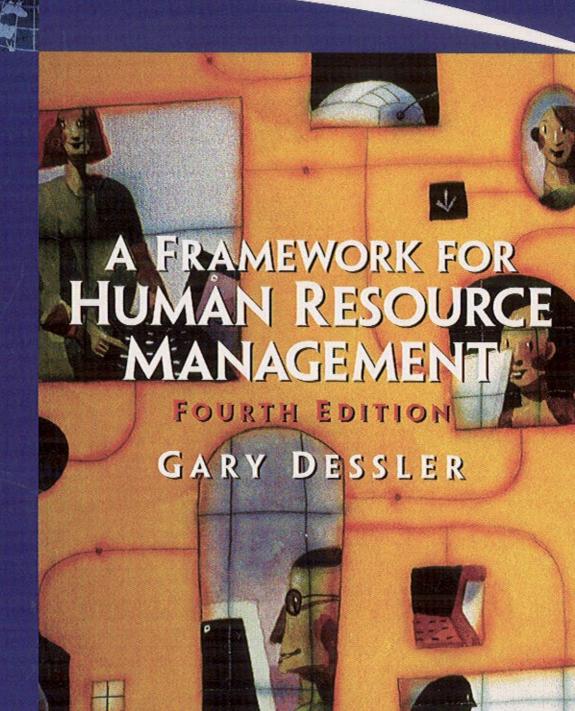


## Pearson International Edition



## **C**ONTENTS

Preface xiii	
CHAPTER 1 Managing Human Resources Today 1	
What Is Human Resource Management? 2	
The Changing Environment and Duties of HR Management	5
HR's Strategic Challenges 8	
HR and Technology 14	
The Plan of This Book 16	
Case Incident: Jack Nelson's Problem 20 Continuing Case: LearnInMotion.com: Introduction 20 Experiential Exercise 23	
CHAPTER 2 Managing Equal Opportunity and Diversity 25	
Selected Equal Employment Opportunity Laws 26	
Defenses Against Discrimination Allegations 40	
Illustrative Discriminatory Employment Practices 42	
The EEOC Enforcement Process 44	
Case Incident: A Case of Racial Discrimination? 53 Continuing Case: LearnInMotion.com: A Question of Discrimination 54 Experiential Exercise 55	:7
SECTION 1 RECRUITMENT AND SELECTION	
CHAPTER 3 Personnel Planning and Recruiting 60	
What Is Job Analysis? 61	
The Recruitment and Selection Process 70	
Workforce Planning and Forecasting 70	
Recruiting Job Candidates 76	
Developing and Using Application Forms 90	
Equal Opportunity and Application Forms 91  Case Incident: A Tight Labor Market for Cleaners 95  Continuing Case: LearnInMotion.com: Who Do We Have to Hire?  Experiential Exercise 97	96
Amondiy: Enrichment Tanics in Joh Analysis 101	

CHAPTER 4 Testing and Selecting Employees 111
The Basics of Testing and Selecting Employees 112
Using Tests at Work 116
Interviewing Prospective Employees 122
Using Other Selection Techniques 134  Case Incident: The Tough Screener 143  Continuing Case: LearnInMotion.com: Do You Have Sales Potential? 143  Experiential Exercise 145
SECTION 2 TRAINING, DEVELOPMENT, AND COMPENSATION
CHAPTER 5 Training and Developing Employees 150
Orienting Employees 151
The Training Process 152
Training Techniques 156
Managerial Development and Training 162
Evaluating the Training and Development Effort 171 Case Incident: Reinventing the Wheel at Apex Door Company 175 Continuing Case: LearnInMotion.com: The New Training Program 175 Experiential Exercise 177
CHAPTER 6 Performance Management and Appraisal 182
Basic Concepts in Performance Management 183
An Introduction to Appraising Performance 186
Basic Appraisal Methods 189
The Appraisal Feedback Interview 195
Toward More Effective Appraisals 197
Performance and Career Management 200 Case Incident: Back with a Vengeance 208 Continuing Case: LearnInMotion.com: The Performance Appraisal 208 Experiential Exercise 209
CHAPTER 7 Compensating Employees 213
What Determines How Much You Pay? 214
How Employers Establish Pay Rates 217
Current Trends in Compensation 222
Incentive Plans 225
Employee Benefits 232  Case Incident: Salary Inequities at Acme Manufacturing 243  Continuing Case: LearnInMotion.com: The Incentive Plan 244  Experiential Exercise 245

## **SECTION 3** MANAGING EMPLOYEE RELATIONS

## CHAPTER 8 **Ethics and Fair Treatment in Human** Resource Management 250 Ethics and Fair Treatment at Work What Shapes Ethical Behavior at Work? 254 Ethics, Fair Treatment, and the Role of HR Management 259 Employee Discipline and Privacy 264 Managing Dismissals Case Incident: Allstate's Disappearing Agents 275 Continuing Case: LearnInMotion.com: Are Our Ethics Out of Control? 276 Experiential Exercise 276 Managing Labor Relations and Collective CHAPTER 9 Bargaining 282 The Labor Movement 283 Unions and the Law 285 The Union Drive and Election 289 The Collective Bargaining Process 297 What's Next for Unions? Case Incident: Disciplinary Action 310 Continuing Case: LearnInMotion.com: Keeping a Watchful Eye Out for the Union 311 Experiential Exercise 311 CHAPTER 10 Protecting Safety and Health 315 316 Employee Safety and Health: An Introduction What Causes Accidents? 321 How to Prevent Accidents 324 Employee Health: Problems and Remedies 328 Case Incident: The New Safety Program Continuing Case: LearnInMotion.com: The New Safety and Health Program Experiential Exercise MODULE A Managing HR Globally HR and the Internationalization of Business 346 How to Implement a Global HR System 349 Improving International Assignments Through Selection 351 Training and Maintaining International Employees 356 Case Incident: "Boss, I Think We Have a Problem"

Contents

Glossary

Name Index Subject Index

369

375

377