The Virtual Classroom 205
Mobile Learning 206
Social Media and HR 206
Lifelong and Literacy Training Techniques 206
Diversity Training 207
HR IN PRACTICE: Diversity Training at ABC Virtual Communications, Inc. 207
Team Training 207
BUILDING YOUR MANAGEMENT SKILLS: HR Tools for Line Managers and Small Businesses 208

Implementing Management Development Programs 209
Strategy’s Role in Management Development 209
Succession Planning 209
Improving Performance through HRIS 209
Managerial On-the-Job Training 210

Off-the-Job Management Training and Development Techniques 212
Leadership Development at GE 214
Talent Management and Differential Development Assignments 214

Managing Organizational Change Programs 214
BUILDING YOUR MANAGEMENT SKILLS: How to Bring About a Change at Work 215
Using Organizational Development 215

Evaluating the Training Effort 216
Designing the Study 216
Training Effects to Measure 216

Review 218
Summary 218 • Key Terms 219 • Discussion Questions 219
• Individual and Group Activities 220

Application Exercises 220
HR IN ACTION CASE INCIDENT 1: Reinventing the Wheel at Apex Door Company 220
HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company: The New Training Program 221

Experiential Exercise 222

Chapter 8 Performance Management and Appraisal 223
Basic Concepts in Performance Appraisal 224
Steps in Performance Appraisal 224
Why Appraise Performance? 224
Defining the Employee’s Performance Standards 225
HR AS A PROFIT CENTER: Setting Performance Goals at Ball Corporation 226
HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES: How to Set Effective Goals 226
Who Should Do the Appraising? 227
Social Media and HR 229

Appraisal Methods 229
Graphic Rating Scale Method 229
Alternation Ranking Method 231
Paired Comparison Method 231
Forced Distribution Method 231
Critical Incident Method 234
Behaviorally Anchored Rating Scales 234
Appraisal Forms in Practice 234
The Management by Objectives Method 234
Improving Performance through HRIS 235
Virtual Appraisal Games 236
Electronic Performance Monitoring 236
Talent Management and Employee Appraisal 236
Conversation Days 237

How to Deal with Performance Appraisal Problems and the Appraisal Interview 238

- BUILDING YOUR SKILLS: How to Make Sure the Appraisal Is Fair 238
  Clarify Standards 238
  Avoid Halo Effect Ratings 239
  Avoid the Middle 239
  Don't Be Lenient or Strict 240
  Diversity Counts 240
- KNOW YOUR EMPLOYMENT LAW: Appraising Performance 241
- BUILDING YOUR MANAGEMENT SKILLS: How to Conduct the Appraisal Interview 241

Employee Engagement Guide for Managers: Use the Appraisal Interview to Build Engagement 243

Performance Management 244
  Total Quality Management and Performance Appraisal 244
  What Is Performance Management? 244
  Using Information Technology to Support Performance Management 245
  - HR PRACTICES AROUND THE GLOBE: Performance Management at General Dynamics Armament Systems (GDAS) 245
  The Manager's Role in Performance Management 246

Review 246
  Summary 246 • Key Terms 247 • Discussion Questions 247
  • Individual and Group Activities 247

Application Exercises 248
  - HR IN ACTION CASE INCIDENT 1: Appraising the Secretaries at Sweetwater U 248
  - HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 249

Experiential Exercise 249

Chapter 9 Managing Careers 250

Career Management 251
  Careers Today 251
  Psychological Contract 252
  The Employee’s Role in Career Management 252
  The Employer’s Role in Career Management 253
  - HR IN PRACTICE: Intuit’s Job Rotation Program 254
  Employer Career Management Methods 254
  Diversity Counts 256
  - HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES: The Manager’s Role in Employee Career Development 256

Improving Coaching Skills 258
  - BUILDING YOUR MANAGEMENT SKILLS: How to Be an Effective Coach 258
  Being a Better Mentor 258
  Improving Performance through HRIS 260

Employee Engagement Guide for Managers 260
  Career Management 260
  The New Psychological Contract 260
  Commitment-Oriented Career Development Efforts 261
  - HR IN PRACTICE: Career Development at Medtronic 262
Managing Employee Retention and Turnover  262
  • HR AS A PROFIT CENTER: Costs of Turnover  263
Managing Voluntary Turnover  263
Retention Strategies for Reducing Voluntary Turnover  264
A Comprehensive Approach to Retaining Employees  265
Social Media and HR  266
  • HR PRACTICES AROUND THE GLOBE: IBM’s New Workforce  266
Job Withdrawal  266
Managing Promotions and Transfers  267
  • KNOW YOUR EMPLOYMENT LAW: Establish Clear Guidelines for Managing Promotions  267
Decision 1: Is Seniority or Competence the Rule?  268
Decision 2: How Should We Measure Competence?  268
Decision 3: Is the Process Formal or Informal?  269
Decision 4: Vertical, Horizontal, or Other?  269
Diversity Counts  269
Managing Transfers  270
Managing Retirements  270
Managing Dismissals  271
  • KNOW YOUR EMPLOYMENT LAW: Termination at Will  271
Grounds for Dismissal  272
Avoiding Wrongful Discharge Suits  273
Supervisor Liability  273
  • BUILDING YOUR MANAGEMENT SKILLS: Managing the Termination Interview  274
Layoffs and the Plant Closing Law  275
Adjusting to Downsizings and Mergers  276
Review  276
Summary  276  •  Key Terms  277  •  Discussion Questions  277
Application Exercises  278
  • HR IN ACTION CASE INCIDENT 1: Google Reacts  278
  • HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company  279
Experiential Exercise  279
Appendix: Managing Your Career and Finding a Job  280

PART 4  Compensation and Total Rewards  287

Chapter 10  Developing Compensation Plans  288
The Basic Factors in Determining Pay Rates  289
  Aligning Total Rewards with Strategy  289
  Equity and Its Impact on Pay Rates  289
  Legal Considerations in Compensation  290
  • KNOW YOUR EMPLOYMENT LAW: The Independent Contractor  292
Union Influences on Compensation Decisions  294
Pay Policies  295
  • HR AS A PROFIT CENTER: Wegmans Foods  295
  • HR PRACTICES AROUND THE GLOBE: Compensating Expatriate Employees  296
Job Evaluation Methods  296
  What is Job Evaluation?  296
Salary Surveys  297
Compensable Factors  298
Preparing for the Job Evaluation  298
Job Evaluation Methods: Ranking  299
  • BUILDING YOUR MANAGEMENT SKILLS: How to Create a Pay Scale for a Company by Using the Job Ranking Job Evaluation Method  299
Job Evaluation Methods: Job Classification  301
Job Evaluation Methods: Point Method  301
Wage Curves 302
Pay Grades 302
Rate Ranges and the Wage Structure 302
Computerized Job Evaluations 303
HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES: Developing a Workable Pay Plan 304
Pricing Managerial and Professional Jobs 305
Compensating Executives and Managers 305
What Determines Executive Pay? 305
Compensating Professional Employees 306
Improving Performance through HRIS 307
Contemporary Topics in Compensation 307
Competency-Based Pay 307
HR IN PRACTICE: JLG's Skill-Based Pay Program 308
Broadbanding 308
Comparable Worth 309
Diversity Counts 310
Board Oversight of Executive Pay 310
Employee Engagement Guide for Managers 311
Total Rewards Programs 311
Total Rewards and Employee Engagement 311
Review 312
Summary 312 • Key Terms 313 • Discussion Questions 313
Individual and Group Activities 313
Application Exercises 314
HR IN ACTION CASE INCIDENT 1: Salary Inequities at AstraZeneca 314
HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 315
Experiential Exercise 315
Appendix: How to Create a Market-Competitive Pay Plan Using the Point Plan Job Evaluation Method 316

Chapter 11 Pay for Performance and Employee Benefits 322
Individual Employee Incentive Plans 323
Individual Incentive Plans: Piecework Plans 323
Employee Incentives and the Law 323
Merit Pay as an Incentive 324
Incentives for Professional Employees 324
Nonfinancial and Recognition-Based Awards 325
HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 325
Social Media and HR 326
Job Design 326
HR IN PRACTICE: Using Financial and Nonfinancial Incentives in a Fast-Food Chain 326
Incentives for Salespeople 327
BUILDING YOUR MANAGEMENT SKILLS: How to Build an Effective Sales Incentive Plan 328
Incentives for Managers and Executives 328
Short-Term Managerial Incentives and the Annual Bonus 329
Executives' Strategic Long-Term Incentives 329
Team and Organization-Wide Incentive Plans 331
How to Design Team Incentives 331
Profit-Sharing Plans 331
Gainsharing Plans 332
At-Risk Pay Plans 332
Employee Stock Ownership Plans 332
Benefits and Services: The Benefits Picture Today 333
Pay for Time Not Worked and Insurance Benefits 334
Unemployment Insurance 334
BUILDING YOUR MANAGEMENT SKILLS: How to Control Unemployment Claims 334
PART 5 Employee and Labor Relations 357

Chapter 12 Maintaining Positive Employee Relations 358

Employee Relations 359

Employee Relations Programs for Building and Maintaining Positive Employee Relations 359

Ensuring Fair Treatment 359

HR PRACTICES AROUND THE GLOBE: The Foxconn Plant in Shenzhen, China 361

Improving Employee Relations through Communications Programs 362

Develop Employee Recognition/Relations Programs 363
Chapter 14 Improving Occupational Safety, Health, and Risk Management 417

Employee Safety and Health: An Introduction 418

Why Safety Is Important 418

Management’s Role in Safety 418

A Manager’s Briefing on Occupational Law 419

OSHA Inspections and Citations 420

OSHA Responsibilities and Rights of Employers and Employees 422

What Causes Accidents? 424

Unsafe Working Conditions 424

Unsafe Acts 425

What Traits Characterize “Accident-Prone” People? 425

How to Prevent Accidents 425

Reduce Unsafe Conditions 425

Provide Personal Protective Equipment 430

Diversity Counts 430

Reduce Unsafe Acts 431

Screen to Reduce Unsafe Acts 431
Provide Safety Training 431
Improving Performance through HRIS 431
Use Posters, Incentives, and Positive Reinforcement 432
HR IN PRACTICE: Using Positive Reinforcement 432
Foster a Culture of Safety 433
Establish a Safety Policy 433
Set Specific Loss Control Goals 433
Conduct Regular Safety and Health Inspections 433
Organize a Safety Committee 434
HR IN PRACTICE: Safety at Saudi Petroli Chemical 435
Employee Engagement Guide for Managers 435
Milliken & Company—World-Class Safety through Employee Engagement 435
The Milliken Safety Program 435
Workplace Health: Problems and Remedies 436
Chemicals, Air Quality, and Industrial Hygiene 436
KNOW YOUR EMPLOYMENT LAW: Hazard Communication 437
Alcoholism and Substance Abuse 437
Job Stress and Burnout 439
Computer Monitor and Ergonomic Health Problems and How to Avoid Them 440
Infectious Diseases 441
Workplace Smoking 441
Occupational Security and Risk Management 442
Enterprise Risk Management 442
Preventing and Dealing with Violence at Work 442
BUILDING YOUR MANAGEMENT SKILLS: Guidelines for Firing a High-Risk Employee 444
Setting Up a Basic Security Program 444
Emergency Plans and Business Continuity 445
Social Media and HR 445
Terrorism 446
HR PRACTICES AROUND THE GLOBE: Dealing with Terrorism Abroad 446
Review 447
Summary 447 • Key Terms 447 • Discussion Questions 447
• Individual and Group Activities 448
Application Exercises 448
• HR IN ACTION CASE INCIDENT 1: The Office Safety and Health Program 448
• HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 449
Experiential Exercise 450
Part 6 Special Issues in Human Resource Management 451
Module A Managing HR Globally 451
HR and the Internationalization of Business 452
The Human Resource Challenges of International Business 452
How Intercountry Differences Affect Human Resource Management 453
International Employee Selection Issues 455
International Staffing: Home or Local? 455
HR AS A PROFIT CENTER: Reducing Expatriate Costs 456
Values and International Staffing Policy 457
Special Tools for Selecting International Managers 458
Diversity Counts 458
Social Media and HR 459
How to Avoid Failed International Assignments 459
Training and Maintaining International Employees 460
Orienting and Training Employees on International Assignment 460