



HUMAN RESOURCE MANAGEMENT

THIRD EDITION

FUNCTIONS, APPLICATIONS, AND SKILL DEVELOPMENT

ROBERT N. LUSSIER • JOHN R. HENDON



Brief Contents

[Preface](#)

[Acknowledgments](#)

[About the Authors](#)

[Part I 21st Century Human Resource Management Strategic Planning and Legal Issues](#)

- [1. The New Human Resource Management Process](#)
- [2. Strategy-Driven Human Resource Management](#)
- [3. The Legal Environment and Diversity Management](#)

[Part II Staffing](#)

- [4. Workforce Planning: Job Analysis, Design, and Employment Forecasting](#)
- [5. Recruiting Job Candidates](#)
- [6. Selecting New Employees](#)

[Part III Developing and Managing](#)

- [7. Learning and Development](#)
- [8. Performance Management and Appraisal](#)
- [9. Rights and Employee Management](#)
- [10. Employee and Labor Relations](#)

[Part IV Compensating](#)

- [11. Compensation Management](#)
- [12. Incentive Pay](#)
- [13. Employee Benefits](#)

[Part V Protecting and Expanding Organizational Reach](#)

- [14. Workplace Safety, Health, and Security](#)
- [15. Organizational Ethics, Sustainability, and Social Responsibility](#)
- [16. Global Issues for Human Resource Managers](#)

[Appendix: SHRM 2016 Curriculum Guidebook](#)

[Glossary](#)

[Notes](#)

[Name Index](#)

[Company Index](#)

[Subject Index](#)

Detailed Contents

[Preface](#)

[Acknowledgments](#)

[About the Authors](#)

[Part I 21st Century Human Resource Management Strategic Planning and Legal Issues](#)

[1. The New Human Resource Management Process](#)

[Practitioner's Perspective](#)

[Why Study Human Resource Management \(HRM\)?](#)

[HRM Past and Present](#)

[HRM in the Past](#)

[Present View of HRM](#)

[Technology's Effect on Efficiency](#)

[The Changing World of HRM](#)

[New HRM Challenges](#)

[Labor Demographics](#)

[Knowledge Workers and the Pace of Change](#)

[Understanding HR's Critical Factors](#)

[Critical Dependent Variables](#)

[The Importance of Strategic HRM](#)

[The Influence of Social Media](#)

[HRM Skills](#)

[Technical Skills](#)

[Interpersonal Skills](#)

[Conceptual and Design Skills](#)

[Business Skills](#)

[Line Managers' HRM Responsibilities](#)

[Line Versus Staff Management](#)

[Major HR Responsibilities of Line Management](#)

[HR Managers' Responsibilities: Disciplines Within HRM](#)

[The Legal Environment: EEO and Diversity Management](#)

[Staffing](#)

[Training and Development](#)

[Employee Relations](#)

[Labor and Industrial Relations](#)

[Compensation and Benefits](#)

[Safety and Security](#)

[Ethics and Sustainability](#)

[Resources for HRM Careers](#)

[Society for Human Resource Management \(SHRM\)](#)

- [Other HR Organizations](#)
 - [Professional Liability](#)
 - [Practitioner's Model for HRM](#)
 - [The Model](#)
 - [Sections of the Model](#)
 - [Trends and Issues in HRM](#)
 - [Employee Engagement Improves Productivity](#)
 - [HRM and Organizational Agility](#)
 - [Chapter Summary](#)
 - [Key Terms](#)
 - [Key Terms Review](#)
 - [Communication Skills](#)
 - [Case 1-1 Ba-Zynga! Zynga Faces Trouble in FarmVille](#)
 - [Case 1-2 Fracturing the Labor Market—Employment in the Oil Services Industry](#)
 - [Skill Builder 1-1 Getting to Know You](#)
 - [Skill Builder 1-2 Comparing HR Management Skills and HR Responsibilities](#)
- [2. Strategy-Driven Human Resource Management](#)
 - [Practitioner's Perspective](#)
 - [Strategy and Strategic Planning: The Organization and the Environment](#)
 - [The External Environment](#)
 - [Strategic Vision and Mission](#)
 - [What Is Strategy?](#)
 - [Visions and Missions](#)
 - [Strategy Types and Analysis](#)
 - [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 and HR Technology](#)
 - [A Brief on Data Analytics](#)
 - [HR Technology](#)

- [Desired Outcomes](#)
 - [Human Resource Management Systems \(HRMS\)](#)
 - [What Are HRMS?](#)
 - [How Do HRMS Assist in Making Decisions?](#)
 - [Measurement Tools for Strategic HRM](#)
 - [Economic Value Added \(EVA\)](#)
 - [Return on Investment \(ROI\)](#)
 - [Balanced Scorecard \(BSC\)](#)
 - [HR Scorecard](#)
 - [Trends and Issues in HRM](#)
 - [Structure, Culture, and Technology Are Misaligned](#)
 - [Continuing Globalization Increases the Need for Strategic HRM](#)
 - [Planning](#)
 - [Chapter Summary](#)
 - [Key Terms](#)
 - [Key Terms Review](#)
 - [Communication Skills](#)
 - [Case 2-1 Catalya Hats: Pulling a Rabbit out of the Hat or Coming up Empty Handed?](#)
 - [Case 2-2 Strategy-Driven HR Management: Netflix, A Behind-the-Scenes Look at Delivering Entertainment](#)
 - [Skill Builder 2-1 Writing Objectives](#)
 - [Skill Builder 2-2 Strategic Planning at Your College](#)
- [3. The Legal Environment and Diversity Management](#)
 - [Practitioner's Perspective](#)
 - [The Legal Environment for HRM and a User's Guide to Managing People](#)
 - [Protecting Your Organization](#)
 - [The OUCH Test](#)
 - [Objective](#)
 - [Uniform in Application](#)
 - [Consistent in Effect](#)
 - [Has Job Relatedness](#)
 - [Major Employment Laws](#)
 - [Equal Pay Act of 1963 \(EPA\)](#)
 - [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 \(USERRA\)](#)
[Veterans Benefits Improvement Act of 2004 \(VBIA\)](#)
[Title II of the Genetic Information Nondiscrimination Act of 2008 \(GINA\)](#)
[Lilly Ledbetter Fair Pay Act of 2009 \(LLFPA\)](#)
[Immigration Laws Relating to Employment and Equal Opportunity](#)
[Reminder: State and Local EEO Laws May Be Different](#)
[Equal Employment Opportunity Commission \(EEOC\)](#)
[What Does the EEOC Do?](#)
[Employee Rights Under the EEOC](#)
[Employer Rights and Prohibitions](#)
[EEO, Affirmative Action, and Diversity: What's the Difference?](#)
[Affirmative Action \(AA\)](#)
[The Office of Federal Contract Compliance Programs \(OFCCP\)](#)
[Diversity in the Workforce](#)
[Sexual Harassment: A Special Type of Discrimination](#)
[Types of Sexual Harassment](#)
[What Constitutes Sexual Harassment?](#)
[Reducing Organizational Risk From Sexual Harassment Lawsuits](#)
[Religious Discrimination](#)
[Trends and Issues in HRM](#)
[Technology May Create New Dangers in Equal Opportunity and Diversity Management](#)
[Sexual Orientation and Gender Identity Discrimination](#)
[Chapter Summary](#)
[Key Terms](#)
[Key Terms Review](#)
[Communication Skills](#)
[Case 3-1 You Can't Get There From Here: Uber Slow on Diversity](#)
[Case 3-2 When Religion Is on the Agenda](#)
[Skill Builder 3-1 The Four-Fifths Rule](#)
[Skill Builder 3-2 Diversity Training](#)

[Part II Staffing](#)

[4. Workforce Planning: Job Analysis, Design, and Employment Forecasting](#)
[Practitioner's Perspective](#)
[Workforce Planning: Workflow Analysis](#)
[Organizational Output](#)
[Tasks and Inputs](#)
[Job Analysis](#)

- [Why Do We Need to Analyze Jobs?](#)
- [Databases](#)
- [Job Analysis Methods](#)
- [Do We Really Have “Jobs” Anymore?](#)
- [Task or Competency Based?](#)
- [Outcomes: Job Description and Job Specification](#)
- [Job Design/Redesign](#)
 - [Organizational Structure and Job Design](#)
 - [Approaches to Job Design and Redesign](#)
 - [The Job Characteristics Model \(JCM\)](#)
 - [Applying the Job Characteristics Model \(JCM\)](#)
- [Designing Motivational Jobs](#)
 - [Job Simplification](#)
 - [Job Expansion](#)
 - [Work Teams](#)
 - [Flexible Job Design](#)
 - [Job Design Is Country Specific](#)
- [HR Forecasting](#)
 - [Forecasting Methods](#)
 - [Measuring Absenteeism and Turnover](#)
 - [Succession Planning](#)
- [Reconciling Internal Labor Supply and Demand](#)
 - [Options for a Labor Surplus](#)
 - [Options for a Labor Shortage](#)
- [Trends and Issues in HRM](#)
 - [Gig Work and the Agile Workforce](#)
 - [Automation at Work](#)
- [Chapter Summary](#)
- [Key Terms](#)
- [Key Terms Review](#)
- [Communication Skills](#)
- [Case 4-1 Walmart’s Everyday Hiring Strategy: Fueling Future Consumer Demand With Passion and Talent](#)
- [Case 4-2 Gauging Employment at Honeywell](#)
- [Skill Builder 4-1 Job Analysis](#)
- [Skill Builder 4-2 Job Characteristics Model \(JCM\)](#)
- [Skill Builder 4-3 O*Net](#)
- [5. Recruiting Job Candidates](#)
 - [Practitioner’s Perspective](#)
 - [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 and the Technology Recruiting Revolution

Internal or External Recruiting?

Internal Recruiting

External Recruiting

Challenges and Constraints in Recruiting

Budgetary Constraints

Policy Constraints and Organizational Image

The Recruiter–Candidate Interaction

Job Characteristics and the Realistic Job Preview (RJP)

Evaluation of Recruiting Programs

Yield Ratio

Cost per Hire

Time Required to Hire

New Hire Turnover

New Hire Performance

Trends and Issues in HRM

Millennial Versus Generation Z: Aren't They All the Same?

Look for Grit, Not Just Talent

Chapter Summary

Key Terms

Key Terms Review

Communication Skills

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

Case 5-2 Trying to Build When Nobody Wants to Work

Skill Builder 5-1 Online Job Search

Skill Builder 5-2 Résumé

6. Selecting New Employees

Practitioner's Perspective

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

<u>What Qualifies as an Employment Test?</u>	
<u>Valid and Reliable Measures</u>	
<u>Applications and Preliminary Screening</u>	
<u>Applications and Résumés</u>	
<u>Pre-Employment Inquiries</u>	
<u>State and Local Laws Vary!</u>	
<u>Testing and Legal Issues</u>	
<u>The EEOC and Employment Testing</u>	
<u>Polygraph Testing</u>	
<u>Genetic Testing</u>	
<u>Written Testing</u>	
<u>Physical Testing</u>	
<u>To Test or Not to Test</u>	
<u>Selection Interviews</u>	
<u>Interviewing</u>	
<u>Types of Interviews and Questions</u>	
<u>Preparing for the Interview</u>	
<u>Conducting the Interview</u>	
<u>Background Checks</u>	
<u>Credit Checks</u>	
<u>Criminal Background Checks</u>	
<u>Reference Checks</u>	
<u>Social Media and Web Searches</u>	
<u>Selecting the Candidate and Offering the Job</u>	
<u>Problems to Avoid During the Selection Process</u>	
<u>Hiring</u>	
<u>Trends and Issues in HRM</u>	
<u>Federal Regulation Limits Selection Testing</u>	
<u>The Global Workforce and Immigration</u>	
<u>Chapter Summary</u>	
<u>Key Terms</u>	
<u>Key Terms Review</u>	
<u>Communication Skills</u>	
<u>Case 6-1 A Kink in Links of London's Selection Process</u>	
<u>Case 6-2 Not Getting Face Time at Facebook—and Getting the Last Laugh!</u>	
<u>Skill Builder 6-1 Interview Questions for Use When Hiring a Professor to Teach This Course</u>	
<u>Skill Builder 6-2 Interviewing</u>	
<u>Part III Developing and Managing</u>	
<u>7. Learning and Development</u>	
<u>Practitioner's Perspective</u>	

- [The Need for Training and Development](#)
 - [Training and Development](#)
 - [When Is Training Needed?](#)
- [The Training Process and Needs Assessment](#)
 - [Steps in the Training Process](#)
 - [Needs Assessment](#)
 - [Challenges to the Training Process](#)
 - [Employee Readiness](#)
- [Learning and Shaping Behavior](#)
 - [Learning](#)
 - [Learning Theories](#)
 - [Shaping Behavior](#)
 - [Learning Styles](#)
- [Design and Delivery of Training](#)
 - [On-the-Job Training \(OJT\)](#)
 - [Classroom Training](#)
 - [Distance or E-Learning](#)
 - [Simulations](#)
- [Assessing Training](#)
 - [Assessment Methods](#)
 - [Choosing Assessment Methods](#)
 - [Measuring Training Success](#)
- [Talent Management and Development](#)
 - [Careers](#)
 - [Why Career Development?](#)
 - [Common Methods of Employee Development](#)
 - [A Model of Career Development Consequences](#)
- [Trends and Issues in HRM](#)
 - [Gamification—A Phoenix Rising?](#)
 - [The Corporate Learning Imperative](#)
- [Chapter Summary](#)
- [Key Terms](#)
- [Key Terms Review](#)
- [Communication Skills](#)
- [Case 7-1 Doing Crunches at Nestlé: Continuous Improvement of Human Assets](#)
- [Case 7-2 Google Search: Building the Program That Writes the Code to Find Female Talent](#)
- [Skill Builder 7-1 The Training Process](#)
- [Skill Builder 7-2 Career Development](#)
- [8. Performance Management and Appraisal](#)
 - [Practitioner's Perspective](#)

[Performance Management Systems](#)
[Performance Management Versus Performance Appraisal](#)
[Is It Time to Delete the Annual Appraisal Process?](#)
[Performance Appraisals](#)
[Accurate Performance Measures](#)
[Why Do We Conduct Performance Appraisals?](#)
[Communication \(Informing\)](#)
[Decision Making \(Evaluating\)](#)
[Motivation \(Engaging\)](#)
[Evaluating and Motivating = Development](#)
[What Do We Assess?](#)
[Trait Appraisals](#)
[Behavioral Appraisals](#)
[Results Appraisals](#)
[Which Option Is Best?](#)
[How Do We Use Appraisal Methods and Forms?](#)
[Critical Incidents Method](#)
[Management by Objectives \(MBO\) Method](#)
[Narrative Method or Form](#)
[Graphic Rating Scale Form](#)
[Behaviorally Anchored Rating Scale \(BARS\) Form](#)
[Ranking Method](#)
[Which Option Is Best?](#)
[Who Should Assess Performance?](#)
[Supervisor](#)
[Peers](#)
[Subordinates](#)
[Self](#)
[Customers](#)
[360-Degree Evaluations](#)
[Whom Do We Choose?](#)
[Performance Appraisal Problems](#)
[Common Problems Within the Performance Appraisal Process](#)
[Avoiding Performance Appraisal Problems](#)
[Debriefing the Appraisal](#)
[The Evaluative Performance Appraisal Interview](#)
[The Developmental Performance Appraisal Interview](#)
[Trends and Issues in HRM](#)
[Building Engagement Through Performance Management](#)
[Technology: Electronic Performance Monitoring](#)
[Chapter Summary](#)
[Key Terms](#)

[Key Terms Review](#)

[Communication Skills](#)

[Case 8-1 Not Spilling the Beans at Jelly Belly: Developing a More Accurate Performance Appraisal System](#)

[Case 8-2 Amazon.com: Selling Employee Performance With Organization and Leadership Review](#)

[Self-Assessment and Skill Builder 8-1 Peer and Self-Assessments](#)

[Skill Builder 8-2 Debriefing the Appraisal](#)

[9. Rights and Employee Management](#)

[Practitioner's Perspective](#)

[Commonly Accepted Employee Rights](#)

[Rights and Privileges](#)

[Right of Free Consent](#)

[Right to Due Process](#)

[Right to Life and Safety](#)

[Right of Freedom of Conscience \(Limited\)](#)

[Right to Privacy \(Limited\)](#)

[Right to Free Speech \(Limited\)](#)

[Management Rights](#)

[Codes of Conduct](#)

[Data and Device Policies](#)

[Workplace Monitoring](#)

[Employment-at-Will](#)

[Orientation \(Probationary\) Periods](#)

[Drug Testing](#)

[Coaching, Counseling, and Discipline](#)

[Coaching](#)

[Counseling](#)

[Disciplining](#)

[Terminating](#)

[Coaching, Counseling, and Discipline May Differ Globally](#)

[Leadership and Management](#)

[Leadership](#)

[Situational Management](#)

[Teams and Organizational Change](#)

[Building Effective Work Teams](#)

[Managing the Change Process](#)

[Overcoming Resistance to Change](#)

[Trends and Issues in HRM](#)

[Good Feedback Makes a Good Manager](#)

[Social Media and the Web Continue to Create Managerial Nightmares](#)

- [Chapter Summary](#)
- [Key Terms](#)
- [Key Terms Review](#)
- [Communication Skills](#)
- [Case 9-1 Balancing Rights and Privileges](#)
- [Case 9-2 Off-Duty Misconduct](#)
- [Skill Builder 9-1 Coaching](#)
- [Skill Builder 9-2 Disciplining](#)
- [Skill Builder 9-3 Situational Management](#)
- [Skill Builder 9-4 Developing a Habit](#)
- [10. Employee and Labor Relations](#)
 - [Practitioner's Perspective](#)
 - [Labor Relations: A Function of Trust and Communication](#)
 - [Trust and Communication](#)
 - [Sending Messages](#)
 - [Receiving Messages](#)
 - [Job Satisfaction](#)
 - [Job Satisfaction/Dissatisfaction and Performance](#)
 - [Measuring Job Satisfaction](#)
 - [Determinants of Job Satisfaction](#)
 - [Legal Issues in Labor Relations](#)
 - [The Railway Labor Act \(RLA\) of 1926](#)
 - [The National Labor Relations Act \(NLRA\) of 1935 \(Wagner Act\)](#)
 - [The Labor Management Relations Act \(LMRA\) of 1947 \(Taft-Hartley Act\)](#)
 - [The Labor Management Reporting and Disclosure Act of 1959 \(Landrum-Griffin Act or LMRDA\)](#)
 - [The Worker Adjustment and Retraining Notification Act of 1988 \(WARN Act\)](#)
 - [Labor Laws Vary Significantly From Country to Country](#)
 - [Other Legal Issues in Labor Relations](#)
 - [Unions and Labor Rights](#)
 - [Union Organizing](#)
 - [Labor Relations and Collective Bargaining](#)
 - [Grievances](#)
 - [Management Rights and Decertification Elections](#)
 - [Limiting Union Organizing Efforts](#)
 - [Lockouts and Replacement Workers](#)
 - [Decertification Elections](#)
 - [Managing Conflict](#)
 - [Conflict](#)
 - [Conflict Management Styles](#)

- [Initiating Conflict Resolution](#)
 - [Negotiations](#)
 - [The Negotiation Process](#)
 - [Planning the Negotiation](#)
 - [Negotiate](#)
 - [Alternative Dispute Resolution: Mediation and Arbitration](#)
 - [Trends and Issues in HRM](#)
 - [The NLRB Is Redefining the Employer/Employee Relationship](#)
 - [Are Union Avoidance or Suppression Policies Ethical?](#)
 - [Chapter Summary](#)
 - [Key Terms](#)
 - [Key Terms Review](#)
 - [Communication Skills](#)
 - [Case 10-1 Willful Violation, or a Problem That Can Be Corrected?](#)
 - [Case 10-2 Constructive Discharge and Reinstatement of Strikers](#)
 - [Skill Builder 10-1 Conflict Resolution](#)
 - [Skill Builder 10-2 Negotiating](#)
- [Part IV Compensating](#)
 - [11. Compensation Management](#)
 - [Practitioner's Perspective](#)
 - [Compensation Management](#)
 - [The Compensation System](#)
 - [Motivation and Compensation Planning](#)
 - [Compensation Strategy](#)
 - [Ability to Pay](#)
 - [What Types of Compensation?](#)
 - [Pay for Performance or Pay for Longevity?](#)
 - [Skill-Based or Competency-Based Pay?](#)
 - [At, Above, or Below the Market?](#)
 - [Wage Compression](#)
 - [Pay Secrecy](#)
 - [Legal and Fairness Issues in Compensation](#)
 - [Fair Labor Standards Act of 1938 \(Amended\)](#)
 - [Pay Equity, Comparable Worth, and Other Legal Issues](#)
 - [Comparable Worth](#)
 - [Other Legal Issues](#)
 - [Job Evaluation](#)
 - [Job-Ranking Method](#)
 - [Point-Factor Method](#)
 - [Factor Comparison Method](#)
 - [Developing a Pay System](#)
 - [Job Structure and Pay Levels](#)

[Pay Structure](#)

[Stacking Pay Levels and Evaluating](#)

[Delaying and Broadbanding](#)

[Trends and Issues in HRM](#)

[Designation of Independent Contractors Continues to Be an Issue](#)

[The Stubborn Gender–Wage Gap: Can It Be Fixed?](#)

[Chapter Summary](#)

[Key Terms](#)

[Key Terms Review](#)

[Communication Skills](#)

[Case 11-1 Discounting Everything but Compensation at Costco](#)

[Case 11-2 Employee Red-Lining at CVS: The Have and the Have Not](#)

[Skill Builder 11-1 Job Evaluation](#)

[Skill Builder 11-2 Product Market Competition Limits](#)

[12. Incentive Pay](#)

[Practitioner's Perspective](#)

[Incentive Compensation](#)

[Why Do We Use Incentive Pay?](#)

[Individual or Group-Based Incentives?](#)

[Individual Incentives](#)

[Group Incentives](#)

[Options for Individual Incentives](#)

[Bonus](#)

[Commissions](#)

[Merit Pay](#)

[Piecework Plans](#)

[Standard Hour Plans](#)

[Giving Praise and Other Nonmonetary Incentives](#)

[Options for Group Incentives](#)

[Profit-Sharing Plans](#)

[Gainsharing Plans](#)

[Employee Stock Ownership Plan \(ESOP\)](#)

[Stock Options and Stock Purchasing Plans](#)

[Failures and Challenges in Creating Incentive Pay Systems](#)

[Why Do Incentive Pay Systems Fail?](#)

[Challenges to Incentive Pay Systems](#)

[Guidelines for Creating Motivational Incentive Systems](#)

[Executive Compensation](#)

[Too Much or Just Enough?](#)

[The Dodd-Frank Wall Street Reform and Consumer Protection](#)

[Act of 2010](#)

[Executive Incentives](#)

- [Short-Term Versus Long-Term](#)
 - [The Goal of Executive Compensation](#)
- [Trends and Issues in HRM](#)
 - [Does Incentive Pay Actually Improve Performance?](#)
 - [Comprehensive Pay and Incentive Programs Aren't Just for Highly Skilled Employees](#)
- [Chapter Summary](#)
- [Key Terms](#)
- [Key Terms Review](#)
- [Communication Skills](#)
- [Case 12-1 Best Buy or Best Scam? Trying to Get Commission Results on So-Called Noncommission Pay](#)
- [Case 12-2 Barclays Bonus Bank: Robbing Peter to Pay Paul](#)
- [Skill Builder 12-1 Calculating Individual Incentives](#)
- [Skill Builder 12-2 Developing a Compensation Plan With an Incentive](#)
- [Skill Builder 12-3 Giving Praise](#)

[13. Employee Benefits](#)

- [Practitioner's Perspective](#)
- [The Strategic Value of Benefits Programs](#)
 - [Why Are Benefits Continuing to Grow as a Portion of Overall Compensation?](#)
 - [Considerations in Providing Benefits Programs](#)
- [Old Age, Survivors, and Disability Insurance \(OASDI\)](#)
 - [Social Security and Medicare](#)
- [Other Statutory Benefits](#)
 - [Workers' Compensation](#)
 - [Unemployment Insurance](#)
 - [Family and Medical Leave Act of 1993 \(FMLA\)](#)
 - [The Patient Protection and Affordable Care Act of 2010 \(ACA\)](#)
 - [Statutory Requirements When Providing Certain Voluntary Benefits](#)
- [Voluntary Benefits](#)
 - [Group Health Insurance](#)
 - [Retirement Benefits](#)
 - [Paid Time Off](#)
 - [Other Employee Insurance Coverage](#)
 - [Employee Services](#)
- [Administration and Communication of Benefits](#)
 - [Flexible Benefit \(Cafeteria\) Plans](#)
 - [Communicate Value to Employees](#)
- [Trends and Issues in HRM](#)
 - [Benefits for "Domestic Partners"](#)

[Personalization of Health Care](#)

[Chapter Summary](#)

[Key Terms](#)

[Key Terms Review](#)

[Communication Skills](#)

[Case 13-1 It Is Not Just About the Bling Anymore: Benefits and Perks—the Competitive Edge in Employee Recruitment](#)

[Case 13-2 Google Searches SAS for the Business Solution to How to Create an Award-Winning Culture](#)

[Skill Builder 13-1 Developing Flexible Employee Benefit Plans](#)

[Skill Builder 13-2 Selecting Flexible Employee Benefit Plans](#)

[Part V Protecting and Expanding Organizational Reach](#)

[14. Workplace Safety, Health, and Security](#)

[Practitioner's Perspective](#)

[Workplace Safety and OSHA](#)

[The Occupational Safety and Health Act \(OSH Act\)](#)

[The Occupational Safety and Health Administration \(OSHA\)](#)

[National Institute of Occupational Safety and Health \(NIOSH\)](#)

[Federal Notice Posting Requirements](#)

[Employee Health](#)

[Work–Life Balance](#)

[Employee Assistance Programs \(EAPs\) and Employee Wellness Programs \(EWPs\)](#)

[Ergonomics and Musculoskeletal Disorders \(MSDs\)](#)

[Safety and Health Management and Training](#)

[Stress](#)

[Functional and Dysfunctional Stress](#)

[Causes of Job Stress](#)

[Stress Management](#)

[The Stress Tug-of-War](#)

[Workplace Security](#)

[Cyber Security](#)

[Workplace Violence](#)

[Social Media for Workplace Safety and Security](#)

[Employee Selection and Screening](#)

[General Security Policies, Including Business Continuity and Recovery](#)

[Trends and Issues in HRM](#)

[OSHA Limits Postaccident Drug Testing](#)

[eDocAmerica: Health and Wellness Online](#)

[Chapter Summary](#)

[Key Terms](#)

- [Key Terms Review](#)
- [Communication Skills](#)
- [Case 14-1 Handling the Unhealthy Employee](#)
- [Case 14-2 You Are Not Hurt? Good—You’re Fired!](#)
- [Skill Builder 14-1 Developing a Stress Management Plan](#)
- [Skill Builder 14-2 Safety, Health, and Security](#)
- 15. [Organizational Ethics, Sustainability, and Social Responsibility](#)
 - [Practitioner’s Perspective](#)
 - [Ethical Organizations](#)
 - [Ethics in Business](#)
 - [Ethics Defined](#)
 - [Contributing Factors to Unethical Behavior](#)
 - [Justification of Unethical Behavior](#)
 - [Ethical Approaches](#)
 - [General Guides to Ethical Decision Making](#)
 - [Codes of Ethics](#)
 - [Creating and Maintaining Ethical Organizations](#)
 - [Authority](#)
 - [Responsibility](#)
 - [Accountability](#)
 - [Just Because It’s Legal Doesn’t Mean It’s Ethical!](#)
 - [Facing Ethical Questions](#)
 - [Corporate Social Responsibility \(CSR\)](#)
 - [CSR Defined](#)
 - [Stakeholders and CSR](#)
 - [Levels of Corporate Social Responsibility](#)
 - [Where You Stand Depends on Where You Sit](#)
 - [Sustainability](#)
 - [HR and Organizational Sustainability](#)
 - [Sustainability Training](#)
 - [The Sustainable Organization](#)
 - [Trends and Issues in HRM](#)
 - [Sustainability-Based Benefits](#)
 - [Does Diversity Training Work?](#)
- [Chapter Summary](#)
- [Key Terms](#)
- [Key Terms Review](#)
- [Communication Skills](#)
- [Case 15-1 CEO Compensation: Do They Deserve Rock Star Pay?](#)
- [Case 15-2 Microsoft, Nokia, and the Finnish Government: A Promise Made, a Promise Broken?](#)
- [Skill Builder 15-1 Ethics and Whistle-Blowing](#)

[Skill Builder 15-2 Code of Ethics and Corporate Social Responsibility](#)

[16. Global Issues for Human Resource Managers](#)

[Practitioner's Perspective](#)

[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 Continues as a Trend!](#)

[Chapter Summary](#)

[Key Terms](#)

[Key Terms Review](#)

[Communication Skills](#)

[Case 16-1 Sand by Saya: The Challenges of a Small Business Going Global](#)

[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 2016 Curriculum Guidebook](#)

[Glossary](#)

[Notes](#)

[Name Index](#)

[Company Index](#)
[Subject Index](#)