Detailed Contents

Preface xvi
Acknowledgments xxi
About the Authors xxiii

PART I • 21ST CENTURY HUMAN RESOURCE MANAGEMENT STRATEGIC PLANNING AND LEGAL ISSUES 1

   Why Study Human Resource Management (HRM)? 5
   HRM Past and Present 7
   Past View of HRM 7
   Present View of HRM 7
   21st Century HRM 9
   New HRM Challenges 9
   Critical Dependent Variables 10
   The HRM Strategic View 11
   Technology and Knowledge 12
   Labor Demographics 13
   Productivity and Competitiveness Through HRM 14

HRM Skills 14
   Technical Skills 14
   Human Relations Skills 15
   Conceptual and Design Skills 16
   Business Skills 16

Line Managers’ HRM Responsibilities 16
   Line Versus Staff Management 17

HR Managers’ Responsibilities: Disciplines Within HRM 18
   The Legal Environment: EEO and Diversity Management 18
   Staffing 19
   Training and Development 19
   Employee Relations 20
   Labor and Industrial Relations 22
   Compensation and Benefits 22
   Safety and Security 22
   Ethics and Sustainability 22

HRM Careers 23
   Society for Human Resource Management (SHRM) 23
   Other HR Organizations 25
   Professional Liability 25
   How to Find More Information 26

Practitioner’s Model for HRM 26
   The Model 26
   Sections of the Model 27

Trends and Issues in HRM 29
   Creating an Engaged Workforce 29
   A New Normal for Individuals With Moderate Skills Doing Routine Work 30
   Ethical Issues: Reverse Discrimination 30

Chapter Summary 31
Key Term Review 33
Communication Skills 34
Case 1-1 Ba-Zynga! Zynga Faces Trouble in Farmville 34
Case 1-2 Welcome to the World of 21st Century HRM 35
Skill Builder 1-1 Getting to Know You 37
Skill Builder 1-2 Comparing HR Management Skills and HR Responsibilities 37

Strategy and Strategic Planning in the 21st Century: The Organization and the Environment

The External Environment

Strategy

- What Is Strategy?
- Visions and Missions
- Types of Strategies
- How Strategy Affects HRM
- Strategic Analysis
- Designing a Strategy
- How HR Promotes Strategy

Structure

- Basics of Organizational Structure
- How Does Structure Affect Employee Behavior?
- How Does Structure Affect HRM?

Organizational Culture

- What Is Organizational Culture?
- How Culture Controls Employee Behavior in Organizations
- Social Media and Culture Management

An Introduction to Data Analytics for HRM

- A Brief on Data Analytics
- HR Analytics
- Desired Outcomes

Human Resource Information Systems (HRIS)

- What Are HRIS?
- How Do HRIS Assist in Making Decisions?

Measurement Tools for Strategic HRM

- Economic Value Added (EVA)
- Return on Investment (ROI)
- Balanced Scorecard (BSC)
- HR Scorecard

3. The Legal Environment and Diversity Management

The Legal Environment for HRM: Protecting Your Organization

A User’s Guide to Managing People: The OUCH Test

Objective
- Uniform in Application
- Consistent in Effect
- Has Job Relatedness

Major Employment Laws

- Equal Pay Act of 1963
- Title VII of the Civil Rights Act of 1964 (CRA)
- Age Discrimination in Employment Act of 1967 (ADEA)
- Vietnam Era Veterans Readjustment Assistance Act of 1974 (VEVRAA)
- Pregnancy Discrimination Act of 1978 (PDA)
- Americans With Disabilities Act of 1990 (ADA), as Amended in 2008
- Civil Rights Act of 1991
- Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA)
| Veteran's Benefits Improvement Act of 2004 (VBIA) | 93 |
| Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA) | 93 |
| Lilly Ledbetter Fair Pay Act of 2009 (LLFPA) | 94 |
| Immigration Laws Relating to Employment and Equal Opportunity | 94 |
| Reminder: State and Local EEO Laws May Be Different | 96 |
| Equal Employment Opportunity Commission (EEOC) | 96 |
| What Does the EEOC Do? | 96 |
| Employee Rights Under the EEOC | 97 |
| Employer Prohibitions | 97 |
| Affirmative Action (AA) | 99 |
| The Office of Federal Contract Compliance Programs (OFCCP) | 100 |
| Diversity in the Workforce | 100 |
| Sexual Harassment: A Special Type of Discrimination | 103 |
| Types of Sexual Harassment | 103 |
| What Constitutes Sexual Harassment? | 105 |
| Reducing Organizational Risk From Sexual Harassment Lawsuits | 106 |
| Religious Discrimination | 107 |
| Trends and Issues in HRM | 108 |
| Federal Agencies Are Becoming More Activist in Pursuing Discrimination Claims | 108 |
| Religious Discrimination | 108 |
| The ADA and the ADA Amendments Act (ADAAA) | 109 |
| Chapter Summary | 110 |
| Key Terms Review | 112 |
| Communication Skills | 113 |
| Case 3-1 English-Only: One Hotel's Dilemma | 114 |
| Case 3-2 When Religion Is on the Agenda | 115 |
| Skill Builder 3-1 The Four-Fifths Rule | 116 |
| Skill Builder 3-2 Diversity Training | 117 |

### 4. Matching Employees and Jobs: Job Analysis and Design

- Employee and Job Matching 122
- Workflow Analysis
  - Organizational Output 123
  - Tasks and Inputs 123
- Job Analysis 124
  - Why Do We Need to Analyze Jobs? 125
  - Databases 125
  - Job Analysis Methods 126
  - Do We Really Have "Jobs" Anymore? 129
  - Task or Competency Based? 129
  - Outcomes: Job Description and Job Specification 130
- Job Design/Redesign 130
  - Organizational Structure and Job Design 130
  - Approaches to Job Design and Redesign 132
  - The Job Characteristics Model (JCM) 133
- Designing Motivational Jobs 135
  - Job Simplification 135
  - Job Expansion 136
  - Work Teams 136
  - Applying the Job Characteristics Model 137
  - Job Design for Flexibility 138
  - Job Design Is Country Specific 139
- HR Forecasting 140
  - Forecasting Methods 141
  - Measuring Absenteeism and Turnover 143
- Reconciling Internal Labor Supply and Demand 143
  - Options for a Labor Surplus 144
  - Options for a Labor Shortage 148
- Succession Planning 150
- Trends and Issues in HRM 151
  - O*Net as a Tool for Job Analysis 151
  - Competency Models and Job Analysis 152
  - Workflows and Job Design for Sustainability 153

### Part II • Staffing

119
5. Recruiting Job Candidates

The Recruiting Process
- Defining the Process
- External Forces Acting on Recruiting Efforts

Organizational Recruiting Considerations
- What Policies to Set
- When to Recruit
- Alternatives to Recruitment
- Reach of the Recruiting Effort
- Social Media Recruiting

Internal or External Recruiting?
- Internal Recruiting
- External Recruiting

Challenges and Constraints in Recruiting
- Budgetary Constraints
- Policy Constraints and Organizational Image
- Job Characteristics and the Realistic Job Preview (RJP)
- The Recruiter–Candidate Interaction

Evaluation of Recruiting Programs
- Yield Ratio
- Cost per Hire
- Time Required to Hire
- New Hire Turnover
- New Hire Performance

Trends and Issues in HRM
- Talent Wars
- Global Knowledge Workers as an On-Demand Workforce
- Should We Recruit for Diversity?

Chapter Summary
Key Terms Review
Communication Skills

Case 5-1 Here a GM, There a GM, Everywhere a GM (or So They Thought!)

Case 5-2 LINKEDIN: How Does the World's Largest Professional Network Network?

6. Selecting New Employees

The Selection Process
- The Importance of the Selection Process
- Steps in the Selection Process

Looking for “Fit”
- Personality-Job Fit
- Ability-Job Fit
- Person-Organization Fit

Uniform Guidelines on Employee Selection Procedures
- What Qualifies as an Employment Test?
- Valid and Reliable Measures

Applications and Preliminary Screening
- Applications and Résumés
- Pre-employment Inquiries
- State Laws Vary!

Testing and Legal Issues
- The EEOC and Employment Testing
- Polygraph Testing
- Genetic Testing
- Written Testing
- Physical Testing
- To Test or Not to Test
- Social Media’s Role in Selection

Selection Interviews
- Interviewing
- Types of Interviews and Questions
- Preparing for the Interview
- Conducting the Interview

Background Checks
- Credit Checks
- Criminal Background Checks
- Reference Checks
- Web Searches
PART III • DEVELOPING AND MANAGING

7. Training, Learning, Talent Management, and Development 234

The Need for Training and Development 236
Training and Development 237
When Is Training Needed? 237

The Training Process and Needs Assessment 240
Steps in the Training Process 240
Needs Assessment 240
Challenges to the Training Process 241
Employee Readiness 242

Learning and Shaping Behavior 243
Learning 244
Learning Theories 244
Shaping Behavior 245
Learning Styles 248

Design and Delivery of Training 248
On-the-Job Training (OJT) 251
Classroom Training 252

Distance or E-Learning 253
Simulations 253

Assessing Training 254
Assessment Methods 254
Choosing Assessment Methods 256
Measuring Training Success 256

Talent Management and Development 258
Careers 258
Why Career Development? 259
Common Methods of Employee Development 260
A Model of Career Development 261
Consequences 261

Trends and Issues in HRM 264
The Gamification of Training and Development 264
Social Media for Learning 265
Outsourcing Employee Training and Development 266

Chapter Summary 267
Key Terms Review 269
Communication Skills 269

Case 7-1 Who Is Managing the Manager? 270
Case 7-2 Google Search: Building the Program That Writes the Code to Find Female Talent 271

Skill Builder 7-1 The Training Process 272
Skill Builder 7-2 Career Development 273

8. Performance Management and Appraisal 274

Performance Management Systems 275
Performance Management Versus Performance Appraisal 276
The Performance Appraisal Process 278
Accurate Performance Measures 279

Why Do We Conduct Performance Appraisals? 280
Communication (Informing) 280
Decision Making (Evaluating) 281
Motivation (Engaging) 282
Evaluating and Motivating = Development 282

What Do We Assess? 283
10. Employee and Labor Relations 356

Labor Relations: A Function of Trust and Communication 358
Trust and Communication 358
Sending Messages 359
Receiving Messages 360
Job Satisfaction 363
Job Satisfaction/Dissatisfaction and Performance 363
Measuring Job Satisfaction 364
Determinants of Job Satisfaction 365
Legal Issues in Labor Relations 367
The Railway Labor Act (RLA) of 1926 367
The National Labor Relations Act (NLRA) of 1935 (Wagner Act) 368
The Labor Management Relations Act (LMRA) of 1947 (Taft-Hartley Act) 369
The Labor Management Reporting and Disclosure Act of 1959 (Landrum-Griffin Act or LMRDA)) 370
The Worker Adjustment and Retraining Notification Act of 1988 (WARN Act) 371
Other Legal Issues in Labor Relations 371
Unions and Labor Rights 375
Union Organizing 375
Labor Relations and Collective Bargaining 377
Grievances 378
Management Rights and Decertification Elections 378
Limiting Union Organizing Efforts 379
Lockouts and Replacement Workers 379
Decertification Elections 380
Managing Conflict 380
Conflict 381
Conflict Management Styles 381
Initiating Conflict Resolution 384

Negotiations 385
The Negotiation Process 385
Planning the Negotiation 386
Negotiate 387
Alternative Dispute Resolution: Mediation and Arbitration 388

Trends and Issues in HRM 390
Nonunion Worker Protection and the NLRB 390
Is a Union Suppression Policy Ethical? 390

PART IV • COMPENSATING 399

11. Compensation Management 400
Compensation Management 402
The Compensation System 402
Motivation and Compensation Planning 404
Organizational Philosophy 407
Ability to Pay 408
What Types of Compensation? 408
Pay for Performance or Pay for Longevity? 408
Skill-Based or Competency-Based Pay 409
At, Above, or Below the Market? 410
Wage Compression 411
Pay Secrecy 411
Legal and Fairness Issues in Compensation 413
Fair Labor Standards Act of 1938 (Amended) 414
Pay Equity and Comparable Worth 418
Other Legal Issues 420
Job Evaluation 420
Job Ranking Method 421
12. Incentive Pay 440

Why Do We Use Incentive Pay? 442
Individual or Group-Based Incentives? 443
   Individual Incentives 443
   Group Incentives 445
Options for Individual Incentives 447
   Bonus 448
   Commissions 449
   Merit Pay 450
   Piecework Plans 451
   Standard Hour Plans 453
   Giving Praise and Other Nonmonetary Incentives 453
Options for Group Incentives 456
   Profit Sharing Plans 456
   Gainsharing Plans 457
   Employee Stock Ownership Plan (ESOP) 457
   Stock Options and Stock Purchasing Plans 458
Failure, Challenges, and Guidelines in Creating Incentive Pay Systems 460

13. Employee Benefits 480

The Strategic Value of Benefits Programs 482
   Why Are Benefits Growing as a Portion of Overall Compensation? 483
   Considerations in Providing Benefits Programs 485
Statutory Benefits 486
   Social Security and Medicare 486
   Workers’ Compensation 489
   Unemployment Insurance 491
   Family and Medical Leave Act of 1993 (FMLA) 492

**Globalization of Business and HRM**
- Reasons for Business Globalization
- Ethnocentrism Is Out and "Made in America" Is Blurred
- Stages of Corporate Globalization
- Is HRM Different in Global Firms?

**Legal, Ethical, and Cultural Issues**
- International Laws
- US Law
- International Ethics
- National Culture

**Global Staffing**
- Skills and Traits for Global Managers
- Staffing Choice: Home-, Host-, or Third-Country Employees
- Outsourcing as an Alternative to International Expansion

**Developing and Managing Global Human Resources**
- Recruiting and Selection
- Expatriate Training and Preparation
- Repatriation After Foreign Assignments

**Compensating Your Global Workforce**
- Pay
- Incentives in Global Firms
- Benefit Programs Around the World

**Trends and Issues in HRM**
- Globalization of Business Is a Trend!
- The Worldwide Labor Environment

**Chapter Summary**

**Key Terms Review**

**Communication Skills**

**Case 16-1 IBM (I've Been Moved) at HSBC: Keeping Compensation Competitive With ECA International**

**Case 16-2 The Great Singapore Sale at Jurong Point: Finding and Retaining Bargain Employees**

**Skill Builder 16-1 The Global HRM Environment**

**Skill Builder 16-2 Cultural Diversity Awareness**

**Skill Builder 16-3 The Most Important Things I Got From This Course**

**Appendix SHRM 2013 Curriculum Guidebook**

**Notes**

**Index**