## FOURTH EDITION GLOBAL EDITION

## Fundamentals of Human Resource Management

Gary Dessler

Florida International University





PART 1 I Chapter 1 Chapter 2 Chapter 3	Managing Equal Opportunity and Diversity 56
Chapter 4	Personnel Planning and Recruiting 146
PART 3 1 Chapter 7 Chapter 8 Chapter 9	
PART 4 (Chapter 10 Chapter 11	Compensation and Total Rewards 319  Developing Compensation Plans 320  Pay for Performance and Employee Benefits 354
PART 5 E Chapter 12 Chapter 13 Chapter 14	Maintaining Positive Employee Relations 390 Labor Relations and Collective Bargaining 417 Improving Occupational Safety, Health, and Risk Management 449
PART 6 S Module A Module B	Managing HR Globally 483 Managing Human Resources in Small and Entrepreneurial Firms

## **Contents**

Preface 25	
Acknowledgi	ments 30
About the Au	uthor 31
PART 1 Int	roduction 33
Chapter 1	Managing Human Resources Today 33  What Is Human Resource Management? 34  Why Is Human Resource Management Important to All Managers? 35  Line and Staff Aspects of HRM 36  Line versus Staff Authority 36  Line Managers' Human Resource Management Responsibilities 36  The Human Resource Department 37  The Trends Shaping Human Resource Management 38  Workforce Diversity Trends 38  Technology and Workforce Trends 39  HR AS A PROFIT CENTER: Boosting Customer Service 41  Globalization and Competition 41  Economic Challenges 41  Economic and Workforce Projections 42  Consequences for Today's Human Resource Managers 43  HR and Performance 44  HR and Performance and Sustainability 45  HR and Employee Engagement 45  HR and Employee Engagement 45  HR IN PRACTICE: SAS and Google Put Their HR Philosophies into Practice 47  HR and Strategy 47  Sustainability and Strategic Human Resource Management 48  HR and Human Resource Competencies 48  HR and the Manager's Skills 48  The Human Resource Manager's Competencies 49  HR and Ethics 50  HRCI Certification 50  The Plan of this Book 50  The Chapters 50  Review 51  Summary 51 • Key Terms 52 • Discussion Questions 52  • Individual and Group Activities 53

## **Chapter 2** Managing Equal Opportunity and Diversity 56 Equal Employment Opportunity Laws 57

HR IN ACTION CASE INCIDENT 1: Jack Nelson's Problem 53
 HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 54

**Application Exercises** 53

Experiential Exercise 55

Background 57
Equal Pay Act of 1963 57
Title VII of the 1964 Civil Rights Act 57
Executive Orders 58
Age Discrimination in Employment Act of 1967 58

Vocational Rehabilitation Act of 1973 58 Pregnancy Discrimination Act of 1978 58 Federal Agency Uniform Guidelines on Employee Selection Procedures 58 Selected Court Decisions regarding Equal Employment Opportunity (EEO) 59 The Civil Rights Act of 1991 59
The Americans with Disabilities Act 60 Uniformed Services Employment and Reemployment Rights Act 61 Genetic Information Nondiscrimination Act of 2008 61 State and Local Equal Employment Opportunity Laws 62 Religious and Other Types of Discrimination 62
■ HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 63
Sexual Harassment 64
Diversity Counts 66  ■ HR PRACTICES AROUND THE GLOBE: Applying Equal Employment Law Abroad 67  Social Media and HR 67
Summary 67
Recent Trends in Discrimination Law 68
Defenses against Discrimination Allegations 68
The Central Role of Adverse Impact 69
■ KNOW YOUR EMPLOYMENT LAW: Dealing with a Charge of Discrimination 71
Bona Fide Occupational Qualification 71
Business Necessity 72  Illustrative Discriminatory Employment Practices 72
■ BUILDING YOUR MANAGEMENT SKILLS: Discrimination Law—Knowing What You Can and Cannot Do 73
The EEOC Enforcement Process 75
Processing a Discrimination Charge 75
Voluntary Mediation 75
Mandatory Arbitration of Discrimination Claims 77
Diversity Management and Affirmative Action 77
Diversity's Barriers and Benefits 77  HR AS A PROFIT CENTER: How diversity drives higher profits 79
Managing Diversity 79
Managing Diversity 79 Equal Employment Opportunity versus Affirmative Action 80
Equal Employment Opportunity versus Affirmative Action 80
Equal Employment Opportunity versus Affirmative Action 80 Reverse Discrimination 80  Review 81  Summary 81 • Key Terms 81 • Discussion Questions 82  • Individual and Group Activities 82
Equal Employment Opportunity versus Affirmative Action 80 Reverse Discrimination 80  Review 81  Summary 81 • Key Terms 81 • Discussion Questions 82  • Individual and Group Activities 82  Application Exercises 83
Equal Employment Opportunity versus Affirmative Action 80 Reverse Discrimination 80  Review 81  Summary 81 • Key Terms 81 • Discussion Questions 82  • Individual and Group Activities 82  Application Exercises 83  ■ HR IN ACTION CASE INCIDENT 1: The Emiratization of HRM Practices at a Petroleum
Equal Employment Opportunity versus Affirmative Action 80 Review 81 Summary 81 • Key Terms 81 • Discussion Questions 82 • Individual and Group Activities 82 Application Exercises 83  HR IN ACTION CASE INCIDENT 1: The Emiratization of HRM Practices at a Petroleum Company 83
Equal Employment Opportunity versus Affirmative Action 80 Review 81 Summary 81 • Key Terms 81 • Discussion Questions 82 • Individual and Group Activities 82 Application Exercises 83  HR IN ACTION CASE INCIDENT 1: The Emiratization of HRM Practices at a Petroleum Company 83
Equal Employment Opportunity versus Affirmative Action 80 Reverse Discrimination 80  Review 81  Summary 81 • Key Terms 81 • Discussion Questions 82  • Individual and Group Activities 82  Application Exercises 83  ■ HR IN ACTION CASE INCIDENT 1: The Emiratization of HRM Practices at a Petroleum Company 83  ■ HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 84  Experiential Exercise 84
Equal Employment Opportunity versus Affirmative Action 80 Reverse Discrimination 80  Review 81  Summary 81 • Key Terms 81 • Discussion Questions 82 • Individual and Group Activities 82  Application Exercises 83  HR IN ACTION CASE INCIDENT 1: The Emiratization of HRM Practices at a Petroleum Company 83  HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 84  Experiential Exercise 84  Human Resource Strategy and Analysis 86
Equal Employment Opportunity versus Affirmative Action 80 Review 81 Summary 81 • Key Terms 81 • Discussion Questions 82 • Individual and Group Activities 82 Application Exercises 83 ■ HR IN ACTION CASE INCIDENT 1: The Emiratization of HRM Practices at a Petroleum Company 83 ■ HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 84 Experiential Exercise 84  Human Resource Strategy and Analysis 86 The Strategic Management Process 87
Equal Employment Opportunity versus Affirmative Action 80 Reverse Discrimination 80  Review 81  Summary 81 • Key Terms 81 • Discussion Questions 82 • Individual and Group Activities 82  Application Exercises 83  HR IN ACTION CASE INCIDENT 1: The Emiratization of HRM Practices at a Petroleum Company 83  HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 84  Experiential Exercise 84  Human Resource Strategy and Analysis 86
Equal Employment Opportunity versus Affirmative Action 80 Reverse Discrimination 80  Review 81  Summary 81 • Key Terms 81 • Discussion Questions 82 • Individual and Group Activities 82  Application Exercises 83  HR IN ACTION CASE INCIDENT 1: The Emiratization of HRM Practices at a Petroleum Company 83  HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 84  Experiential Exercise 84  Human Resource Strategy and Analysis 86  The Strategic Management Process 87  HR PRACTICES AROUND THE GLOBE: The Shanghai Portman's New Human Resource Management Strategy 87  The Basic Management Planning Process 88
Equal Employment Opportunity versus Affirmative Action 80 Reverse Discrimination 80  Review 81  Summary 81 • Key Terms 81 • Discussion Questions 82 • Individual and Group Activities 82  Application Exercises 83  HR IN ACTION CASE INCIDENT 1: The Emiratization of HRM Practices at a Petroleum Company 83  HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 84  Experiential Exercise 84  Human Resource Strategy and Analysis 86  The Strategic Management Process 87  HR PRACTICES AROUND THE GLOBE: The Shanghai Portman's New Human Resource Management Strategy 87  The Basic Management Planning Process 88  What Is Strategic Planning? 89
Equal Employment Opportunity versus Affirmative Action 80 Reverse Discrimination 80  Review 81  Summary 81 • Key Terms 81 • Discussion Questions 82 • Individual and Group Activities 82  Application Exercises 83  HR IN ACTION CASE INCIDENT 1: The Emiratization of HRM Practices at a Petroleum Company 83  HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 84  Experiential Exercise 84  Human Resource Strategy and Analysis 86  The Strategic Management Process 87  HR PRACTICES AROUND THE GLOBE: The Shanghai Portman's New Human Resource Management Strategy 87  The Basic Management Planning Process 88  What Is Strategic Planning? 89  The Strategic Management Process 89
Equal Employment Opportunity versus Affirmative Action 80 Review 81 Summary 81 • Key Terms 81 • Discussion Questions 82 • Individual and Group Activities 82 Application Exercises 83 ■ HR IN ACTION CASE INCIDENT 1: The Emiratization of HRM Practices at a Petroleum Company 83 ■ HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 84 Experiential Exercise 84  Human Resource Strategy and Analysis 86 The Strategic Management Process 87 ■ HR PRACTICES AROUND THE GLOBE: The Shanghai Portman's New Human Resource Management Strategy 87 The Basic Management Planning Process 88 What Is Strategic Planning? 89 The Strategic Management Process 89 Types of Strategies 92
Equal Employment Opportunity versus Affirmative Action 80 Review 81 Summary 81 • Key Terms 81 • Discussion Questions 82 • Individual and Group Activities 82 Application Exercises 83 ■ HR IN ACTION CASE INCIDENT 1: The Emiratization of HRM Practices at a Petroleum Company 83 ■ HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 84 Experiential Exercise 84  Human Resource Strategy and Analysis 86 The Strategic Management Process 87 ■ HR PRACTICES AROUND THE GLOBE: The Shanghai Portman's New Human Resource Management Strategy 87 The Basic Management Planning Process 88 What Is Strategic Planning? 89 The Strategic Management Process 89 Types of Strategies 92 Managers' Roles in Strategic Planning 94
Equal Employment Opportunity versus Affirmative Action 80 Review 81 Summary 81 • Key Terms 81 • Discussion Questions 82 • Individual and Group Activities 82 Application Exercises 83 ■ HR IN ACTION CASE INCIDENT 1: The Emiratization of HRM Practices at a Petroleum Company 83 ■ HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 84 Experiential Exercise 84  Human Resource Strategy and Analysis 86 The Strategic Management Process 87 ■ HR PRACTICES AROUND THE GLOBE: The Shanghai Portman's New Human Resource Management Strategy 87 The Basic Management Planning Process 88 What Is Strategic Planning? 89 The Strategic Management Process 89 Types of Strategies 92 Managers' Roles in Strategic Planning 94
Equal Employment Opportunity versus Affirmative Action 80 Review 81 Summary 81 • Key Terms 81 • Discussion Questions 82 • Individual and Group Activities 82 Application Exercises 83 ■ HR IN ACTION CASE INCIDENT 1: The Emiratization of HRM Practices at a Petroleum Company 83 ■ HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 84 Experiential Exercise 84  Human Resource Strategy and Analysis 86 The Strategic Management Process 87 ■ HR PRACTICES AROUND THE GLOBE: The Shanghai Portman's New Human Resource Management Strategy 87 The Basic Management Planning Process 88 What Is Strategic Planning? 89 The Strategic Management Process 89 Types of Strategies 92 Managers' Roles in Strategic Planning 94 Strategic Human Resource Management 94
Equal Employment Opportunity versus Affirmative Action 80 Review 81 Summary 81 • Key Terms 81 • Discussion Questions 82 • Individual and Group Activities 82 Application Exercises 83 ■ HR IN ACTION CASE INCIDENT 1: The Emiratization of HRM Practices at a Petroleum Company 83 ■ HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 84 Experiential Exercise 84  Human Resource Strategy and Analysis 86 The Strategic Management Process 87 ■ HR PRACTICES AROUND THE GLOBE: The Shanghai Portman's New Human Resource Management Strategy 87 The Basic Management Planning Process 88 What Is Strategic Planning? 89 The Strategic Management Process 89 Types of Strategies 92 Managers' Roles in Strategic Planning 94 Strategic Human Resource Management? 94 What Is Strategic Human Resource Management? 94

	HR Metrics and Benchmarking 99 Types of Metrics 99 Benchmarking 100 Strategy and Strategy-Based Metrics 100
	Workforce/Talent Analytics and Data Mining 100  HR AS A PROFIT CENTER: Using Workforce/Talent Analytics 101  Using HR Audits 102
	Evidence-Based HR and the Scientific Way of Doing Things 103  HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 104  Building High-Performance Work Systems 104
	High-Performance Human Resource Policies and Practices 104  Employee Engagement and Organizational Performance 105
	Why Is Employee Engagement Important? 105 The Employee Engagement Problem 106 What Can Managers Do to Improve Employee Engagement? 106
	How to Measure Employee Engagement 107  Employee Engagement Guide for Managers 107
	How Kia Motors (UK) Improved Performance with an HR Strategy Aimed at Boosting Employee Engagement 107 The Challenges 107
	The New Human Resource Management Strategy 108 ■ BUILDING YOUR MANAGEMENT SKILLS: How to Execute an Employee Engagement Strategy 108
	The Results 108
	Review 109
	Summary 109 • Key Terms 110 • Discussion Questions 110 • Individual and Group Activities 110
	Application Exercises 111  HR IN ACTION CASE INCIDENT 1: Siemens Builds a Strategy-Oriented HR System 111
	<ul> <li>HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 112</li> <li>Experiential Exercise 112</li> </ul>
PART 2 St	affing: Workforce Planning and Employment 113
Chapter 4	Job Analysis and Talent Management 114 The Talent Management Process 115
	Improving Performance through HRIS 116
	The Basics of Job Analysis 116
	What Is Job Analysis? 116
	Uses of Job Analysis Information 117 Steps in Job Analysis 118
	■ HR AS A PROFIT CENTER: Boosting Productivity through Work Redesign 119
	Methods for Collecting Job Analysis Information 120
	The Interview 120
	■ BUILDING YOUR MANAGEMENT SKILLS: Interviewing Guidelines 121
	Questionnaires 122 Observation 122
	Participant Diary/Logs 122
	Quantitative Job Analysis Techniques: The Position Analysis Questionnaire (PAQ) 122
	Electronic Job Analysis Methods 126
	Writing Job Descriptions 126
	Job Identification 126
	Job Summary 128 Relationships 129
	Responsibilities and Duties 129
	■ BUILDING YOUR MANAGEMENT SKILLS: Determining the Job's Duties 129
	Social Media and HR 130

KNOW YOUR EMPLOYMENT LAW: Writing Job Descriptions That Comply with the ADA 130
Standards of Performance and Working Conditions 131
■ HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES: Using O*NET 132
Writing Job Specifications 134
Specifications for Trained versus Untrained Personnel 135
Specifications Based on Judgment 135
Job Specifications Based on Statistical Analysis 135
The Job-Requirements Matrix 136
Employee Engagement Guide for Managers 136
The Employee Engagement Manager's Job Description 136
Job Specifications and Employee Engagement 136
The Employee Engagement Manager's Job Description 136
Using Competencies Models 138
■ HR PRACTICES AROUND THE GLOBE: Daimler Alabama Example 139
How to Write Competencies Statements 140
Review 141
Summary 141 • Key Terms 142 • Discussion Questions 142 • Individual and Group Activities 143
Application Exercises 143
■ HR IN ACTION CASE INCIDENT 1: Recruiting In Europe 143
■ HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 144
Experiential Exercise 144
Personnel Planning and Recruiting 146
3
Workforce Planning and Forecasting 147
Strategy and Workforce Planning 148 Forecasting Personnel Needs (Labor Demand) 149
Forecasting Personnel Needs (Labor Demand) 149 Improving Performance through HRIS 151
Forecasting the Supply of Inside Candidates 151
Forecasting the Supply of Outside Candidates 153
Predictive Workforce and Talent Management 153
■ HR PRACTICES AROUND THE GLOBE: Predicting Labor Needs 154
BUILDING YOUR MANAGEMENT SKILLS: Developing an Action Plan to Match
Projected Labor Supply and Labor Demand 154
Why Effective Recruiting Is Important 155
The Recruiting Yield Pyramid 155
Developing the Brand 156
■ KNOW YOUR EMPLOYMENT LAW: Preemployment Activities 156
Internal Sources of Candidates 156
Finding Internal Candidates 157
Employee Engagement Guide for Managers 157
Internal Recruitment and Promotion-from-Within 157
Outside Sources of Candidates 158
Informal Recruiting and the Hidden Job Market 158
Recruiting via the Internet 158
Social Media and HR 159
Improving Performance through HRIS 160
Advertising 161
Employment Agencies 162
Temporary Workers and Alternative Staffing 163
■ KNOW YOUR EMPLOYMENT LAW: Contract Employees 164
Offshoring and Outsourcing Jobs 165
Executive Recruiters 165
■ BUILDING YOUR MANAGEMENT SKILLS: Working with Recruiters 166
■ HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES: Recruiting 101 166
Referrals and Walk-Ins 167

On-Demand Recruiting Services 168
College Recruiting 168
Telecommuters 169
Military Personnel 169
■ BUILDING YOUR MANAGEMENT SKILLS: How to Improve the Recruitment Effort 170
HR AS A PROFIT CENTER: Cutting Recruitment Costs 170
Recruiting a More Diverse Workforce 171
Recruiting Women 171
Recruiting Single Parents 171 Older Workers 171
5.46. 176.16.5
Diversity Counts 172
Recruiting Minorities 172 The Disabled 173
Developing and Using Application Forms 173
Purpose of Application Forms 173
■ BUILDING YOUR MANAGEMENT SKILLS: HR Tools for Line Managers
and Entrepreneurs 173
■ KNOW YOUR EMPLOYMENT LAW: Application Forms and EEO Law 175
■ KNOW YOUR EMPLOYMENT LAW: Mandatory Arbitration 175
Review 176
Summary 176 • Key Terms 177 • Discussion Questions 177
Individual and Group Activities 177
Application Exercises 178
■ HR IN ACTION CASE INCIDENT 1: Ya Kun Kaya International 178
■ HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 179
Experiential Exercise 179
Selecting Employees 180
The Basics of Testing and Selecting Employees 181
Why Careful Selection Is Important 181
Reliability 182
Validity 182  How to Validate a Test 183
<ul> <li>HR AS A PROFIT CENTER: Reducing Turnover at KeyBank 184</li> <li>KNOW YOUR EMPLOYMENT LAW: Testing and Equal Employment Opportunity 185</li> </ul>
■ BUILDING YOUR MANAGEMENT SKILLS: Protecting Employees' Individual Rights
and Test Privacy 185
Types of Tests 186
Tests of Cognitive Abilities 187
Tests of Motor and Physical Abilities 187
Measuring Personality 187
Achievement Tests 189
■ HR PRACTICES AROUND THE GLOBE: Testing for Assignments Abroad 189
Computerized and Online Testing 190
Improving Performance through HRIS 190
Work Samples and Simulations 191
Situational Judgment Tests 191
Management Assessment Centers 191
Video-Based Situational Testing 192
The Miniature Job Training and Evaluation Approach 192
■ HR IN PRACTICE: Selecting Employees at Honda's New Car Plant 192
Computerized Multimedia Candidate Assessment Tools 192
■ HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES:
Employee Testing and Selection 193

Int

**Chapter 6** 

terviewing Candidates 193
Types of Selection Interviews 193 Improving Performance through HRIS 197

Informal Learning 233

	Diversity Counts 197
	How Useful Are Interviews? 198
	How to Avoid Common Interviewing Mistakes 198
	■ BUILDING YOUR MANAGEMENT SKILLS: How to Conduct an Effective Interview 200
	■ KNOW YOUR EMPLOYMENT LAW: Interviewing Candidates 201
	Using Competencies Models and Profiles in Employee Interviews 201
	Using Other Selection Techniques 203
	Background Investigations and Reference Checks 203
	■ KNOW YOUR EMPLOYMENT LAW: Giving References 205
	■ BUILDING YOUR MANAGEMENT SKILLS: How to Obtain More Useful
	Reference Information 205
	Social Media and HR 206
	Honesty Testing 206
	■ BUILDING YOUR MANAGEMENT SKILLS: How to Spot Dishonesty 208
	Graphology 209
	■ HR AS A PROFIT CENTER: Using Integrity Tests 209
	Medical Exams 209
	Drug Screening 209
	Realistic Job Previews 210
	Tapping Friends and Acquaintances 210
	Making the Selection Decision 210
	How Useful Are Testing and Selection Devices? 210
	Complying with Immigration Law 211
	Improving Performance through HRIS 211
	Developing and Extending the Job Offer 211
	Employee Engagement Guide for Managers 212
	Building Engagement: A Total Selection Program 213
	The Toyota Way 213
	Review 214
	Summary 214 • Key Terms 215 • Discussion Questions 215
	Individual and Group Activities 216
	Application Exercises 216
	■ HR IN ACTION CASE INCIDENT 1: Ethics and the Out-of-Control Interview 216
	■ HR IN ACTION CASE INCIDENT 2: Honesty Testing at Carter Cleaning Company 217
	Experiential Exercise 218
	Appendix: The Structured Situational Interview 219
	Appendix. The Structured Statutional Interview 215
PART 3 Tra	nining and Human Resource Development 221
Chapter 7	Training and Developing Employees 222
	Orienting/Onboarding New Employees 223
	The Purposes of Employee Orientation/Onboarding 223
	The Orientation Process 223
	■ KNOW YOUR EMPLOYMENT LAW: The Employee Handbook 225
	Employee Engagement Guide for Managers: Onboarding at Toyota 225
	Overview of the Training Process 226
	Aligning Strategy and Training 226
	■ HR AS A PROFIT CENTER: The Training Program That Turned Macy's Around 227
	The ADDIE Five-Step Training Process 227
	Conducting the Training Needs Analysis 227
	Designing the Training Program 230
	■ BUILDING YOUR MANAGEMENT SKILLS: How to Motivate the Trainee 231
	Developing the Program 232
	Implementing the Training Program 232
	On-the-Job Training 232
	Apprenticeship Training 233

Job Instruction Training 234 Lectures 234 Programmed Learning 234 Behavior Modeling 235 Audiovisual-Based Training 235 Vestibule Training 235 Electronic Performance Support Systems (EPSS) 235 Videoconferencing 235 Computer-Based Training (CBT) 236 Simulated Learning 236 Improving Performance through HRIS 236 The Virtual Classroom 237 Mobile Learning 238 Social Media and HR 238 Lifelong and Literacy Training Techniques 238 Diversity Training 239 ■ HR IN PRACTICE: Diversity Training at ABC Virtual Communications, Inc. 239 Team Training 239 ■ BUILDING YOUR MANAGEMENT SKILLS: HR Tools for Line Managers and Small Businesses 240 Implementing Management Development Programs 241 Strategy's Role in Management Development 241 Succession Planning 241 Improving Performance through HRIS 242 Managerial On-the-Job Training 243 ■ HR PRACTICES AROUND THE GLOBE: Global Job Rotation 243 Off-the-Job Management Training and Development Techniques 244 Leadership Development at GE 246 Talent Management and Differential Development Assignments 246 Managing Organizational Change Programs 246 ■ BUILDING YOUR MANAGEMENT SKILLS: How to Bring About a Change at Work 247 Using Organizational Development 247 Evaluating the Training Effort 248 Designing the Study 248 Training Effects to Measure 248 Review 250 Summary 250 • Key Terms 251 • Discussion Questions 251 Individual and Group Activities 252 Application Exercises 252 ■ HR IN ACTION CASE INCIDENT 1: The Mentorship Program at TVH 252 ■ HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company: The New Training Program 253 Experiential Exercise 254 Performance Management and Appraisal 255 **Basic Concepts in Performance Appraisal** 256 Steps in Performance Appraisal 256 Why Appraise Performance? 256 Defining the Employee's Performance Standards 257 ■ HR AS A PROFIT CENTER: Setting Performance Goals at Ball Corporation 258 ■ HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES: How to Set Effective Goals 258 Who Should Do the Appraising? 259 Social Media and HR 261 Appraisal Methods 261 Graphic Rating Scale Method 261 Alternation Ranking Method 263

**Chapter 8** 

Paired Comparison Method 263

Favored Distribution Mathed 202
Forced Distribution Method 263  Critical Incident Method 266
Behaviorally Anchored Rating Scales 266
Appraisal Forms in Practice 266
The Management by Objectives Method 266
Improving Performance through HRIS 267
Virtual Appraisal Games 268
Electronic Performance Monitoring 268
Talent Management and Employee Appraisal 268
Conversation Days 269
How to Deal with Performance Appraisal Problems and the
Appraisal Interview 270
■ BUILDING YOUR SKILLS: How to Make Sure the Appraisal Is Fair 270
Clarify Standards 270
Avoid Halo Effect Ratings 271
Avoid the Middle 271
Don't Be Lenient or Strict 272
Diversity Counts 272
■ KNOW YOUR EMPLOYMENT LAW: Appraising Performance 273
■ BUILDING YOUR MANAGEMENT SKILLS: How to Conduct the
Appraisal Interview 273  Employee Engagement Guide for Managers: Use the Appraisal Interview
to Build Engagement 275
Performance Management 276
Total Quality Management and Performance Appraisal 276
What Is Performance Management? 276
Using Information Technology to Support Performance Management 277
■ HR PRACTICES AROUND THE GLOBE: Performance Management at General Dynamics
Armament Systems (GDAS) 277
The Manager's Role in Performance Management 278
Review 278
Summary 278 • Key Terms 279 • Discussion Questions 279
• Individual and Group Activities 279
Application Exercises 280
■ HR IN ACTION CASE INCIDENT 1: Appraising the Secretaries at Sweetwater U 280
■ HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 281
Experiential Exercise 281
Managing Careers 282
Career Management 283
Careers Today 283
Psychological Contract 284
The Employee's Role in Career Management 284
The Employer's Role in Career Management 285
■ HR IN PRACTICE: Intuit's Job Rotation Program 286
Employer Career Management Methods 286
Diversity Counts 288
HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES: The Manager's Role in Employee Career Development 288
Improving Coaching Skills 290
■ BUILDING YOUR MANAGEMENT SKILLS: How to Be an Effective Coach 290
Being a Better Mentor 290
Improving Performance through HRIS 292
Employee Engagement Guide for Managers 292
Career Management 292
The New Psychological Contract 292
Commitment-Oriented Career Development Efforts 293

■ HR IN PRACTICE: Career Development at Medtronic 294

	CONTENTS
	Managing Employee Retention and Turnover 294  ■ HR AS A PROFIT CENTER: Costs of Turnover 295  Managing Voluntary Turnover 295  Retention Strategies for Reducing Voluntary Turnover 296  A Comprehensive Approach to Retaining Employees 297  Social Media and HR 298  ■ HR PRACTICES AROUND THE GLOBE: IBM's New Workforce 298  Job Withdrawal 298  Managing Promotions and Transfers 299  ■ KNOW YOUR EMPLOYMENT LAW: Establish Clear Guidelines for Managing Promotions 299  Decision 1: Is Seniority or Competence the Rule? 300  Decision 2: How Should We Measure Competence? 300  Decision 3: Is the Process Formal or Informal? 301  Decision 4: Vertical, Horizontal, or Other? 301  Diversity Counts 301  Managing Transfers 302  Managing Retirements 302  Managing Retirements 303  ■ KNOW YOUR EMPLOYMENT LAW: Termination at Will 303  Grounds for Dismissal 304  Avoiding Wrongful Discharge Suits 305  Supervisor Liability 305  ■ BUILDING YOUR MANAGEMENT SKILLS: Managing the Termination Interview 306  Layoffs and the Plant Closing Law 307  Adjusting to Downsizings and Mergers 308  Review 308  Summary 308 • Key Terms 309 • Discussion Questions 309  • Individual and Group Activities 309  Application Exercises 310  ■ HR IN ACTION CASE INCIDENT 1: Goelectrix 310  ■ HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 311  Experiential Exercise 311  Appendix: Managing Your Career and Finding a Job 312
PART 4 Cor	mpensation and Total Rewards 319
Chapter 10	Developing Compensation Plans 320  The Basic Factors in Determining Pay Rates 321  Aligning Total Rewards with Strategy 321  Equity and Its Impact on Pay Rates 321  Legal Considerations in Compensation 322  ■ KNOW YOUR EMPLOYMENT LAW: The Independent Contractor 324  Union Influences on Compensation Decisions 326  Pay Policies 327  ■ HR AS A PROFIT CENTER: Wegmans Foods 327  ■ HR PRACTICES AROUND THE GLOBE: Compensating Expatriate Employees 328  Job Evaluation Methods 328  What Is Job Evaluation? 328  Salary Surveys 329  Compensable Factors 330

■ BUILDING YOUR MANAGEMENT SKILLS: How to Create a Pay Scale for a Company by Using the Job Ranking Job Evaluation Method 331 Job Evaluation Methods: Job Classification 333 Job Evaluation Methods: Point Method 333

Preparing for the Job Evaluation 330 Job Evaluation Methods: Ranking 331

Wage Curves 334 Pay Grades 334
Pay Grades 334
Rate Ranges and the Wage Structure 334
Computerized Job Evaluations 335
<ul> <li>HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES: Developing a Workable Pay Plan 336</li> </ul>
Pricing Managerial and Professional Jobs 337
Compensating Executives and Managers 337
What Determines Executive Pay? 337
Compensating Professional Employees 338
Improving Performance through HRIS 339
Contemporary Topics in Compensation 339
Competency-Based Pay 339
■ HR IN PRACTICE: JLG's Skill-Based Pay Program 340
Broadbanding 340
Comparable Worth 341
Diversity Counts 342
Board Oversight of Executive Pay 342
Employee Engagement Guide for Managers 343
Total Rewards Programs 343
Total Rewards and Employee Engagement 343
Review 344
Summary 344 • Key Terms 345 • Discussion Questions 345
• Individual and Group Activities 345
Application Exercises 346
■ HR IN ACTION CASE INCIDENT 1: Salary Inequities at AstraZeneca 346
■ HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 347
Experiential Exercise 347
Appendix: How to Create a Market-Competitive Pay Plan Using the
Point Plan Job Evaluation Method 348
Pay for Performance and Employee Benefits 354
Individual Employee Incentive Plans 355
Individual Incentive Plans: Piecework Plans 355
Individual Incentive Plans: Piecework Plans 355 Employee Incentives and the Law 355
Employee Incentives and the Law 355
Employee Incentives and the Law 355  Merit Pay as an Incentive 356
Employee Incentives and the Law 355  Merit Pay as an Incentive 356  Incentives for Professional Employees 356
Employee Incentives and the Law 355  Merit Pay as an Incentive 356
Employee Incentives and the Law 355  Merit Pay as an Incentive 356  Incentives for Professional Employees 356  Nonfinancial and Recognition-Based Awards 357
Employee Incentives and the Law 355  Merit Pay as an Incentive 356  Incentives for Professional Employees 356  Nonfinancial and Recognition-Based Awards 357  HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 357
Employee Incentives and the Law 355  Merit Pay as an Incentive 356 Incentives for Professional Employees 356 Nonfinancial and Recognition-Based Awards 357  HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 357 Social Media and HR 358
Employee Incentives and the Law 355  Merit Pay as an Incentive 356 Incentives for Professional Employees 356 Nonfinancial and Recognition-Based Awards 357  HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 357 Social Media and HR 358 Job Design 358
Employee Incentives and the Law 355  Merit Pay as an Incentive 356 Incentives for Professional Employees 356 Nonfinancial and Recognition-Based Awards 357  HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 357 Social Media and HR 358 Job Design 358  HR IN PRACTICE: Using Financial and Nonfinancial Incentives in a Fast-Food Chain 3
Employee Incentives and the Law 355  Merit Pay as an Incentive 356 Incentives for Professional Employees 356 Nonfinancial and Recognition-Based Awards 357  HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 357 Social Media and HR 358 Job Design 358  HR IN PRACTICE: Using Financial and Nonfinancial Incentives in a Fast-Food Chain 3 Incentives for Salespeople 359  BUILDING YOUR MANAGEMENT SKILLS: How to Build an Effective
Employee Incentives and the Law 355  Merit Pay as an Incentive 356 Incentives for Professional Employees 356 Nonfinancial and Recognition-Based Awards 357  HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 357 Social Media and HR 358 Job Design 358  HR IN PRACTICE: Using Financial and Nonfinancial Incentives in a Fast-Food Chain 3 Incentives for Salespeople 359  BUILDING YOUR MANAGEMENT SKILLS: How to Build an Effective Sales Incentive Plan 360
Employee Incentives and the Law 355  Merit Pay as an Incentive 356 Incentives for Professional Employees 356 Nonfinancial and Recognition-Based Awards 357  HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 357 Social Media and HR 358 Job Design 358  HR IN PRACTICE: Using Financial and Nonfinancial Incentives in a Fast-Food Chain 3 Incentives for Salespeople 359  BUILDING YOUR MANAGEMENT SKILLS: How to Build an Effective Sales Incentive Plan 360 Incentives for Managers and Executives 360
Employee Incentives and the Law 355  Merit Pay as an Incentive 356 Incentives for Professional Employees 356 Nonfinancial and Recognition-Based Awards 357  HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 357 Social Media and HR 358 Job Design 358  HR IN PRACTICE: Using Financial and Nonfinancial Incentives in a Fast-Food Chain 3 Incentives for Salespeople 359  BUILDING YOUR MANAGEMENT SKILLS: How to Build an Effective Sales Incentive Plan 360 Incentives for Managers and Executives 360 Short-Term Managerial Incentives and the Annual Bonus 361
Employee Incentives and the Law 355  Merit Pay as an Incentive 356 Incentives for Professional Employees 356 Nonfinancial and Recognition-Based Awards 357  HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 357 Social Media and HR 358 Job Design 358  HR IN PRACTICE: Using Financial and Nonfinancial Incentives in a Fast-Food Chain 3 Incentives for Salespeople 359  BUILDING YOUR MANAGEMENT SKILLS: How to Build an Effective Sales Incentive Plan 360 Incentives for Managers and Executives 360 Short-Term Managerial Incentives and the Annual Bonus 361 Executives' Strategic Long-Term Incentives 361
Employee Incentives and the Law 355  Merit Pay as an Incentive 356 Incentives for Professional Employees 356 Nonfinancial and Recognition-Based Awards 357  HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 357 Social Media and HR 358 Job Design 358  HR IN PRACTICE: Using Financial and Nonfinancial Incentives in a Fast-Food Chain 3 Incentives for Salespeople 359  BUILDING YOUR MANAGEMENT SKILLS: How to Build an Effective Sales Incentive Plan 360 Incentives for Managers and Executives 360 Short-Term Managerial Incentives and the Annual Bonus 361 Executives' Strategic Long-Term Incentives 361  Team and Organization-Wide Incentive Plans 363
Employee Incentives and the Law 355  Merit Pay as an Incentive 356 Incentives for Professional Employees 356 Nonfinancial and Recognition-Based Awards 357  HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 357 Social Media and HR 358 Job Design 358  HR IN PRACTICE: Using Financial and Nonfinancial Incentives in a Fast-Food Chain 3 Incentives for Salespeople 359  BUILDING YOUR MANAGEMENT SKILLS: How to Build an Effective Sales Incentive Plan 360 Incentives for Managers and Executives 360 Short-Term Managerial Incentives and the Annual Bonus 361 Executives' Strategic Long-Term Incentives 361  Team and Organization-Wide Incentive Plans 363 How to Design Team Incentives 363
Employee Incentives and the Law 355  Merit Pay as an Incentive 356 Incentives for Professional Employees 356 Nonfinancial and Recognition-Based Awards 357  HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 357 Social Media and HR 358 Job Design 358  HR IN PRACTICE: Using Financial and Nonfinancial Incentives in a Fast-Food Chain 3 Incentives for Salespeople 359  BUILDING YOUR MANAGEMENT SKILLS: How to Build an Effective Sales Incentive Plan 360 Incentives for Managers and Executives 360 Short-Term Managerial Incentives and the Annual Bonus 361 Executives' Strategic Long-Term Incentives 361  Team and Organization-Wide Incentive Plans 363 How to Design Team Incentives 363 Profit-Sharing Plans 363
Employee Incentives and the Law 355  Merit Pay as an Incentive 356 Incentives for Professional Employees 356 Nonfinancial and Recognition-Based Awards 357  HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 357 Social Media and HR 358 Job Design 358  HR IN PRACTICE: Using Financial and Nonfinancial Incentives in a Fast-Food Chain 3 Incentives for Salespeople 359  BUILDING YOUR MANAGEMENT SKILLS: How to Build an Effective Sales Incentive Plan 360 Incentives for Managers and Executives 360 Short-Term Managerial Incentives and the Annual Bonus 361 Executives' Strategic Long-Term Incentives 361  Team and Organization-Wide Incentive Plans 363 How to Design Team Incentives 363 Profit-Sharing Plans 364 At-Risk Pay Plans 364 Employee Stock Ownership Plans 364
Employee Incentives and the Law 355  Merit Pay as an Incentive 356 Incentives for Professional Employees 356 Nonfinancial and Recognition-Based Awards 357  HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 357 Social Media and HR 358 Job Design 358  HR IN PRACTICE: Using Financial and Nonfinancial Incentives in a Fast-Food Chain 3 Incentives for Salespeople 359  BUILDING YOUR MANAGEMENT SKILLS: How to Build an Effective Sales Incentive Plan 360 Incentives for Managers and Executives 360 Short-Term Managerial Incentives and the Annual Bonus 361 Executives' Strategic Long-Term Incentives 361  Team and Organization-Wide Incentive Plans 363 How to Design Team Incentives 363 Profit-Sharing Plans 363 Gainsharing Plans 364 At-Risk Pay Plans 364
Employee Incentives and the Law 355  Merit Pay as an Incentive 356 Incentives for Professional Employees 356 Nonfinancial and Recognition-Based Awards 357  HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES 357 Social Media and HR 358 Job Design 358  HR IN PRACTICE: Using Financial and Nonfinancial Incentives in a Fast-Food Chain 3 Incentives for Salespeople 359  BUILDING YOUR MANAGEMENT SKILLS: How to Build an Effective Sales Incentive Plan 360 Incentives for Managers and Executives 360 Short-Term Managerial Incentives and the Annual Bonus 361 Executives' Strategic Long-Term Incentives 361  Team and Organization-Wide Incentive Plans 363 How to Design Team Incentives 363 Profit-Sharing Plans 364 At-Risk Pay Plans 364 Employee Stock Ownership Plans 364

```
Vacations and Holidays 367
                     ■ KNOW YOUR EMPLOYMENT LAW: Some Legal Aspects of Vacations and Holidays 367
                     Sick Leave 368
                     Social Media and HR 368
                     ■ HR AS A PROFIT CENTER: Cutting Absences at the Driver and Vehicle
                        Licensing Agency 368
                     Parental Leaves and the Family and Medical Leave Act 369
                     ■ KNOW YOUR EMPLOYMENT LAW: Parental Leave Legal Issues 369
                     Severance Pay 369
                     Supplemental Unemployment Benefits 370
                     Insurance Benefits 370
                     Workers' Compensation 370
                     Hospitalization, Health, and Disability Insurance 371
                     ■ KNOW YOUR EMPLOYMENT LAW: Patient Protection and Affordable
                        Care Act of 2010 372
                     Tools for Employer Health Care Cost Control 373
                     ■ HR AS A PROFIT CENTER: The Doctor Is on the Phone 375
                     Long-Term Care 375
                     Life Insurance 376
                     Benefits for Part-Time and Contingent Workers 376
                     ■ HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES: Benefits
                        and Employee Leasing 376
                  Retirement and Other Benefits 377
                     Social Security 377
                     Pension Plans 377
                     ■ KNOW YOUR EMPLOYMENT LAW: Pension Planning and the Law 378
                     Pensions and Early Retirement 378
                     Improving Performance through HRIS 379
                  Personal Services and Family-Friendly Benefits 379
                     Personal Services 379
                     Family-Friendly (Work-Life) Benefits 379
                     Other Job-Related Benefits 380
                     Diversity Counts 380
                     Executive Perquisites 380
                     Flexible Benefits Programs 380
                     ■ HR AS A PROFIT CENTER: NES Rentals Holdings, Inc. 381
                     ■ HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES: "Costless"
                        Small-Business–Friendly Benefits 382
                  Employee Engagement Guide for Managers 383
                     Costco's Compensation Plan 383
                  Review 384
                  Summary 384 • Key Terms 385 • Discussion Questions 386

    Individual and Group Activities 386

                  Application Exercises 387
                     ■ HR IN ACTION CASE INCIDENT 1: Striking for Benefits 387
                     ■ HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 387
                  Experiential Exercise 388
            Employee and Labor Relations 389
Chapter 12 Maintaining Positive Employee Relations 390
                  Employee Relations 391
                  Employee Relations Programs for Building and Maintaining Positive
                  Employee Relations 391
                     Ensuring Fair Treatment 391
                     ■ HR PRACTICES AROUND THE GLOBE: The Foxconn Plant in Shenzhen, China 393
                     Improving Employee Relations through Communications Programs 394
                     Develop Employee Recognition/Relations Programs 395
```

PART 5

Use Employee Involvement Programs 395
Social Media and HR 396
■ HR IN PRACTICE: The Cost-Effective Suggestion System 397
The Ethical Organization 397
Ethics and Employee Rights 397
What Shapes Ethical Behavior at Work? 397
The Person (What Makes Bad Apples?) 398
Which Ethical Situations Make for Ethically Dangerous (Bad Cases) Situations? 398
What Are the "Bad Barrels"?—The Outside Factors That Mold Ethical Choices 398
Steps Managers Take to Create More Ethical Environments 399
HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES: Small Business Ethics 401
KNOW YOUR EMPLOYMENT LAW: Electronic Monitoring 403
HR AS A PROFIT CENTER: Monitoring and Profits 404
Managing Employee Discipline 404
The Three Pillars of Fair Discipline 405
Diversity Counts 406 ■ BUILDING YOUR MANAGEMENT SKILLS: How to Discipline an Employee 406
■ BUILDING YOUR MANAGEMENT SKILLS: How to Discipline an Employee 406  Discipline without Punishment 407
Employee Engagement Guide for Managers 408
How Companies Become "Best Companies to Work For" 408
The "Best Companies to Work For" 408
SAS: Great Benefits, Trust, and Work-Life Balance 408
Google: Happiness and People Analytics 409
FedEx: Guaranteed Fair Treatment 409
A "Best Company" Human Resource Philosophy 411
Review 412
Summary 412 • Key Terms 412 • Discussion Questions 413
• Individual and Group Activities 413
Application Exercises 414
■ HR IN ACTION CASE INCIDENT 1: Enron, Ethics, and Organizational Culture 414
■ HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 415
Experiential Exercise 415
Ethics Quiz Answers 416
•
Labor Relations and Collective Bargaining 417
The Labor Movement 418
Why Do Workers Organize? 418
Employee Engagement Guide for Managers: Employee Engagement
and Unionization 419
What Do Unions Want? 419
The AFL-CIO and the SEIU 420
Unions and the Law 421
Period of Strong Encouragement: The Norris-LaGuardia Act (1932) and the National Labor Relations Act (1935) 421
Period of Modified Encouragement Coupled with Regulation:
The Taft-Hartley Act (1947) 422
Period of Detailed Regulation of Internal Union Affairs:
The Landrum-Griffin Act (1959) 423
Social Media and HR 424
The Union Drive and Election 424
Step 1: Initial Contact 424
Improving Performance through HRIS 426
Step 2: Authorization Cards 426
Step 3: The Hearing 427
Step 4: The Campaign 427
■ BUILDING YOUR MANAGEMENT SKILLS: What Supervisors Can and Cannot Do 428
■ KNOW YOUR EMPLOYMENT LAW: Rules Regarding Literature and Solicitation 428

	CONTENTS
	■ HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES: What to Do When
	the Union Comes Calling 429
	Step 5: The Election 430
	How to Lose an NLRB Election 431
	■ HR PRACTICES AROUND THE GLOBE: France Comes to the Workers' Aid 431
	The Collective Bargaining Process 432
	What Is Collective Bargaining? 432
	What Is Good-Faith Bargaining? 432
	The Negotiating Team 432
	■ HR AS A PROFIT CENTER: Costing the Contract 433
	Bargaining Items 433
	Bargaining Stages 433
	■ BUILDING YOUR MANAGEMENT SKILLS: How to Negotiate 435
	Impasses, Mediation, and Strikes 435
	The Contract Agreement 438
	Contract Administration: Dealing with Grievances 439
	■ BUILDING YOUR MANAGEMENT SKILLS: Guidelines for Handling a Grievance 440
	What's Next for Unions? 441
	Why the Union Decline? 441
	What Are Unions Doing About It? 441
	Cooperative Clauses 442
	■ HR IN PRACTICE: Labor-Management Cooperation and Works Councils in America 443
	Strategies for Cooperative Labor–Management Relations 443
	Review 444
	Summary 444 • Key Terms 444 • Discussion Questions 445
	Individual and Group Activities 445
	Application Exercises 446
	■ HR IN ACTION CASE INCIDENT 1: Negotiating with the Writers Guild of America 446
	■ HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 447
	Experiential Exercise 447
<b>Chapter 14</b>	Improving Occupational Safety, Health, and Risk
	Management 449
	Employee Safety and Health: An Introduction 450
	Why Safety Is Important 450
	■ HR AS A PROFIT CENTER: Improving Safety Boosts Profits 450
	Management's Role in Safety 450
	■ HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES: The Supervisor's
	Role in Accident Prevention 451
	A Manager's Briefing on Occupational Law 451
	OSHA Inspections and Citations 452
	OSHA Responsibilities and Rights of Employers and Employees 454  HR TOOLS FOR LINE MANAGERS AND SMALL BUSINESSES: Free On-Site
	Safety and Health Services 454
	What Causes Accidents? 456
	Unsafe Working Conditions 456
	Unsafe Acts 457
	What Traits Characterize "Accident-Prone" People? 457
	How to Prevent Accidents 457
	Reduce Unsafe Conditions 457
	■ BUILDING YOUR MANAGEMENT SKILLS: Checklist of Mechanical or Physical
	Accident-Causing Conditions 460
	Provide Personal Protective Equipment 462
	Diversity Counts 462
	Reduce Unsafe Acts 463

Screen to Reduce Unsafe Acts 463

	Provide Safety Training 463
	Improving Performance through HRIS 463
	Use Posters, Incentives, and Positive Reinforcement 464
	■ HR IN PRACTICE: Using Positive Reinforcement 464
	Foster a Culture of Safety 465
	Establish a Safety Policy 465
	Set Specific Loss Control Goals 465
	Conduct Regular Safety and Health Inspections 465
	Organize a Safety Committee 466
	■ HR IN PRACTICE: Safety at Saudi Petrol Chemical 467
	Employee Engagement Guide for Managers 467
	Milliken & Company—World-Class Safety through Employee Engagement 467 The Milliken Safety Program 467
	Workplace Health: Problems and Remedies 468
	Chemicals, Air Quality, and Industrial Hygiene 468
	■ KNOW YOUR EMPLOYMENT LAW: Hazard Communication 469
	Alcoholism and Substance Abuse 469
	Job Stress and Burnout 471
	Computer Monitor and Ergonomic Health Problems and How to Avoid Them 472
	Infectious Diseases 473
	Workplace Smoking 473
	Occupational Security and Risk Management 474
	Enterprise Risk Management 474
	Preventing and Dealing with Violence at Work 474
	■ BUILDING YOUR MANAGEMENT SKILLS: Guidelines for Firing a High-Risk Employee 476
	Setting Up a Basic Security Program 476
	Emergency Plans and Business Continuity 477
	Social Media and HR 477
	Terrorism 478
	■ HR PRACTICES AROUND THE GLOBE: Dealing with Terrorism Abroad 478
	Review 479
	Summary 479 • Key Terms 479 • Discussion Questions 479 • Individual and Group Activities 480
	Application Exercises 480
	■ HR IN ACTION CASE INCIDENT 1: The Office Safety and Health Program 480
	■ HR IN ACTION CASE INCIDENT 2: Carter Cleaning Company 481
	Experiential Exercise 482
PART 6 Sp	pecial Issues In Human Resource Management 483
Module A	Managing HR Globally 483
	HR and the Internationalization of Business 484
	The Human Resource Challenges of International Business 484
	What Is International Human Resource Management? 485
	How Intercountry Differences Affect Human Resource Management 485
	•
	International Employee Selection Issues 487
	International Staffing: Home or Local? 487
	■ HR AS A PROFIT CENTER: Reducing Expatriate Costs 488
	Values and International Staffing Policy 489
	Special Tools for Selecting International Managers 490
	Diversity Counts 490
	Social Media and HR 491
	How to Avoid Failed International Assignments 491
	Training and Maintaining International Employees 492
	Orienting and Training Employees on International Assignment 492

Performance Appraisal of International Managers 493 International Compensation 493  HR IN PRACTICE: Expat Pay at CEMEX 493
Safety and Fair Treatment Abroad 494
Repatriation: Problems and Solutions 494
Managing HR Globally 495
How to Put a Global HR System into Practice 495 Developing a More Effective Global HR System 496
Making the Global HR System More Acceptable 496
Implementing the Global HR System 496
Review 497
Summary 497 • Key Terms 497 • Discussion Questions 498
Application Exercises 498
■ HR IN ACTION CASE INCIDENT 1: "Boss, I Think We Have a Problem" 498
Managing Human Resources in Small
and Entrepreneurial Firms 500
The Small Business Challenge 501
How Small Business Human Resource Management Is Different 501
Why HRM Is Important to Small Businesses 502
■ HR AS A PROFIT CENTER: The Dealership 502
Using Internet and Government Tools to Support the HR Effort 503  Complying with Employment Laws 503
Employment Planning, Recruiting, and Selection 505
Social Media and HR 505
Employment Training 506
Employment Appraisal and Compensation 506
Employment Safety and Health 507
Leveraging Small Size: Familiarity, Flexibility, Fairness, Informality, and HRM 507
Simple, Informal Employee Selection Procedures 507
Flexibility in Training 507
Flexibility in Benefits and Rewards 508
Fairness and the Family Business 509
Using Professional Employer Organizations 510
Managing HR Systems, Procedures, and Paperwork 510 Introduction 510
Basic Components of Manual HR Systems 511
Automating Individual HR Tasks 512
Human Resource Information Systems (HRIS) 512
HRIS Vendors 512
HR and Intranets 512
Review 513
Summary 513 • Discussion Questions 514
Application Exercises 514
■ HR IN ACTION CASE INCIDENT 1: Carter Cleaning Company: The New Pay Plan 514
Appendix A: PHR® and SPHR® Knowledge Base 515
Appendix B: Comprehensive Cases 524
Glossary 535
Name/Organization Index 543
_
Subject Index 552

**Module B**