Contents

PART ONE	Introduction 25
Chapter 1	Strategic Human Resource Management: An Overview HRM in Action: Corporate Culture and Employer Branding 26 Chapter Objectives 27 Human Resource Management 28 Human Resource Management Functions 28 Staffing 28 Human Resource Development 28 Compensation 29
	Safety and Health 29
	Employee and Labor Relations 29
	Human Resource Research 29
	Interrelationships of HRM Functions 30 Dynamic Human Resource Management Environment 30
	Legal Considerations 30
	Labor Market 31
	Society 31
	Political Parties 31
	Unions 31
	Shareholders 31
	Competition 31
	Customers 31
	■ TRENDS & INNOVATIONS: Mobile HR: Is the Cloud the Limit? 32
	HR Technology 32
	Economy 32 Unanticipated Events 33
	Corporate Culture as a Major Internal Environment Factor 33
	How Human Resource Management Is Practiced in the Real World 34
	HR's Changing Strategic Role: Who Performs the Human Resource
	Management Tasks? 34
	Human Resource Manager 34
	HR Outsourcing 35
	HR Shared Service Centers 35
	Professional Employer Organizations (Employee Leasing) 36
	Line Managers 36
	Human Resource Management in Small Businesses 36
	Human Resource Designations 37
	Evolution of Human Resource Management 37
	Evolving HR Organizations 39
	Professionalization of Human Resource Management 40
	Society for Human Resource Management 40 Human Resource Certification Institute 40
	American Society for Training and Development 40
	WorldatWork 40
	Scope of This Book 41
	■ A GLOBAL PERSPECTIVE: Country Culture as a Possible Barrier to Global Business 42

PART TWO

Chapter 2

```
Summary 42 • Key Terms 43 • Exercises 43 • Questions for Review 44
              Incident 1: HR after a Disaster 44 • Incident 2: Downsizing 45 • Notes 45
              Ethical, Social, and Legal Considerations 47
              Business Ethics and Corporate Social Responsibility 48
              Chapter Objectives 49
              HRM in Action: Pay for Whistleblowing 48
              Ethics 50
              Sources of Ethical Guidance 50
                 ETHICAL DILEMMA: A Selection Quandary 51
              Legislating Ethics 51
                 Procurement Integrity Act 51
                 Federal Sentencing Guidelines for Organizations Act 51
                 Corporate and Auditing Accountability, Responsibility and Transparency Act 52
                 Dodd-Frank Wall Street Reform and Consumer Protection Act 52
              Creating an Ethical Culture 52
              Code of Ethics 53
              Linking Pay to Ethical Behavior 54
              Human Resource Ethics 54
              Ethics Training 55
              Corporate Social Responsibility 56
                 ■ TRENDS & INNOVATIONS: Not Everyone Is on Board with Corporate
                 Social Responsibility 57
              Corporate Sustainability 57
              Conducting a Social Audit 58
                  A GLOBAL PERSPECTIVE: Can Corporate Social Responsibility Succeed
                  in the Global Environment? 59
              Summary 60 • Key Terms 60 • Exercises 61 • Questions for Review 61
              Incident 1: Is It Private and Confidential? 61 • Incident 2: "You Can't Fire Me" 61

    Notes 62

              Workforce Diversity, Equal Employment Opportunity, and
Chapter 3
               Affirmative Action 64
               HRM in Action: Lesbian, Gay, Bisexual, and Transgender Employees as a
               Protected Class? 64
               Chapter Objectives 65
               Diversity and Diversity Management 66
               Components of the Diverse Workforce 66
                  Single Parents and Working Mothers 66
                  Women in Business 67
                  Mothers Returning to the Workforce 67
                  Dual-Career Families 67
                  Workers of Color 67
                  Older Workers 68
                  People with Disabilities 68
                  Immigrants 68
                  Foreign Workers 69
                  Young Persons, Some with Limited Education or Skills 69
                  Baby Boomers, Gen X, Gen Y, and Gen Z 69
                  Multigenerational Diversity 71
               Equal Employment Opportunity: An Overview 71
               Laws Affecting Equal Employment Opportunity 71
                  Civil Rights Act of 1866 71
                  Egual Pay Act of 1963, Amended in 1972 72
```

Lilly Ledbetter Fair Pay Act of 2009 72

Title VII of the Civil Rights Act of 1964, Amended in 1972 73

Comparable Worth 73

7

	Chapter Objectives 103 Job Analysis: A Basic Human Resource Management Tool 104 Reasons for Conducting Job Analysis 104 Staffing 104 Training and Development 105
Chapter 4	Job Analysis, Strategic Planning, and Human Resource Planning 102 HRM in Action: Disaster Planning: From Natural Calamities to Human-made Crises 102
PART THREE	•
	Summary 96 • Key Terms 97 • Exercises 97 • Questions for Review 97 • Incident 1: I Feel Great 98 • Incident 2: Gender Diversity: Change for the Better? 98 • Notes 99
	■ A GLOBAL PERSPECTIVE: Global Sexual Harassment 95
	HR Laws and Executive Orders Affecting Small Businesses 94
	Order 11375 91 Affirmative Action Programs 92
	Affirmative Action: Executive Order 11246, as Amended by Executive
	Guidelines on Caregiver (Family Responsibility) Discrimination 90 Avoiding EEO Litigation 91
	Guidelines on Discrimination Because of Religion 90 Guidelines on Caregiver (Family Responsibility) Discrimination 90
	Guidelines on Discrimination Because of National Origin 89
	Additional Guidelines on Employment Selection Procedures 87 Guidelines on Sexual Harassment 87
	Concept of Adverse Impact 86
	Concept of Disparate Treatment 86
	Uniform Guidelines on Employment Selection Procedures 85
	Equal Employment Opportunity Commission 84
	Gratz v Bollinger 84 Ricci v DeStefano 84
	Grutter v Bollinger 84
	University of California Regents v Bakke 84
	O'Connor v Consolidated Coin Caterers Corp. 83 Significant U.S. Supreme Court Decisions Affecting Affirmative Action 83
	American Tobacco Company v Patterson 83
	Dothard v Rawlingson 83
	Albemarle Paper Company v Moody 82 Phillips v Martin Marietta Corporation 82
	■ ETHICAL DILEMMA: What Was the Real Message? 82
	Griggs v Duke Power Company 81
	Opportunity 81
	TRENDS & INNOVATIONS: Employee Retaliation 81 Significant U.S. Supreme Court Decisions Affecting Equal Employment
	State and Local Laws 80
	Vietnam Era Veterans' Readjustment Assistance Act of 1974, as Amended 80
	Uniformed Services Employment and Reemployment Rights Act of 1994 80
	Illegal Immigration Reform and Immigrant Responsibility Act of 1996 80
	Americans with Disabilities Act Amendments Act of 2008 79 Immigration Reform and Control Act of 1986 79
	Americans with Disabilities Act of 1990 78
	Rehabilitation Act of 1973 78
	Age Can Actually Be a Bona Fide Occupational Qualification 77
	Civil Rights Act of 1991 76 Age Discrimination in Employment Act of 1967, Amended in 1978 and 1986 77
	Pregnancy Discrimination Act of 1978 75

Performance Appraisal 105
Compensation 105
Safety and Health 105
Employee and Labor Relations 105
Legal Considerations 106
Types of Job Analysis Information 106
**
Job Analysis Methods 106
Questionnaires 106
Observation 106
Interviews 106
Employee Recording 106
Combination of Methods 107
Conducting Job Analysis 108
Job Description 108
Job Identification 109
Date of the Job Analysis 109
Job Summary 109
Duties Performed 109
Job Specification 110
Standard Occupational Classification (SOC) 110
O*NET, the Occupational Information Network 111
Job Analysis for Team Members 113
Job Analysis and the Law 113
HR as a Strategic Business Partner 114
Strategic Planning Process 115
Mission Determination 115
Environmental Assessment 116
Objective Setting 116
Strategy Setting 116
Strategy Implementation 117
Human Resource Planning 117
-
Forecasting Human Resource Requirements 119
Zero-Base Forecast 119
Bottom-Up Forecast 119
Relationship between Volume of Sales and Number of Workers Required 119
Forecasting Human Resource Availability 119
Human Resource Databases 120
Shortage of Workers Forecasted 120
-
■ ETHICAL DILEMMA: Which "Thinker" Should Gg? 121
Innovative Recruiting 121
Compensation Incentives 121
Training Programs 121
Different Selection Standards 121
Surplus of Employees Forecasted 121
■ TRENDS & INNOVATIONS: Layoff Alternatives 122
Succession Planning: A Component of Strategic Planning 122
Small Business Succession Planning 123
Manager Self-Service 124
Employee Self-Service 124
Job Design Concepts 124
Job Enrichment 124
Job Enlargement 125
Job Rotation 125
■ A GLOBAL PERSPECTIVE: Global Talent Management 125
Reengineering 126

9

```
CONTENTS
               Summary 126 • Key Terms 128 • Exercises 128 • Questions for
               Review 128 • Incident 1: A Degree for Meter Readers 129 • Incident 2:
               Strategic HR? 129 • Notes 130
Chapter 5
               Recruitment 132
               HRM in Action: Will Contingent Workers Replace Full-Time Employees? 132
               Chapter Objectives 133
               Recruitment Defined 134
               Alternatives to Recruitment 134
                  Outsourcing and Offshoring 134
                  Onshoring 134
                  Overtime 134
               External Environment of Recruitment 135
                  Labor Market Conditions 135
                  Active or Passive Job Seekers 135
                  Legal Considerations 136
               Promotion Policies 136
                  TRENDS & INNOVATIONS: Social Media Recruiting 137
               Recruitment Process 138
               Internal Recruitment Methods 138
                  Human Resource Databases 139
                  Job Posting and Job Bidding
                  Employee Referrals 139
               External Recruitment Sources 140
                  High Schools and Vocational Schools 141
                  Community Colleges 141
                  Colleges and Universities 141
                  Competitors in the Labor Market 141
                  ETHICAL DILEMMA: Unfair Advantage? 141
                  Former Employees 142
                  Unemployed 142
                  Military Personnel 142
                  Self-Employed Workers 142
                  Ex-offenders 142
               Mobile Recruiting 143
               Online Recruitment Methods 143
                  Internet Recruiter 143
                  Virtual Job Fair 143
                  Corporate Career Web Sites 144
                  Weblogs (Blogs for Short) 144
                  General-Purpose Job Boards 144
                  NACElink Network 144
                  .Jobs 144
                  AllianceQ 145
                  Niche Sites 145
                  Contract Workers' Sites 145
                  Hourly Workers' Job Sites 145
               Job Search Scams 146
               Traditional External Recruitment Methods 146
                  Media Advertising 146
                  Private Employment Agencies 147
                  Public Employment Agencies 147
                  Executive Search Firms 147
                  Recruiters 147
                  Job Fairs 148
```

Internships 148

Professional Associations 149

Chapter 6

Unsolicited Applicants 149 Open Houses 149 Event Recruiting 149 Sign-on Bonuses 149 Competitive Games 149 Tailoring Recruitment Methods to Sources 150 A GLOBAL PERSPECTIVE: Reshoring Summary 151 • Key Terms 152 • Exercises 152 • Questions for Review 153 • Incident 1: A Problem Ad? 153 • Incident 2: I Am Qualified, Why Not Me? 153 • Notes 154 Selection 156 HRM in Action: Biometrics for HR? 156 Chapter Objectives 157 Significance of Employee Selection 158 Environmental Factors Affecting the Selection Process 158 Other HR Functions 158 Legal Considerations 158 Speed of Decision Making 158 Organizational Hierarchy 158 Applicant Pool 159 Type of Organization 159 Probationary Period 159 Organizational Fit 160 Selection Process 160 Selection Technology 160 Preliminary Screening 162 Review of Applications 162 Review of Résumés 163 ■ TRENDS & INNOVATIONS: Recruitment and Selection with LinkedIn 164 ■ ETHICAL DILEMMA: Employee Selection Criteria? 165 Selection Tests 165 Advantages and Disadvantages of Selection Tests 165 Characteristics of Properly Designed Selection Tests 166 Test Validation Approaches 167 Types of Employment Tests 167 Online Assessment 169 Assessment Centers 169 Unique Forms of Testing 169 Employment Interview 170 Interview Planning 171 Content of the Interview 171 Candidate's Role and Expectations 171 General Types of Interviews 172 Methods of Interviewing 173 Potential Interviewing Problems 174 Concluding the Interview 176 Pre-Employment Screening: Background Investigations 176 Employment Eligibility Verification (I-9) 176 Continuous Background Investigation 177 Background Investigation with Social Networking 177 Remembering Hiring Standards to Avoid 177 Pre-Employment Screening: Reference Checks 178 Negligent Hiring 179 Selection Decision 179 Medical Examination 179

Notification of Candidates 179

```
CONTENTS
                 Human Capital Metrics 180
                 Metrics for Evaluating the Effectiveness of Recruitment/Selection 180
                    Quality of Hire 180
                    Time Required to Hire 180
                    New-Hire Retention 181
                    Hiring Manager Overall Satisfaction 181
                    Turnover Rate 181
                    Cost Per Hire 181
                    Selection Rate 181
                    Acceptance Rate 181
                    Yield Rate 181
                    A GLOBAL PERSPECTIVE: Leadership Styles in the Global Environment 182
                 Summary 182 • Key Terms 183 • Exercises 183 • Questions for
                 Review 184 • Incident 1: A Matter of Priorities 184 • Incident 2: But I Didn't
                 Mean To! 185 • Notes 185
PART FOUR Human Resource Development 187
                 Training and Development 188
                 HRM in Action: Executive Onboarding for External Hires 188
                 Chapter Objectives 189
                 Strategic Training and Development 190
                 Learning Organization 190
                 Factors Influencing Training and Development 190
                    Top Management Support 190
                    Shortage of Skilled Workers 191
                    Technological Advances 191
                    World Complexity 191
                    ETHICAL DILEMMA: The Tough Side of Technology 191
                    Lifetime Learning 192
                    Learning Styles 192
                    Other Human Resource Functions 192
                 Training and Development Process 192
                 Determine Specific Training and Development Needs 193
                    ■ TRENDS & INNOVATIONS: Mobile Learning 194
                 Establish Specific Training and Development Objectives 194
                 Training and Development Methods 194
                    Instructor-Led 194
                    E-Learning 195
                    Case Study 196
                    Behavioral Modeling and Twittering 196
                    Role-Playing 196
                    Training Games 196
                    In-Basket Training 197
                    On-the-Job Training 197
                    Apprenticeship Training 197
                  Training & Development Delivery Systems 197
                    Corporate Universities 198
                    Colleges and Universities 198
                    Community Colleges 198
                    Online Higher Education 198
                    Vestibule System 199
```

Chapter 7

Informal Training through Social Networking 199 Management Development 200

Video Media 199 Simulators 199

```
Mentoring and Coaching 200
                 Reverse Mentoring 202
              Orientation (Onboarding) 202
              Implementing Training and Development Programs 203
              Metrics for Evaluating Training and Development 203
                 Participants' Opinions 203
                 Extent of Learning 204
                 Behavioral Change 204
                 Accomplishment of T&D Objectives 204
                 Return on Investment from Training 204
                 Benchmarking 204
              International ISO 9001 Quality Assurance Training Standards 205
              Workforce Investment Act 205
              Organization Development: A Strategic HR Tool 205
                 Survey Feedback 205
                 Quality Circles 206
                 Team Building 206
              Job Security versus Career Security 207
              Career and Career Planning Defined 208
              Career Planning 208
                 Career Planning: Self-Assessment 208
                 Using the Web for Self-Assessment Assistance 210
                 Using the Web for Career-Planning Assistance 211
              Career Paths and Career Development 211
              Career Development Methods 212
                 Manager/Employee Self-Service 212
                 Discussions with Knowledgeable Individuals 212
                 Company Material 212
                 Performance Appraisal System 212
                 Workshops 213
               Career Paths 213
                  Traditional Career Path 213
                  Network Career Path 213
                  Lateral Skill Path 213
                  Dual-Career Path 214
                  Adding Value to Your Career 214
                  Demotion 214
                  Free Agents (Being Your Own Boss) 214
                  ■ A GLOBAL PERSPECTIVE: Global Meetings through Telepresence 215
               Summary 215 • Key Terms 216 • Exercises 216 • Questions for Review 217
               Incident 1: Training at Keller-Globe 217 • Incident 2: There's No Future Here! 217
               Notes 218
               Performance Management and Appraisal 220
Chapter 8
               HRM in Action: Employee Engagement for a Committed
               Workforce 220
               Chapter Objectives 221
               Performance Management 222
               Performance Appraisal 222
               Uses of Performance Appraisal 222
                  Human Resource Planning 222
                  Recruitment and Selection 223
                  Training and Development 223
                  Career Planning and Development 223
                  Compensation Programs 223
```

```
Internal Employee Relations 223
   Assessment of Employee Potential 223
Performance Appraisal Environmental Factors 224
Performance Appraisal Process 224
   ■ TRENDS & INNOVATIONS: Can a Case Be Made for Getting Rid
   of Traditional Performance Appraisal? 225
Establish Performance Criteria (Standards) 225
   Traits, Behaviors, and Competencies 225
   Goal Achievement 226
   Improvement Potential 226
Responsibility for Appraisal 226
   Immediate Supervisor 227
   Subordinates 227
   Peers and Team Members 227
   Self-Appraisal 227
   Customer Appraisal 228
   Performance Appraisal for Telecommuters 228
Appraisal Period 228
Choosing a Performance Appraisal Method 228
   360-Degree Feedback Evaluation Method 229
   Rating Scales Method 229
   Critical Incident Method 231
   Essay Method 231
   Work Standards Method 231
   Ranking Method 231
   Forced Distribution Method 231
   Behaviorally Anchored Rating Scale Method 232
   Results-Based System 233
Problems in Performance Appraisal 233
   Appraiser Discomfort 233
   Lack of Objectivity 233
   Halo/Horn Error 234
   Leniency/Strictness 234
   Central Tendency 234
   Recent Behavior Bias 234
   Personal Bias (Stereotyping) 235
   Manipulating the Evaluation 235
   Employee Anxiety 235
Characteristics of an Effective Appraisal System 235
   Job-Related Criteria 235
   ■ ETHICAL DILEMMA: Abdication of Responsibility 236
   Performance Expectations 236
   Standardization 236
   Trained Appraisers 236
   Continuous Open Communication 237
   Conduct Performance Reviews 237
   Due Process 237
Legal Implications 237
Appraisal Interview 238
   Scheduling the Interview 238
   Interview Structure 238
   Use of Praise and Criticism 238
   Employees' Role 239
   Concluding the Interview 239
   A GLOBAL PERSPECTIVE: Performance Appraisal
   versus a Country's Culture 239
```

PART FIVE

Chapter 9

Community 240 a Very Tayres 241 a Everycless 241 a Organizations for Povinces 241
Summary 240 • Key Terms 241 • Exercises 241 • Questions for Review 241 Incident 1: These Things Are a Pain 242 • Incident 2: Performance Appraisal? 242
Notes 243
10003 2.13
Compensation 245
Direct Financial Compensation 246
HRM in Action: Executive Pay as a Lightning Rod for Criticism 246
Chapter Objectives 247
Compensation: An Overview 248
Equity in Financial Compensation 248
Determinants of Direct Financial Compensation 249
Organization as a Determinant of Direct Financial Compensation 250
Compensation Policies 250
Organizational Level 250
Ability to Pay 250 Labor Market as a Determinant of Direct Financial Compensation 251
Labor Market as a Determinant of Direct Financial Compensation 251 Compensation Surveys 251
Expediency 251
Cost of Living 251
Labor Unions 252
Economy 252
Legislation 252
Job as a Determinant of Direct Financial Compensation 253
Job Evaluation 253
Ranking Method 254
Classification Method 254
Factor Comparison Method 254
Point Method 255
Hay Group Guide Chart-Profile Method (Hay Plan) 255 Job Pricing 255
Pay Grades 255
Pay Ranges 255
Broadbanding 257
Single-Rate System 257
Adjusting Pay Rates 257
Employee as a Determinant of Direct Financial Compensation 258
Job Performance—Performance-Based Pay 258
Merit Pay 258
Bonuses 259 Piecework 259
Skills—Skill-Based Pay 259
Competencies—Competency-Based Pay 260
Seniority 260
Experience 260
Organization Membership 260
Potential 260
Political Influence 260
Luck 261
Salary Compression 261 Team-Based Pay 261
Company-Wide Pay Plans 262
Profit Sharing 262
Gainsharing 262
ETHICAL DILEMMA: But, He's a Friend 263

Professional Employee Compensation 263

■ TRENDS & INNOVATIONS: Say on Pay, Golden Parachutes, and Clawback Policies 264

Sales Representative Compensation 264

Contingent Worker Compensation 265

Executive Compensation 265

Base Salary 265
Bonuses and Performance-Based Pay 266
Stock Option Plans 266
Parameters (Parks) 266

Perquisites (Perks) 266 Severance Packages 266

■ A GLOBAL PERSPECTIVE: Executive Compensation in the Global Environment 267

Summary 267 • Key Terms 268 • Exercises 269 • Questions for Review 269 • Incident 1: A Motivated Worker 269 • Incident 2: The Controversial Job 270 • Notes 270

Chapter 10 Indirect Financial Compensation (Benefits) and Nonfinancial Compensation 272

HRM In Action: Unique Employee Benefits 272

Chapter Objectives 273

Indirect Financial Compensation (Benefits) 274

A Total Rewards Package 274

ETHICAL DILEMMA: A Poor Bid 275

Legally Required Benefits 275

Social Security 275

Unemployment Compensation 276

Workers' Compensation 276

Discretionary Benefits 276

Payment for Time Not Worked 276

Paid Vacations 276

Sick Pay and Paid Time Off 277

Sabbaticals 277

Other Types of Payment for Time Not Worked 278

Health Care 278

Managed-Care Health Organizations 278
Consumer-Driven Health Care Plans 279

On-Site Health Care (Work-Site Clinics) 280

Major Medical Benefits 280

Dental and Vision Care 280

Health Care Legislation 280

Employee Retirement Income Security Act 280

Consolidated Omnibus Budget Reconciliation Act 280

Older Workers Benefit Protection Act 281

Health Insurance Portability and Accountability Act 281

Family and Medical Leave Act 281

Pension Protection Act 281

Patient Protection and Affordable Care Act 281

■ TRENDS & INNOVATION: Smoke-free Workplaces and the Patient Protection and Affordable Care Act 282

Life Insurance 283

Retirement Plans 283

Defined Benefit Plans 283

Defined Contribution Plans 283

Cash Balance Plans 283

Disability Protection 284

Employee Stock Option Plans 284

Employee Services 284 Child Care 284 Educational Assistance 285 Food Services/Subsidized Cafeterias 285 Scholarships for Dependents 285 Relocation 285 Domestic Partner Benefits 286 Premium Pay 286 Voluntary Benefits 286 Customized Benefit Plans 287 Communicating Information about the Benefits Package 287 Nonfinancial Compensation 287 Job Itself as a Nonfinancial Compensation Factor 288 Job Environment as a Nonfinancial Compensation Factor 288 Sound Policies 288 Capable Managers 289 Competent Employees 289 Congenial Coworkers 289 Appropriate Status Symbols 289 Working Conditions 289 Workplace Flexibility (Work-Life Balance) 289 Flextime 290 Compressed Workweek 290 Job Sharing 291 Two-in-a-Box 291 Telecommuting 292 Part-Time Work 292 A GLOBAL PERSPECTIVE: Global Customized Benefits 293 Summary 293 • Key Terms 294 • Exercises 295 • Questions for Review 295 • Incident 1: Is Flextime the Way Forward? 295 • Incident 2: A Benefits Package Designed for Whom? 296 • Notes 297 Safety and Health 299 A Safe and Healthy Work Environment 300 Chapter 11 HRM in Action: Resilience Training 300 Chapter Objectives 301 Nature and Role of Safety and Health 302 Occupational Safety and Health Administration 302 OSHA and Whistleblowers 303 OSHA and the Small Business 304 Safety: The Economic Impact 304 Focus of Safety Programs 304 Unsafe Employee Actions 304 Unsafe Working Conditions 305 Developing Safety Programs 305 ETHICAL DILEMMA: Illegal Dumping 305 Accident Investigation 306 Evaluation of Safety Programs 307 Musculoskeletal Disorders 307 Ergonomics 309 Workplace Violence 309 Vulnerable Employees 309 Legal Consequences of Workplace Violence 310 Individual and Organizational Characteristics to Monitor 310 Preventive Actions 310

PART SIX

17

```
Domestic Violence 311
                 Laws Related to Domestic Violence 311
                 Nature of Stress 311
                    ■ TRENDS & INNOVATIONS: Workplace Bullying 312
                 Potential Consequences of Stress 312
                    Stressful Jobs 312
                 Burnout 314
                 Wellness Programs 314
                 Social Networking and Wellness 315
                 Physical Fitness Programs 316
                 Substance Abuse 316
                    Alcohol Abuse 316
                    Drug Abuse 317
                 Substance-Abuse-Free Workplace 317
                 Implementing a Drug-Testing Program 319
                 Employee Assistance Programs 319
                    A GLOBAL PERSPECTIVE: Health Care in the Global Environment 320
                 Summary 321 • Key Terms 322 • Exercises 322 • Ouestions for
                 Review 322 • Incident 1: What a Change! 323 • Incident 2: A Commitment to
                 Safety? 323 • Notes 324
PART SEVEN Employee and Labor Relations 325
Chapter 12
                 Labor Unions and Collective Bargaining
                                                                     326
                 HRM in Action: Project Labor Agreements (PLA) 326
                 Chapter Objectives 327
                 Why Employees Join Unions 328
                    Dissatisfaction with Management 328
                    Social Outlet 328
                    Opportunity for Leadership 328
                    Forced Unionization 329
                    Peer Pressure 329
                 Organized Labor's Strategies for a Stronger Movement 329
                    Strategically Located Union Members 329
                    Pulling the Union Through 329
                    Political Involvement 329
                    Union Salting 330
                    Flooding the Community 330
                    Public Awareness Campaigns 330
                    Building Organizing Funds 330
                    Unions Partnering with High Schools 330
                    Organizing Younger Workers 331
                    Organizing Through the Card Check 331
                    ■ ETHICAL DILEMMA: A Strategic Move 331
                 Union Structure 332
                    Local Union 332
                    National Union 332
                    American Federation of Labor and Congress of Industrial Organizations 332
                    Change to Win Coalition 333
                 Laws Affecting Collective Bargaining 333
                 Revisiting the National Labor Relations Board 334
                 Pay Secrecy 335
                 Steps That Lead to Forming a Bargaining Unit 335
                    Signing of Authorization Cards 336
                    Petition for Election 336
                    Election Campaign 337
```

	Election and Certification 337
	Collective Bargaining 337
	Collective Bargaining Process 338
	Bargaining Issues 339
	Recognition 339
	Management Rights 339
	Union Security 339
	Compensation 340
	Grievance Procedure 341
	Employee Security 341
	Job-Related Factors 341
	Preparation for Negotiations 341
	Negotiating the Agreement 342
	■ TRENDS & INNOVATIONS: The Two-Tier Wage System Returns 343
	Breakdowns in Negotiations 343
	Third-Party Intervention 343
	Union Strategies for Overcoming Negotiation Breakdowns 345
	Management Strategies for Overcoming Negotiation Breakdowns 346
	Reaching the Labor-Management Agreement 346
	Ratifying the Labor–Management Agreement 346
	Administration of the Labor–Management Agreement 347
	Grievance Procedure in a Union Environment 347
	Recent Labor–Management Legal Trends 349
	Collective Bargaining in the Public Sector 350
	Union Decertification 350
	Unions Today 351
	■ A GLOBAL PERSPECTIVE: Labor Unrest in China 352
	Summary 352 • Key Terms 354 • Exercises 354 • Questions for
	Review 354 • Incident 1: Bargaining Process for Amico Holdings 355 • Incident 2 You Are Out of What? 355 • Notes 356
	TOU ATE Out of What: 333 4 Notes 330
cl	Internal Francisco Bolotione 350
Chapter 13	Internal Employee Relations 358
	HRM in Action: Worker Retention: Keeping Your Top Performers 358
	Chapter Objectives 359
	Internal Employee Relations Defined 360
	Employment at Will 360
	Discipline and Disciplinary Action 360
	Disciplinary Action Process 361
	Approaches to Disciplinary Action 362
	Hot Stove Rule 362
	Progressive Disciplinary Action 363
	Disciplinary Action without Punishment 364
	Problems in the Administration of Disciplinary Action 364
	ETHICAL DILEMMA: To Fire or Not to Fire 365
	Termination 365
	■ TRENDS & INNOVATIONS: Emotional Intelligence Needed
	in Disciplinary Action 366
	Termination of Employees at Various Levels 366
	Termination of Nonmanagerial/Nonprofessional Employees 367
	Termination of Middle and Lower-Level Managers and Professionals 367
	Termination of Executives 367
	Demotion as an Alternative to Termination 368
	Downsizing 368
	Negative Aspects of Downsizing 369
	Worker Adjustment and Retraining Notification Act 369

```
Outplacement 369
                    Severance Pay 370
                 Ombudsperson 370
                 Alternative Dispute Resolution 371
                 Transfers 371
                 Promotions 372
                 Resignations 372
                    Analyzing Voluntary Resignations 372
                    Attitude Surveys: A Means of Retaining Quality Employees 373
                    Advance Notice of Resignation 374
                    Offboarding 374
                 Retirements 374
                    M A GLOBAL PERSPECTIVE: Administering (Insulpholary Action
                    in the Global Environment 375
                 Summary 376 • Key Terms 376 • Exercises 377 • Ouestions for
                 Review 377 • Incident 1: Should He Be Fired? 377 • Incident 2: To Heck with
                 Them! 378 • Notes 378
PART EIGHT Operating in a Global Environment
Chapter 14
                 Global Human Resource Management
                 HRM in Action: Global Bribery, the Conviction List Grows 382
                 Chapter Objectives 383
                 Evolution of Global Business 384
                    Exporting 384
                    Licensing 384
                    Franchising 384
                    Multinational Corporation 385
                    Global Corporation 385
                    Transnational Corporation 385
                 Global Strategic Human Resource Management 386
                 Global Staffing 386
                    ■ TRENDS & INNOVATIONS: Global Issues Confronting Women 387
                 Expatriate 387
                    Host-country National 387
                    Third-country national 387
                    Approaches to Global Staffing 388
                    Recruiting Host-country Nationals 388
                    Selecting Expatriates 389
                    Background Investigation 389
                 Global Human Resource Development 389
                    Expatriate Training and Development 390
                    Pre-move Orientation and Training 390
                    Continual Development: Online Assistance and Training 390
                    Repatriation Orientation and Training 390
                    Global E-learning 391
                    Virtual Teams in a Global Environment 392
                 Global Compensation 392
                    Compensation for Host-country Nationals 393
                    Expatriate Compensation 394
                 Global Safety and Health 394
                 Global Employee and Labor Relations 395
                    ETHICAL DILEMMA: Mordita 395
                 Global Legal and Political Factors 396
                 NAFTA and CAFTA 397
                 Globalization for Small and Medium-sized Businesses 397
```

20 CONTENTS

Summary 398 • Key Terms 399 • Exercises 399 • Questions for Review 399 incident 1: The Overseas Transfer 400 • Incident 2: Expat in the Heartland • Notes 401

Glossary 403 Name Index 412 Company Index 417 Subject Index 419