MANAGING HUMAN RESOURCES

Twelfth Edition

SUSAN E. JACKSON Rutgers University and University of Lucerne

RANDALL S. SCHULER Rutgers University and University of Lucerne

STEVE WERNER University of Houston

> NEW YORK OXFORD OXFORD UNIVERSITY PRESS

CONTENTS IN BRIEF

	Preface xxv Acknowledgements xxxii
CHAPTER 1	Managing Human Resources 2
CHAPTER 2	Formulating and Implementing HRM Strategies 38
CHAPTER 3	Ensuring Fair Treatment and Legal Compliance 78
CHAPTER 4	Using Job Analysis and Competency Modeling 124
CHAPTER 5	Managing Talent Through Workforce Planning, Recruitment, and Retention 164
CHAPTER 6	Selecting Employees to Fit the Job and the Organization 208
CHAPTER 7	Training and Developing a Competitive Workforce 256
CHAPTER 8	Conducting Performance Management 300
CHAPTER 9	Developing an Approach to Total Compensation 348
CHAPTER 10	Using Performance-Based Pay to Achieve Strategic Objectives 386
CHAPTER 11	Providing Employee Benefits 430
CHAPTER 12	Promoting and Improving Employee Safety, Health, and Well-Being 472
CHAPTER 13	Understanding Unionization and Collective Bargaining 518
CHAPTER 14	Managing Human Resources Globally 566
	Endnotes 618 Name Index 672 Organizations Index 687 Subject Index 690

CONTENTS

Preface xxv

Acknowledgements xxxii

CHAPTER 1 MANAGING HUMAN RESOURCES

The Strategic Importance of Managing Human Resources 4 Satisfying Multiple Stakeholders 4 Owners and Investors 5 Society 6 Customers 8 Other Organizations 8 Organizational Members (The Employees) 9 Gaining and Sustaining a Competitive Advantage 11 Employees Who Are a Source of Added Value 11 Employees Who Are Rare 12 An HRM System That Can't Be Copied 12 A Framework for Managing Human Resources 13 The Importance of HRM Strategies and the Organization's External and Internal Environments 14 Activities for Managing Human Resources 16 The HR Triad 19 HR Professionals Provide Special Expertise 19 Line Managers 21 Employees Share Responsibility 23 🙏 THE HR TRIAD: Roles and Responsibilities for Managing Human Resources 24 Looking Ahead: Five Special Themes 24 Managing with Teams 25 Managing with Diversity and Inclusion 26 Managing with Ethics and Corporate Social Responsibility 26 Managing with New Technologies 28 Managing with Metrics and Analytics 29

Current Issues 31 The Changing Role of the HR Function 31 Employee Engagement 31 CHAPTER SUMMARY WITH LEARNING GOALS 32 TERMS TO REMEMBER 33 QUESTIONS FOR DISCUSSION AND REFLECTIVE THINKING 33 PROJECTS TO EXTEND YOUR LEARNING 34 CASE STUDY: CAN KNIGHTS APPAREL SATISFY ALL OF ITS STAKEHOLDERS AND SURVIVE? 35

CHAPTER 2 FORMULATING AND IMPLEMENTING HRM STRATEGIES

The Importance of Formulating and Implementing HRM Strategies 40 Elements of the Environment for Managing Human Resources 41 Formulating and Implementing HRM Strategies 42 The HR Triad 42

THE HR TRIAD: Roles and Responsibilities for Formulating and Implementing HRM Strategies 43

Understanding the External Environment 43

The Economic Landscape 44

The Demographic Landscape 45

The Socio-Cultural Landscape 48

The Political Landscape 48

Understanding the Internal Environment 49

Technology 49

Company Culture 51

Business Strategies 55

Financial, Organizational, Reputation, and Human Resources 56

HRM Strategies 56

Strategic Alignment 57

Types of HRM Strategies 57

HRM Strategy Formulation 59

Aligning HRM Strategy Formulation with the Business Strategy 60 Specifying Strategic Objectives 61

Designing an Integrated HRM System to Achieve Strategic Objectives 62

HRM Strategy Implementation 63

Reasons for Resistance 64

Overcoming Resistance 64

Review and Revise 67

Current Issues 68 Managing a Multi-Generational Workplace 68 Mergers and Acquisitions 70 CHAPTER SUMMARY WITH LEARNING GOALS 71 TERMS TO REMEMBER 72 QUESTIONS FOR DISCUSSION AND REFLECTIVE THINKING 72 PROJECTS TO EXTEND YOUR LEARNING 73 CASE STUDY: LEVI STRAUSS & COMPANY 75

CHAPTER 3 ENSURING FAIR TREATMENT AND LEGAL COMPLIANCE

The Strategic Importance of Fairness and Legal Compliance 80 Society's Concerns About Fairness 80 Concerns of the Labor Force 80 Customers Win When Employers Treat Employees Fairly 81 The HR Triad 81 HR Professionals 81 **THE HR TRIAD:** Roles and Responsibilities to Ensure Fair Treatment and Legal Compliance 82 Line Managers 82 Other Employees 82 What Fairness Means to Employees 83 Distributive Justice 83 Procedural Justice 84 Interactional Justice 84 Reactions to Unjust Treatment 85 The Legal Landscape 85 Societal Factors 86 Laws 86 Agencies 89 Courts 89 Company Responses 90 Title VII of the Civil Rights Act 91 The EEOC 91 Categories of Discrimination Covered by Title VII 93 Harassment 94 Defending Discrimination Allegations 97 Other Discrimination Laws and Executive Orders 99 Age Discrimination in Employment Act 99

Americans with Disabilities Act 100 Genetic Information Non-Discrimination Act 101 Executive Orders 11246, 11375, 11478, and 13672 102 Settling Disputes 103 Company Grievance Procedures 103 Mediation and Arbitration 104 Using the Courts to Settle Disputes 105 Diversity and Inclusion Initiatives for Ensuring Fair Treatment 106 Who is Covered by Diversity and Inclusion Initiatives? 106 A Culture of Inclusion 106 Evaluating the Effectiveness of Diversity and Inclusion Initiatives 109 Economic Benefits of Diversity 111 Current Issues 112 Sexual Orientation 112 Autism in the Workplace 112 **CHAPTER SUMMARY WITH LEARNING GOALS** 113 TERMS TO REMEMBER 115 **OUESTIONS FOR DISCUSSION AND REFLECTIVE THINKING** 115 PROJECTS TO EXTEND YOUR LEARNING 116 CASE STUDY: UNITED WAY AND THE BOY SCOUTS OF AMERICA 119

CHAPTER 4 USING JOB ANALYSIS AND COMPETENCY MODELING

 The Strategic Importance of Job Analysis and Competency Modeling 126
 Foundation for an Integrated HRM System 126
 Changing Cultures and Implementing New Strategies 127
 Adopting New Technology 128
 Complying with Laws and Regulations 129
 The HR Triad 130
 THE HR TRIAD: Roles and Responsibilities in Job Analysis and Competency Modeling 131

Specific Terminology 132

Positions, Jobs, and Occupations 132

Job Analysis 133

Competency Modeling 134

Job Descriptions and Job Specifications 134

Career Paths 134

Sources of Information Used in Job Analysis and Competency Modeling 136

Job Incumbents 137

Supervisors 137 Trained Job Analysts 137 Customers 138 Methods of Collecting Information 138 Individual and Group Interviews 138 Observations 139 Questionnaires 140 Standardized Approaches to Job Analysis 140 Time-and-Motion Studies 140 Ergonomic Analysis 141 Occupational Information Network (O*NET) 141 Position Analysis Questionnaire 143 Management Position Description Questionnaire 144 Customized Approach to Job Analysis 145 Developing a Customized Inventory 145 Analyzing and Interpreting the Data 147 Advantages and Disadvantages 148 Analyzing Needed Competencies 149 Standardized Approach 149 Customized Approach 150 Competency Inventories 152 Current Issues 155 The Decline of Job Analysis? 155 The Importance of Documenting Competency Modeling 156 **CHAPTER SUMMARY WITH LEARNING GOALS** 157 **TERMS TO REMEMBER** 158 **QUESTIONS FOR DISCUSSION AND REFLECTIVE THINKING** 158 **PROJECTS TO EXTEND YOUR LEARNING** 159 **CASE STUDY: JOB DESCRIPTIONS AT HITEK** 159

CHAPTER 5 MANAGING TALENT THROUGH WORKFORCE PLANNING, RECRUITMENT, AND RETENTION

The Strategic Importance of Managing Talent Through Workforce
Planning, Recruitment, and Retention 166
Improving Productivity 167
Reducing Labor Costs 168
Staying Competitive 169
Workforce Planning, Recruitment, and Retention Within an Integrated
HRM System 169
Other HR Activities 169
The External and Internal Environments 171

The HR Triad 173 HR Professionals 173 Line Managers 173 THE HR TRIAD: Roles and Responsibilities for Managing Talent 174 Other Employees 175 Workforce Planning 175 Workforce Forecasts 175 Succession Planning 177 Recruiting Sources and Methods 178 Recruiting from the Internal Labor Market 179 Recruiting from the External Labor Market 181 Attracting Unconventional Employees 186 Using Metrics and Analytics to Manage the Talent Supply Chain 189 Recruitment from the Applicant's Perspective 190 Company Reputation 191 The Recruitment Experience 192 Perceptions of Fit 193 Ethical Recruiting Practices 193 Talent Retention 195 Understanding the Reasons for Turnover 195 Reducing Unwanted Turnover 197 Current Issues 198 Avoiding Layoffs 198 Recruitment and Retention of Older Workers 200 CHAPTER SUMMARY WITH LEARNING GOALS 201 **TERMS TO REMEMBER** 203 **QUESTIONS FOR DISCUSSION AND REFLECTIVE THINKING** 203 **PROJECTS TO EXTEND YOUR LEARNING** 204 CASE STUDY: DOWNSIZING: ANATHEMA TO CORPORATE LOYALTY? 206

CHAPTER 6 SELECTING EMPLOYEES TO FIT THE JOB AND THE ORGANIZATION

The Strategic Importance of Selecting Employees to Fit the Job and the Organization 210 Obtaining a Capable Workforce 210 Company Reputation 211 Maximizing the Economic Utility of Selection Practices 212 Selection Within an Integrated HRM System 215 Other HR Activities 215 The External and Internal Environments 217 The HR Triad 220

THE HR TRIAD: Roles and Responsibilities in Selecting Employees 221

Line Managers 221 HR Professionals 222 Other Employees 222 Designing the Selection Process 222 Establish the Criteria of Interest 223 Choosing Predictors 223 Choosing Assessment Techniques 224 Deciding When to Measure Each Predictor 227 Synthesizing Information to Choose Appropriate Candidates 227 Techniques for Screening Job Applicants 229 Personal History Assessments 229 Background Verification and Reference Checks 231 Medical Tests 233 lob Interviews 234 Screening Job Interviews 234 Structured Job Interviews 235 Unstructured Job Interviews 237 Panel Interviews 237 Video Interviews 238 Interview Effectiveness 238 Other Techniques for Assessing Screened Job Applicants 238 Ability Tests 238 Job Knowledge Tests 239 Personality Tests 241 Work Simulations 243 Assessment Centers 243 Current Issues 244 Affirmative Action 245 Controversial Predictors 246 **CHAPTER SUMMARY WITH LEARNING GOALS** 248 **TERMS TO REMEMBER** 249 **QUESTIONS FOR DISCUSSION AND REFLECTIVE THINKING** 250 PROJECTS TO EXTEND YOUR LEARNING 250 CASE STUDY: SELECTING PATIENT ESCORTS 252

CHAPTER 7 TRAINING AND DEVELOPING A COMPETITIVE WORKFORCE

Improving Competitiveness 258

The Strategic Importance of Training and Developing a Competitive Workforce 258

Improving Productivity 260
 Increasing Employee Attraction, Retention, and Motivation 260
 Training and Development Practices Within an Integrated HRM
 System 261
 Other HR Activities 261
 The External and Internal Environments 263
 The HR Triad 266
 Line Managers 267
 THE HR TRIAD: Roles and Responsibilities in Training and Development 267
 Other Employees 268

HR Professionals 268

Determining Training and Development Needs 268 Organizational Needs Analysis 269

Job Needs Analysis 269

Person Needs Analysis 270

Demographic Needs Analysis 271

Determining Learning Objectives 272

Improving Cognitive Knowledge 272

Developing Skills 273

Influencing Affective Responses 274

Encouraging Ethical Behavior 274

Team Building 275

Determining Who Provides the Training 277

Supervisors and Other Managers 278

Coworkers 278

Internal or External Subject Matter Experts 278

The Trainee 279

Determining the Format for Training and Development Activities 279

E-Learning 279

On the Job 281 On Site but Not on the Job 283

Off the Job 284

Creating Conditions to Maximize Learning and Development 286 Set the Stage for Learning 286 Create Conditions to Increase Learning During Training and Development Activities 287

Maintaining Performance after Training 288

Evaluating Training Effectiveness 289

Trainee Reactions 289

Trainee Learning 290

Trainee Behaviors 290

Performance Outcomes 290

Return on Investment 290

Current Issues 290

Diversity Training 291 Using Gamification for Training 292

CHAPTER SUMMARY WITH LEARNING GOALS 294 TERMS TO REMEMBER 295 QUESTIONS FOR DISCUSSION AND REFLECTIVE THINKING 295 PROJECTS TO EXTEND YOUR LEARNING 296 CASE STUDY: SEEING THE FOREST AND THE TREES 298

CHAPTER 8 CONDUCTING PERFORMANCE MANAGEMENT

The Strategic Importance of Conducting Performance Management 302 Enhance Motivation 302 Improve Individual and Organizational Performance 305 Support Strategic Objectives 306 Performance Management Within an Integrated HRM System 307 The Internal Environment 307 The External Environment 310 Other HR Activities 312 The HR Triad 313 Line Managers 313 🙏 THE HR TRIAD: Roles and Responsibilities for Performance Management 314 Other Employees 315 HR Professionals 315 What to Measure 316 Personal Traits 316 Behaviors 317 Objective Results 318 Multiple Criteria 318 Timing of Performance Management 319 Focal-Point Approach 320

Anniversary Approach 320 Natural Time Span of the Job Approach 321 Continuous Approach 321 Who Participates 322 Supervisors 322 Self-Appraisal 322 Peers 323 Subordinates 323 Customers 324 360-Degree Appraisals 324 Crowdsourced Feedback 325 How to Measure Performance 326 Comparative Formats 326 Absolute Standards Formats 327 Results-Based Formats 331 Ratingless Appraisals 332 The Performance Rating Process 332 Rating Errors 332 Improving Rater Accuracy 333 Providing Feedback 335 Understanding Attributions 335 Timing 335 Preparation 336 Content of the Discussion 336 Follow-Up 336 When Nothing Else Works 338 Current Issues 339 Monitoring Through Technology 339 Focusing on Development 340 **CHAPTER SUMMARY WITH LEARNING GOALS** 340 **TERMS TO REMEMBER** 342 **QUESTIONS FOR DISCUSSION AND REFLECTIVE THINKING** 342 **PROJECTS TO EXTEND YOUR LEARNING** 343 CASE STUDY: CROWDSOURCING FEEDBACK 345

CHAPTER 9 DEVELOPING AN APPROACH TO TOTAL COMPENSATION

The Strategic Importance of Total Compensation 350 Attract, Motivate, and Retain Talent 350

Implement the Business Strategy 354 Improve Productivity 355 Contain Costs 355 Total Compensation Within an Integrated HRM System 356 Other HR Activities 357 The External Environment 358 The Internal Environment 362 The HR Triad 365 HR Professionals 365 THE HR TRIAD: Roles and Responsibilities for Total Compensation 365 Line Managers 366 Other Employees 367 Establish the Internal Value of Jobs 367 Objectives of Job Evaluation 367 Job Ranking Method of Job Evaluation 368 Job Classification Method of Job Evaluation 368 Point-Factor Rating Method of Job Evaluation 369 Competency-Based Methods of Job Evaluation 372 Skill-Based Pay 373 Use External Market Rates to Set Pay Levels 374 Step 1: Determine External Market Pay Rates 374 Step 2: Establish the Market Pay Policy 376 Step 3: Set the Organization Pay Policy 376 Design the Internal Pay Structure 377 Job-Based Pay Grades and Ranges 378 Competency-Based Pay Structure 379 Skill-Based Pay Structure 379 Make Adjustments 379 Balancing Internal and External Equity 379 Changes Over Time 380 Achieving Individual Equity 380 Current Issues 381 Raising the Minimum Wage 381 Executive Compensation 382 **CHAPTER SUMMARY WITH LEARNING GOALS** 383 **TERMS TO REMEMBER** 383 **QUESTIONS FOR DISCUSSION AND REFLECTIVE THINKING** 384 PROJECTS TO EXTEND YOUR LEARNING 384

CHAPTER 10 USING PERFORMANCE-BASED PAY TO ACHIEVE STRATEGIC OBJECTIVES

The Strategic Importance of Using Performance-Based Pay 388 Support Strategic Objectives 388 Manage Labor Costs 390 Attract, Retain, and Motivate Talent 390 Performance-Based Pay Within an Integrated HRM System 391 Other HR Activities 392

The Internal Environment 393

The External Environment 395

The HR Triad 396

THE HR TRIAD: Roles and Responsibilities for Using Performance-Based Pay to Achieve Strategic Objectives 397

Line Managers and HR Professionals 397 Other Employees 397 Design Choices for Performance-Based Pay 398 Types of Performance-Based Pay 398 Rewards 399 Performance Measures 402 Linking Performance to Rewards 405 Implementation Issues 405 Evaluating Effectiveness 406 Gaining Employee Acceptance 407 Recognition Awards 408 Spot Awards 410 Peer-to-Peer Awards 411 Awards for Suggestions 411 Merit Pay 411 Performance Measures 412 Merit Awards 412 Linking Performance to Merit Awards 413 Incentive Pay 414 Individual Incentives 414 Team Incentives 416 Companywide Incentives 418 Pay That Puts Earnings at Risk 419 Commissions 420 Stock Ownership 421

Current Issues 424 New Uses of Analytics 424 Ethical Considerations 425 CHAPTER SUMMARY WITH LEARNING GOALS 426 TERMS TO REMEMBER 427 QUESTIONS FOR DISCUSSION AND REFLECTIVE THINKING 427 PROJECTS TO EXTEND YOUR LEARNING 428

CHAPTER 11 PROVIDING EMPLOYEE BENEFITS

The Strategic Importance of Providing Employee Benefits 432 Increase Productivity 433 Contain Costs 433 Improve Attraction and Retention 433 Support Business Strategies 434 Employee Benefits Within an Integrated HRM System 434 Other HR Activities 435 The External Environment 436 The Internal Environment 439 The HR Triad 441 Mandatory Benefits 441 A THE HR TRIAD: Roles and Responsibilities for Providing Employee Benefits 442 Social Security Insurance 442 Unemployment Compensation 443 Workers' Compensation and Disability Insurance 443 Family and Medical Leave 444 Voluntary Benefits: Retirement Savings Plans and Pensions 444 Defined Benefit Plans 445 Defined Contribution Plans 446 Cash Balance Plans 448 Legal Considerations 449 Voluntary Benefits: Health Care 450 Medical Care 450 Wellness Programs 452 Employee Assistance Programs 453 Voluntary Benefits: Paid Leave 454 Off-the-Job Paid Leave 454 On-the-Job Paid Leave 456 Voluntary Benefits: Work/Life and Other Benefits 457

Work/Life Benefits 457 Other Voluntary Benefits 459

Administrative Issues in Management Employee Benefits 460

What to Include in the Benefits Package 460

Determining the Level of Flexibility 461

Communicating the Benefits Offered to Employees 461

Current Issues 462

Containing the Escalating Cost of Health Care 462

The Patient Protection and Affordable Care Act of 2010 464

CHAPTER SUMMARY WITH LEARNING GOALS 465 TERMS TO REMEMBER 466 QUESTIONS FOR DISCUSSION AND REFLECTIVE THINKING 466 PROJECTS TO EXTEND YOUR LEARNING 467 CASE STUDY: WHO'S BENEFITING? 470

CHAPTER 12 PROMOTING AND IMPROVING EMPLOYEE SAFETY, HEALTH, AND WELL-BEING

The Strategic Importance of Workplace Safety, Health, and Well-Being 474

Enhance Productivity 474

Contain Costs 475

Attract and Retain Talent 476

Support Business Strategy 476

Promoting and Improving Safety, Health, and Well-Being Within an Integrated HRM System 476

Other HR Activities 477

The Internal Environment 479

The External Environment 481

The HR Triad 485

THE HR TRIAD: Roles and Responsibilities in Promoting and Improving Workplace Safety, Health, and Well-Being 486

Workplace Safety Hazards 486

Occupational Accidents 487

Occupational Injuries 488

Workplace Violence 490

Workplace Hazards to Health and Well-Being 490

Occupational Illnesses 490

Hazards to Mental Health 491

Workplace Stressors 492

Job Burnout 494

Interventions to Promote and Improve Workplace Safety 495 Measuring and Monitoring Safety 495 Accident Prevention 496 Injury Prevention 498 Violence Prevention 500 Interventions to Promote and Improve Employee Health and Well-Being 501 Measuring and Monitoring Health and Well-Being 502 Illness Prevention 502 Wellness Programs 503 Employee Assistance Programs 507 Stress Management 508 Assessing Intervention Effectiveness 509 Current Issues 510 Privacy 510 Dealing With the Use of Marijuana 511 CHAPTER SUMMARY WITH LEARNING GOALS 512 **TERMS TO REMEMBER** 513 **QUESTIONS FOR DISCUSSION AND REFLECTIVE THINKING** 513 PROJECTS TO EXTEND YOUR LEARNING 513 CASE STUDY: WHO'S THERE ON THE LINE? 516

CHAPTER 13 UNDERSTANDING UNIONIZATION AND COLLECTIVE BARGAINING

The Strategic Importance of Unionization and Collective Bargaining 520 Flexibility 520 Costs 521 Attracting, Retaining, and Motivating Employees 521 Productivity 522 Profitability 522 Unionization and Collective Bargaining Within the Integrated HRM System 522 Other HR Activities 523 The Internal Environment 524 The External Environment 525 Unions 525 The Legal and Political Landscape 528 The Economic Landscape 531 The Demographic Landscape 531

The Socio-Cultural Landscape 533 The Extended HR Triad 533 Unions 533 🙏 THE EXTENDED HR TRIAD: Roles and Responsibilities in Unionization and Collective Bargaining 534 Line Managers, HR Professionals, and Other Employees 534 Attraction to Unionization 535 Dissatisfaction 536 Lack of Power 536 Management Efforts to Satisfy Employees and Prevent Unionization 536 Union Efforts to Increase Perceived Union Instrumentality 537 Union Certification Process 538 Soliciting Employee Support 539 Determining the Bargaining Unit 541 Pre-Election Campaign 541 Election, Certification, and Decertification 541 The Collective Bargaining Process 542 Types of Bargaining 543 Negotiating the Agreement 546 Issues for Negotiation 549 Conflicts and Their Resolution 551 Contract Administration and Evaluation 554 Contract Administration 554 Evaluating Effectiveness 558 Current Issues 558 Worker Centers 558 The Power of Public Sector Unions 559 **CHAPTER SUMMARY WITH LEARNING GOALS** 560 **TERMS TO REMEMBER** 561 **QUESTIONS FOR DISCUSSION AND REFLECTIVE THINKING** 561 **PROJECTS TO EXTEND YOUR LEARNING** 562 CASE STUDY: THE UNION'S STRATEGIC CHOICE 563

CHAPTER 14 MANAGING HUMAN RESOURCES GLOBALLY

The Strategic Importance of Managing Human Resources Globally 568 Growth 568 Reducing Costs 570 Improving Competitiveness 571 Attracting, Retaining, and Motivating Employees 572 The HR Triad 572 HR Professionals 572 📐 THE HR TRIAD: Roles and Responsibilities for Managing Human Resources Globally 573 Line Managers 573 Other Employees 574 Navigating the Global Landscape Within the Integrated HRM System 574 Regional Trade Zones 574 International Organizations 577 The Global Landscape and Other Aspects of the External Environment 578 The Socio-Cultural Landscape 579 The Political Landscape 581 The Legal Landscape 582 The Economic Landscape 586 The Demographic Landscape 588 The Global Landscape and the Internal Environment 590 Business Strategy 590 Technology 591 Company Culture 592 Other Resources 593 Managing Human Resources Globally by Adapting to National Differences 595 National Differences in Selection 595 National Differences in Training and Development 596 National Differences in Performance Management 596 National Differences in Compensation and Benefits 597 National Differences in Unionization and Collective Bargaining 598 Managing Human Resources Globally by Integrating Across Nations 600 Integrating Talent Management Across Nations 601 Integrating Selection Across Nations 602 Integrating Training and Development Across Nations 604 Integrating Performance Management Across Nations 606 Integrating Compensation and Benefits Across Nations 607 Integrating Unionization and Collective Bargaining Across Nations 608 Managing Human Resources Globally by Balancing Standardization and Localization 609 Balancing Standardization and Localization in Recruitment and Selection 609 Balancing Standardization and Localization in Compensation and Benefits 610

Current Issues 611 The End of Globalization? 611 Safety and Security for Employees Abroad 613 CHAPTER SUMMARY WITH LEARNING GOALS 614 TERMS TO REMEMBER 615 QUESTIONS FOR DISCUSSION AND REFLECTIVE THINKING 616 PROJECTS TO EXTEND YOUR LEARNING 616 Endnotes 618

Name Index 672

Organizations Index 687

Subject Index 690