

Contents

Part I UNDERSTANDING HRM

01 HRM in a Changing Environment

3

Learning Outcomes 2

Introduction 4

Understanding Cultural Environments 4

The Impact of Technology 5

What Is a Knowledge Worker? 6

How Technology Affects HRM Practices 6

Recruiting 7

Employee Selection 7

Training and Development 7

Ethics and Employee Rights 7

Motivating Knowledge Workers 8

Paying Employees Market Value 8

Communications 8

Decentralized Work Sites 8

Skill Levels 8

A Legal Concern 9

Ethical Issues in HRM: Invasion of Privacy? 9

Contemporary Connection: We Are Now Entering the Blogosphere 10

Workforce Diversity 10

The Workforce Today 10

Diversity Topics: Chief Diversity Officer 11

How Diversity Affects HRM 11

Diversity Topics: Valuing a Diverse Workplace 12

Contemporary Connection: 2020 Vision 13

What Is a Work/Life Balance? 13

Diversity Topics: Glass Ceiling Still a Barrier for Women Globally 14

The Labor Supply 14

Do We Have a Shortage of Skilled Labor? 14

Why Do Organizations Lay Off Employees during Shortages? 15

How Do Organizations Balance Labor Supply? 15

Issues Contingent Workers Create for HRM 16

Continuous Improvement Programs 18

Work Process Engineering 18

How HRM Can Support Improvement Programs 19

How HRM Assists in Work Process Engineering 19

Employee Involvement 20

How Organizations Involve Employees 20

Employee Involvement Implications for HRM 21

Other HRM Challenges 21

Recession 21

Offshoring 21

Mergers 22

A Look at Ethics 22

Summary 23

Demonstrating Comprehension: Questions for Review 24

Key Terms 24

HRM Workshop 25

Linking Concepts to Practice: Discussion Questions 25

Making a Difference: Service Learning Projects 25

Developing Diagnostic and Analytical Skills 26

Case Application 1: Work/Life Balance at Baxter 26

Working with a Team: Understanding Diversity Issues 26

Learning an HRM Skill: Guidelines for Acting Ethically 27

Enhancing Your Communication Skills 27

02 Introduction to HR Functions

29

Learning Outcomes 28

Introduction 30

Why Is HRM Important to an Organization? 30

The Strategic Nature 31

Tips For Success: Reviewing the Functions of Management 32

The HRM Functions 32

Staffing Function 34

Training and Development Function 35

Motivation Function 36

Maintenance Function 37

How External Influences Affect HRM 38

The Dynamic Environment of HRM 38

Laws and Regulation 38

- Labor Unions 38
- Management Thought 40
- Structure of the HR Department 40
 - Employment 41
 - Training and Development 41
 - Compensation and Benefits 42
 - Employee Relations 42
 - Top Management Commitment 43
 - Effective Upward Communication 43
 - Determining What to Communicate 43
- Tips For Success: HRM Certification 44**
 - Allowing for Feedback 44
 - Information Sources 44
- Is a Career in HR for Me? 45
- Does HRM Really Matter? 45
- Ethical Issues in HRM: Purposely Distorting Information 46**
- HR Trends and Opportunities 47
 - Outsourcing 47
 - Professional Employer Organization (PEO) 47
 - Shared Services 47
- HRM in a Small Business 48
- HRM in a Global Environment 48
- HR and Corporate Ethics 49
- Summary 50
- Demonstrating Comprehension: Questions for Review 51
- Key Terms 51
- HRM Workshop 52**
 - Linking Concepts to Practice: Discussion Questions 52
 - Making a Difference: Service Learning Projects 52
 - Developing Diagnostic and Analytical Skills 52
 - Case Application 2: Nine-to-Five No More 52
 - Working with a Team: Making a Layoff Decision 53
 - Learning an HRM Skill: HR Certification 54
 - Enhancing Your Communication Skills 54

Part 2 THE LEGAL AND ETHICAL CONTEXT OF HRM

03 Employment Laws 57

- Learning Outcomes 56
- Introduction 58
- Laws Affecting Discriminatory Practices 58
 - The Importance of the Civil Rights Act of 1964 58
 - Race and Color Discrimination 59

- Religious Discrimination 59
- National Origin Discrimination 60
- Sex or Gender Discrimination 60
- EEOA/EEOC 62
- Contemporary Connection: Discrimination Claims Going Up 62**
- Relevant Executive Orders 63
- Age Discrimination in Employment Act of 1967 63
- Equal Pay Act 64
- Pregnancy Discrimination 64
- The Americans with Disabilities Act of 1990 and The ADA Amendments Act of 2008 64
- The Civil Rights Act of 1991 65
- The Family and Medical Leave Act of 1993 (FMLA) 66
- Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA) 66
- Genetic Information Nondiscrimination Act (GINA) of 2008 68
- Preventing Discrimination 68
 - Uniform Guidelines on Employee Selection Procedures 68
- Tips For Success: Is a Problem Brewing? 69**
- Determining Potential Discriminatory Practices 69
 - The 4/5ths Rule 69
 - Restricted Policy 70
 - Geographical Comparisons 70
 - McDonnell-Douglas Test 70
 - Affirmative Action Plans 71
- Tips For Success: Suggestions for Recruiting Minorities and Women 71**
- Responding to an EEO Charge 72
 - Business Necessity 72
 - Bona Fide Occupational Qualifications 72
 - Seniority Systems 73
- Selected Relevant Supreme Court Cases 73
 - Cases Concerning Discrimination 73
 - Cases Concerning Reverse Discrimination 75
- Enforcing Equal Opportunity Employment 76
 - The Role of the EEOC 76
- Contemporary Connection: EEOC Reaches Out to Young Workers 77**
- Office of Federal Contract Compliance Program (OFCCP) 78
- Current Issues in Employment Law 78
 - Sexual Harassment 78
 - Comparable Worth and Equal Pay Issues 79
- Ethical Issues in HRM: How Bad Does it Have to Be? 80**
- Sexual Orientation 81

English-Only Laws and Policies	82
Ethical Issues in HRM: English-Only Rules	82
Appearance and Weight Discrimination	83
HRM in a Global Environment	83
China	83
Canada	83
India	84
Australia	84
Germany	84
Summary	84
Demonstrating Comprehension: Questions for Review	86
Key Terms	86
HRM Workshop	87
Linking Concepts to Practice: Discussion Questions	87
Making a Difference: Service Learning Projects	87
Developing Diagnostic and Analytical Skills	87
<i>Case Application 3: When Good Intentions Go Wrong</i>	87
Working with a Team: What's Your Perception?	88
Learning an HRM Skill: Investigating a Harassment Complaint	88
Enhancing Your Communication Skills	89

04 Employer and Employee Rights 91

Learning Outcomes	90
Introduction	92
Employee Rights Legislation and the HRM Implications	92
The Privacy Act	92
The Fair Credit Reporting Act	93
The Drug-Free Workplace Act	93
The Polygraph Protection Act	94
The Worker Adjustment and Retraining Notification Act	94
Current Issues Regarding Employee Rights	96
Social Media	96
Drug Testing	98
Contemporary Connection: Why Organizations Conduct Drug Tests	99
Honesty Tests	99
Whistle-Blowing	100
Employee Monitoring and Workplace Security	100
Contemporary Connection: By the Numbers	101
Workplace Romance	102
The Employment-at-Will Doctrine	103
Exceptions to the Doctrine	103

Contractual Relationship	103
Statutory Considerations	104
Public Policy Violation	104
Implied Employment Contract	104
Breach of Good Faith	104
Discipline and Employee Rights	105
What Is Discipline?	105
Factors to Consider When Disciplining	105
Tips For Success: What to Know before Disciplining Employees	106
Disciplinary Guidelines	108
Disciplinary Actions	109
Written Verbal Warning	109
Written Warning	110
Suspension	110
Dismissal	110
Tips For Success: Are You Part of the Problem?	111
Summary	112
Demonstrating Comprehension: Questions for Review	114
Key Terms	114

HRM Workshop 115

Linking Concepts to Practice: Discussion Questions	115
Making a Difference: Service Learning Projects	115
Developing Diagnostic and Analytical Skills	115
<i>Case Application 4: Casino Has No Sense of Humor</i>	115
Working with a Team: Dealing in Gray Areas	116
Learning an HRM Skill: Guidelines for Counseling Employees	116
Enhancing Your Communication Skills	117

Part 3 STAFFING THE ORGANIZATION

05 Effective Job Analysis 119

Learning Outcomes	118
Introduction	120
An Organizational Framework	120
Ethical Issues in HRM: Shades of Green	121
Linking Organizational Strategy to Human Resource Planning	122
Assessing Current Human Resources	123
Human Resource Information Systems	123
Succession Planning	124
Determining the Demand for Labor	124
Tips For Success: Where the Jobs Are	125
Predicting the Future Labor Supply	125

Where Will We Find Workers? 126
 Matching Labor Demand and Supply 126
The Job Analysis Process 128
 Job Analysis Methods 128
 Observation Method 128
 Individual Interview Method 128
 Group Interview Method 128
 Structured Questionnaire Method 128
 Technical Conference Method 128
 Diary Method 128
 Structured Job Analysis Techniques 129
 O*NET and the Department of Labor 129
 Position Analysis Questionnaire 130
 Purpose of Job Analysis 131
 Job Descriptions 131
 Essential Functions 132
 Job Specifications 132
 Job Evaluations 132
 The Multifaceted Nature of Job Analysis 132
 Job Design 133
 Job Enrichment 133
 Contemporary Connection: Measuring Results,
 Not Face Time 134
 Flexible Work Schedules 135
 Job Design and Teams 135
Summary 136
Demonstrating Comprehension: Questions for Review 137
Key Terms 137
HRM Workshop 138
 Linking Concepts to Practice: Discussion
 Questions 138
 Making a Difference: Service Learning
 Projects 138
 Developing Diagnostic and Analytical Skills 138
 *Case Application 5: Turnover and Morale
 Problems at TSA* 138
 Working with a Team: Job Analysis Information 139
 Learning an HRM Skill: Conducting the Job
 Analysis 139
 Enhancing Your Communication Skills 139

06 Employee Recruitment 141

Learning Outcomes 140
Introduction 142
Recruiting Goals 142
 Factors That Affect Recruiting Efforts 142
 Tips For Success: Something for Everyone 143
 Constraints on Recruiting Efforts 143

Organization Image 143
 Job Attractiveness 144
 Internal Organizational Policies 144
Tips For Success: Employment Branding 144
Diversity Topics: Job Advertisements
 and EEO 145
 Legal Influence 145
 Recruiting Costs 145
Recruiting Sources 145
 The Internal Search 146
 Employee Referrals and Recommendations 146
 External Searches 147
 Advertisements 147
 Employment Agencies 150
 Schools, Colleges, and Universities 150
 Job Fairs 151
 Professional Organizations 151
 Unsolicited Applicants 151
 Online Recruiting 152
 Employer Websites 152
 Job Boards 152
 Social Media 152
 Specialized Job Boards 152
 Effective Recruiting 153
 Recruitment Alternatives 153
 Temporary Help Services 153
 Employee Leasing 153
 Tips For Success: “Best Practice” Ideas Applicable
 to Recruitment and Hiring 154
 Independent Contractors 154
 Recruiting: A Global Perspective 154
 Your Own Job Search 155
 Tips For Success: Posting Online Résumés 156
 Preparing Your Résumé 156
 Making Social Media Work for You 156
Summary 157
Demonstrating Comprehension: Questions for Review 158
Key Terms 158

HRM Workshop 159

Linking Concepts to Practice: Discussion Questions 159
 Making a Difference: Service Learning Projects 159
 Developing Diagnostic and Analytical Skills 159
 *Case Application 6: The Container Store: Keeping
 it Fresh* 159
 Working with a Team: A Question of Effective
 Recruiting 160
 Learning an HRM Skill: Writing a Job
 Advertisement 160
 Enhancing Your Communication Skills 161

07 Selecting Employees

163

Learning Outcomes 162

Introduction 164

The Selection Process 164

Initial Screening 164

Completing the Application Form 165

Tips For Success: Too Much Information 166

Key Issues 166

Weighted Application Forms 167

Successful Applications 167

Pre-employment Testing 167

Performance Simulation Tests 168

Work Sampling 168

Assessment Centers 168

Testing in a Global Arena 168

Diversity Topics: Interview Questions 169

Comprehensive Interviews 170

Tips For Success: Steps for Effective Interviewing 170

Real HR Encounters: Interview Headaches 171

Interview Effectiveness 171

First Impressions 171

Impression Management 171

Ethical Issues in HRM: The Stress Interview 172

Interviewer Bias 172

The Behavioral Interview 172

Tips For Success: Professionalism on the Phone 173

Realistic Job Previews 174

Conditional Job Offers 174

Background Investigation 174

Medical/Physical Examination 177

Job Offers 178

The Comprehensive Approach 178

Tips For Success: Avoiding Hiring Mistakes 179

Now It's Up to the Candidate 179

Selection for Self-Managed Teams 180

Key Elements for Successful Predictors 181

Reliability 181

Validity 182

Content Validity 182

Construct Validity 182

Criterion-Related Validity 182

Validity Analysis 183

Cut Scores and Their Impact on Hiring 183

Validity Generalization 185

Selection from a Global Perspective 185

Final Thoughts: Excelling at the Interview 186

Summary 187

Demonstrating Comprehension: Questions for Review 188

Key Terms 188

HRM Workshop 189

Linking Concepts to Practice: Discussion Questions 189

Making a Difference: Service Learning Projects 189

Developing Diagnostic and Analytical Skills 189

Case Application 7: Bon-Ton Stores: Selection Isn't a Beauty Pageant 189

Working with a Team: Preparing for the Interview 190

Learning an HRM Skill: Creating Effective Interview Questions 190

Enhancing Your Communication Skills 191

Part 4 TRAINING AND DEVELOPMENT

08 Training and Developing Employees

193

Learning Outcomes 192

Introduction 194

The Outsider-Insider Passage 194

Socialization 194

Assumptions of Employee Socialization 194

Socialization Strongly Influences Employee Performance and Organizational Stability 194

Organizational Stability Also Increases through Socialization 195

New Members Suffer from Anxiety 195

Socialization Needs to be Consistent with Culture 195

Individuals Adjust to New Situations in Remarkably Similar Ways 196

The Socialization Process 196

Tips For Success: Orientation Checklist 197

The Purpose of New-Employee Orientation 197

Learning the Organization's Culture 198

Real HR Encounters: HR's Role in Creating and Sustaining Culture 198

The CEO's Role in Orientation 199

HRM's Role in Orientation 199

It's All in Here: The Employee Handbook 200

Diversity Topics: Training, Development, and EEO 200

Why Use an Employee Handbook? 201

Employee Training 201

Determining Training Needs 202

Training Methods 203

 On-the-Job Training Methods 203

 Off-the-Job Training Methods 204

Employee Development 205

 Employee Development Methods 205

 Job Rotation 205

 Assistant-To Positions 205

 Committee Assignment 205

 Lecture Courses and Seminars 206

 Simulations 206

Contemporary Connection: Training Expenditures 206

 Adventure Training 207

Organization Development 207

 Change Is a Popular Topic 208

 The Calm Waters Metaphor 208

 The White-Water Rapids Metaphor 209

 OD Methods 209

 Organization Development 209

 OD Techniques 210

Ethical Issues in HRM: OD Intervention 210

 The Learning Organization 211

Evaluating Training and Development Effectiveness 212

 Evaluating Training 212

 Performance-Based Evaluation Measures 213

 Post-Training Performance Method 213

 Pre-Post-Training Performance Method 213

 Pre-Post-Training Performance with Control Group Method 213

International Training and Development Issues 213

 Cross-Cultural Training 214

 Development 214

Summary 215

Demonstrating Comprehension: Questions for Review 216

Key Terms 216

HRM Workshop 217

 Linking Concepts to Practice: Discussion Questions 217

 Making a Difference: Service Learning Projects 217

 Developing Diagnostic and Analytical Skills 217

Case Application 8: The Underrated Checklist: Five Steps to Save Lives 217

 Working with a Team: Orienting Employees 218

 Learning an HRM Skill: Coaching Employees 218

 Enhancing Your Communication Skills 219

What Is a Career? 222

 Individual versus Organizational Perspective 223

 Career Development versus Employee Development 223

 Career Development: Value for the Organization 223

 Needed Talent Will Be Available 223

 The Organization's Ability to Attract and Retain Talented Employees Improves 224

 Minorities and Women Have Comparable Opportunities for Growth and Development 224

 Reduced Employee Frustration 224

 Enhanced Cultural Diversity 224

 Organizational Goodwill 224

 Career Development: Value for the Individual 224

 Mentoring and Coaching 225

Ethical Issues in HRM: Mentoring Programs for Women and Minorities 227

Traditional Career Stages 228

 Exploration 228

 Establishment 229

Real HR Encounters: Encouraging Managers 229

 Mid-Career 230

 Late Career 230

 Decline (Late Stage) 230

Contemporary Connection: Where Are the Jobs? 231

Career Choices and Preferences 232

 Holland Vocational Preferences 232

 The Schein Anchors 233

 The Myers-Briggs Typologies 234

Tips For Success: Entrepreneurship: Building Your Own Career 234

Tips For Success: Internships: Experience at Work 236

Taking Responsibility for Building Your Career 236

Summary 237

Demonstrating Comprehension: Questions for Review 238

Key Terms 238

HRM Workshop 239

 Linking Concepts to Practice: Discussion Questions 239

 Making a Difference: Service Learning Projects 239

 Developing Diagnostic and Analytical Skills 239

Case Application 9: Award-Winning Focus on Employees 239

 Working with a Team: Career Insights 240

 Learning an HRM Skill: Making a Career Choice 240

 Enhancing Your Communication Skills 241

Part 5 MAINTAINING HIGH PERFORMANCE

10 Performance Management 243

Learning Outcomes 242

Introduction 244

Performance Management Systems 244

Purposes of a Performance Management System 244

Contemporary Connection: Abolish Performance Appraisals? 245

Difficulties in Performance Management Systems 246

Focus on the Individual 246

Focus on the Process 247

Ethical Issues in HRM: "That's Not Fair!" When Performance Appraisals Go Wrong 247

Performance Management and EEO 248

The Appraisal Process 248

Establish Performance Standards 248

Communicate Expectations 249

Measure Actual Performance 249

Compare Actual Performance with Standards 249

Discuss the Appraisal with the Employee 249

Initiate Corrective Action if Necessary 249

Contemporary Connection: The Feedback Fix 250

Appraisal Methods 250

Evaluating Absolute Standards 250

Critical Incident Appraisal 251

Checklist Appraisal 251

Graphic Rating Scale Appraisal 252

Forced-Choice Appraisal 252

Behaviorally Anchored Rating Scales 253

Relative Standards Methods 253

Group Order Ranking 253

Individual Ranking 254

Contemporary Connection: Forced Rankings: Are They Working? 255

Paired Comparison 255

Using Achieved Outcomes to Evaluate Employees 256

Common Elements in MBO Programs 256

Specific Goals 256

Participative Decision Making 256

Specific Time Period 256

Performance Feedback 256

Contemporary Connection: Facts on Performance Evaluations 257

Does MBO Work? 257

Factors That Can Distort Appraisals 257

Leniency Error 258

Halo Error 259

Similarity Error 259

Low Appraiser Motivation 259

Central Tendency 259

Inflationary Pressures 259

Inappropriate Substitutes for Performance 260

Attribution Theory 260

Creating More Effective Performance Management Systems 261

Use Behavior-Based Measures 261

Contemporary Connection: The "Anywhere" Performance Appraisal 262

Combine Absolute and Relative Standards 262

Provide Ongoing Feedback 263

Use Multiple Raters 263

Use Peer Evaluations 263

Tips For Success: Team Performance Appraisals 264

360-Degree Appraisals 264

Rate Selectively 265

Train Appraisers 265

The Performance Appraisal Meeting 265

International Performance Appraisal 266

Who Performs the Evaluation? 267

Tips For Success: Performance Metrics in China 267

Summary 268

Demonstrating Comprehension: Questions for Review 269

Key Terms 269

HRM Workshop 270

Linking Concepts to Practice: Discussion Questions 270

Making a Difference: Service Learning Projects 270

Developing Diagnostic and Analytical Skills 270

Case Application 10: Rank 'em and Yank 'em 270

Working with a Team: Behaviorally Anchored Rating Scales 271

Working with a Team: The 360-Degree Performance Appraisal 271

Learning an HRM Skill: Writing Appraisal Comments 271

Enhancing Your Communication Skills 273

11 Compensation 275

Learning Outcomes 274

Introduction 276

Intrinsic versus Extrinsic Rewards 276

Ethical Issues in HRM: Salary Negotiation and Discrimination 276

Financial versus Nonfinancial Rewards 277
 Performance-Based versus Membership-Based Rewards 277
Compensation Administration 278
 Government Influence on Compensation Administration 278
 Fair Labor Standards Act 278
 Ethical Issues in HRM: The Secret Paycheck 279
 Contemporary Connection: The Minimum Wage Debate 281
 The Civil Rights and Equal Pay Acts 282
Job Evaluation and the Pay Structure 282
 Job Evaluation 282
 Isolating Job Evaluation Criteria 282
 Job Evaluation Methods 283
 Ordering Method 283
 Classification Method 283
 Point Method 283
 Establishing the Pay Structure 284
 Compensation Surveys 284
 Wage Curves 284
 The Wage Structure 285
 External Factors 286
 Geographic Differences 286
 Labor Supply 286
 Competition 286
 Cost of Living 286
 Collective Bargaining 286
 Communicating with Employees 286
Special Cases of Compensation 287
 Incentive Compensation Plans 287
 Individual Incentives 287
 Group Incentives 288
 Organization-Wide Incentives 288
 Paying for Performance 289
 Team-Based Compensation 290
Executive Compensation Programs 291
 Salaries of Top Managers 291
 Supplemental Financial Compensation 291
 Ethical Issues in HRM: Are U.S. Executives Overpaid? 292
 Supplemental Nonfinancial Compensation: Perquisites 293
International Compensation 293
 Base Pay 293
 Differentials 294
 Incentives 294
 Assistance Programs 294
 Contemporary Connection: Compensation in a Global Environment 295
Summary 295

Demonstrating Comprehension: Questions for Review 296
Key Terms 296

HRM Workshop 297

 Linking Concepts to Practice: Discussion Questions 297
 Making a Difference: Service Learning Projects 297
 Developing Diagnostic and Analytical Skills 297
 Case Application 11: Rethinking Compensation at FirstMerit Bank 297
 Working with a Team: Understanding Incentive Plans 298
 Learning an HRM Skill: Pay-for-Performance Goal Setting 298
 Enhancing Your Communication Skills 299

12 Employee Benefits 301

Learning Outcomes 300
Introduction 302
 Costs of Providing Employee Benefits 302
 Contemporary Benefits Offerings 302
 Ethical Issues in HRM: Domestic Partner Benefits 304
Legally Required Benefits 304
 Social Security 305
 Unemployment Compensation 305
 Contemporary Connection: Look out for the Silver Tsunami 306
 Workers' Compensation 306
 Real HR Encounters: Abusing Worker's Compensation 307
 Family and Medical Leave Act 307
Voluntary Benefits 307
 Health Insurance 309
 Traditional Health Insurance 310
 Health Maintenance Organizations 310
 Preferred Provider Organizations 310
 Point-of-Service 310
 Consumer Driven Health Plan 310
 Employer-Operated Coverage 312
 Health Insurance Continuation 312
 The HIPAA Requirement 312
 Real HR Encounters: Whiteboard Puts a Face on the Cost of Health Insurance 312
 Patient Protection and Affordable Care Act 313
Retirement Benefits 313
 Ethical Issues in HRM: Airline Pensions Crash and Burn 314
 Defined Benefit Plans 315
 Defined Contribution Plans 315
 Money Purchase Pension Plans 316

- Profit-Sharing Plans 316
 - Individual Retirement Accounts 316
 - 401(k)s 316
 - Paid Time Off 317
 - Vacation and Holiday Leave 317
 - Disability Insurance Programs 318
 - Sick Leave 318
 - Short-Term Disability Plans 319
 - Long-Term Disability Plans 319
 - Ethical Issues in HRM:** Making Sick Leave a Required Benefit? 319
 - Contemporary Connection:** Leaving It Up to You: Paid Time Off Leave (PTO) 320
 - Survivor Benefits 320
 - Group Term Life Insurance 320
 - Travel Insurance 321
 - Employee Services and Family-Friendly Benefits 321
 - An Integrative Perspective on Employee Benefits 321
 - Flexible Spending Accounts 321
 - Modular Plans 323
 - Core-Plus Options Plans 323
 - Benefits in a Global Environment 323
 - Summary 324
 - Demonstrating Comprehension: Questions for Review 325
 - Key Terms 326
 - HRM Workshop** 326
 - Linking Concepts to Practice: Discussion Questions 326
 - Making a Difference: Service Learning Projects 326
 - Developing Diagnostic and Analytical Skills 327
 - Case Application 12: Perks and Profits* 327
 - Working with a Team: Benefit Selections 327
 - Learning an HRM Skill: Calculating a Long-Term Disability Payment 328
 - Enhancing Your Communication Skills 329
-
- 13

Health and Safety

331
-
- Learning Outcomes 330
 - Introduction 332
 - The Occupational Safety and Health Act 332
 - OSHA Inspection Priorities 332
 - Ethical Issues in HRM:** Legacy of a Tragedy 334
 - OSHA Record Keeping Requirements 335
 - Tips For Success:** When OSHA Comes to Call 338
 - OSHA Punitive Actions 339
 - OSHA: A Resource for Employers 339
 - Areas of Emphasis 340
 - Education and Training 340
 - Assisting Employers in Developing a Safer Workplace 340
 - Management Commitment and Employee Involvement 340
 - Worksite Analysis 341
 - Hazard Prevention and Control 341
 - Contemporary Connection:** OSHA's Top Ten Violations 342
 - Training for Employees, Supervisors and Managers 342
 - Contemporary Health and Safety Issues 343
 - Workplace Violence 343
 - Indoor Air Quality 344
 - The Smoke-Free Environment 344
 - Repetitive Stress Injuries 345
 - Current Connection:** Faith in the Slaughterhouse 345
 - Stress 346
 - Common Causes of Stress 347
 - Symptoms of Stress 348
 - Reducing Stress 348
 - Contemporary Connection:** Is "Cyberloafing" Really a Good Thing? 349
 - A Special Case of Stress: Burnout 349
 - Causes and Symptoms of Burnout 350
 - Reducing Burnout 350
 - Employee Assistance Programs 350
 - A Brief History of EAPs 351
 - EAPs Today 351
 - Wellness Programs/Disease Management 351
 - Ethical Issues in HRM:** Smokers and the Obese Need Not Apply 352
 - International Safety and Health 353
 - International Health Issues 353
 - International Safety Issues 353
 - Summary 354
 - Demonstrating Comprehension: Questions for Review 355
 - Key Terms 355
 - HRM Workshop** 356
 - Linking Concepts to Practice: Discussion Questions 356
 - Making a Difference: Service Learning Projects 356
 - Developing Diagnostic and Analytical Skills 356
 - Case Application 13: Protection OSHA-Style* 356
 - Working with a Team: Health and Safety 357
 - Learning an HRM Skill: Developing Safety Skills 357
 - Enhancing Your Communication Skills 357

Part 6 LABOR-MANAGEMENT ENVIRONMENTS

14 Labor Relations and Collective Bargaining 359

Learning Outcomes 358

Introduction 360

Why Employees Join Unions 361

Higher Wages and Benefits 361

Greater Job Security 361

Influence Over Work Rules 361

Compulsory Membership 361

Dissatisfaction with Management 363

Labor Legislation 363

The Wagner Act 363

The Taft-Hartley Act 364

Diversity Topics: Unions and EEO 365

Other Laws Affecting Labor-Management Relations 365

The Railway Labor Act of 1926 365

Landrum-Griffin Act of 1959 366

Executive Orders 10988 and 11491 366

Racketeer Influenced and Corrupt Organizations Act (RICO) of 1970 366

Civil Service Reform Act of 1978 366

Unionizing Employees 367

Tips For Success: The Union Drive 368

Collective Bargaining 369

Objective and Scope of Collective Bargaining 369

Collective Bargaining Participants 369

The Collective-Bargaining Process 370

Preparing to Negotiate 370

Negotiating at the Bargaining Table 370

Contract Administration 371

Failure to Reach Agreement 372

Strikes versus Lockouts 372

Ethical Issues in HRM: The Striker Replacement Dilemma 373

Impasse-Resolution Techniques 374

Critical Issues for Unions Today 374

Union Membership: Where Have the Members Gone? 374

Contemporary Connection: The Union Summer 375

Labor-Management Cooperation 375

Public Sector Unionization 376

Contemporary Connection: Union Split Creates "Change to Win" 376

International Labor Relations 377

Differing Perspectives toward Labor Relations 379

The European Union 379

Summary 380

Demonstrating Comprehension: Questions for Review 380

Key Terms 381

HRM Workshop 381

Linking Concepts to Practice: Discussion Questions 381

Making a Difference: Service Learning Projects 381

Developing Diagnostic and Analytical Skills 382

Case Application 14: "Save Money. Live Better"—Walmart And Unions Interpret The Slogan Differently 382

Working with a Team: Handling a Grievance 382

Learning an HRM Skill: Negotiation Skills 383

Enhancing Your Communication Skills 383

Endnotes 384

Glossary 408

Company Index 415

Subject Index 417