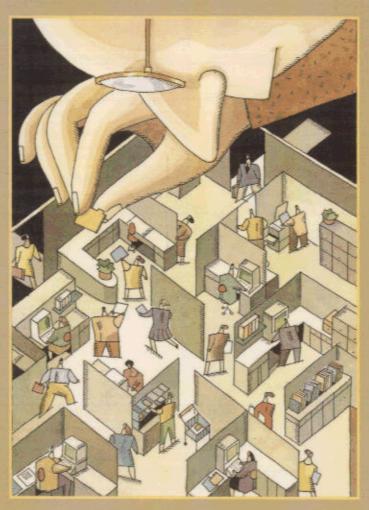
INTERNATIONAL EDITION

A Framework for Human Resource Management

THIRD EDITION



GARY DESSLER

CONTENTS

Preface	e xi			
CHAI	PTER 1	Managing Human Resources Today 1		
Į	What Is Human Resource Management? 2			
-	The Char	nging Environment and Duties of HR Management 5		
I	HR's Strategic Challenges 9			
I	HR and T	Fechnology 15		
-		of This Book 15		
		ncident: Jack Nelson's Problem 20 nuing Case: LearnInMotion.com: Introduction 20		
СПЛІ		v		
		=-{,,,		
		ve Discriminatory Employment Practices 44 C Enforcement Process 46		
		Management and Affirmative Action Programs 50		
,		Incident: A Case of Racial Discrimination? 56		
	Conti	nuing Case: LearnInMotion.com: A Question of Racial Discrimination 57		
	Ехрег	iential Exercise: Too Informal? 58		
SECTIO)N 1	RECRUITMENT AND SELECTION		
CHA	PTER 3	Personnel Planning and Recruitment 65		
		ob Analysis? 66		
•	The Recr	uitment and Selection Process 73		
,	Workford	ce Planning and Forecasting 74		
	Recruitir	ng Job Candidates 78		
	Case Conti Exper	ing and Using Application Forms 94 Incident: A Tight Labor Market for Cleaners 99 nuing Case: LearnInMotion.com: Who Do We Have to Hire? 100 riential Exercise 101 ndix: Enrichment Topics in Job Analysis 106		
CHA	PTER 4	Testing and Selecting Employees 116		
!	The Basi	cs of Testing and Selecting Employees 117		
	Using Te	ests at Work 121		
	Interviewing Prospective Employees 127			

Experie	ntial Exercise 151		
	TRAINING, DEVELOPMENT, AND COMPENSATION		
CHAPTER 5	Training and Developing Employees 157		
Orienting	Employees 158		
The Train:	ing Process 159		
Training Techniques 163			
Manageri	al Development and Training 170		
Case Ir Contin	g the Training and Development Effort 179 scident: Reinventing the Wheel at Apex Door Company 182 uing Case: LearnInMotion.com: The New Training Program 182 ential Exercise 184		
CHAPTER 6	Performance Management and Appraisal 191		
Basic Con	cepts in Performance Management 192		
An Introd	luction to Appraising Performance 196		
Basic App	oraisal Methods 198		
	aisal Feedback Interview 205		
Toward M	Nore Effective Appraisals 206		
Case In Contin	nce and Career Management 209 ncident: Back with a Vengeance 217 nuing Case: LearnInMotion.com: The Performance Appraisal 217 ential Exercise 218		
CHAPTER 7	Compensating Employees 222		
What Det	ermines How Much You Pay? 223		
How Em	ployers Establish Pay Rates 226		
Current T	Trends in Compensation 231		
Incentive	Plans 234		
Contii	e Benefits 239 ncident: Salary Inequities at Acme Manufacturing 250 nuing Case: LearnInMotion.com: The Incentive Plan 251 iential Exercise 252		
SECTION 3	MANAGING EMPLOYEE RELATIONS		
CHAPTER 8	Managing Labor Relations and Collective Bargaining 259		
The Labo	r Movement 260		
Unions and the Law 262			

Using Other Selection Techniques

Case Incident: The Tough Screener

139

149

149

Continuing Case: LearnInMotion.com: Do You Have Sales Potential?

The Union Drive and Election 266		
The Collective Bargaining Process 274		
What's Next for Unions? 282 Case Incident: Disciplinary Action 287 Continuing Case: LearnInMotion.com: Keeping a Watchful Eye Out for the Union 288 Experiential Exercise 288		
CHAPTER 9 Ethics and Fair Treatment in Human Resource Management 293		
Ethics and Fair Treatment at Work 294		
What Shapes Ethical Behavior at Work? 298		
Ethics, Fair Treatment, and the Role of HR Management 304		
Employee Discipline and Privacy 308		
Managing Dismissals 311 Case Incident: Allstate's Disappearing Agents 320 Continuing Case: LearnInMotion.com: Are Our Ethics Out of Control? 321 Experiential Exercise 321		
CHAPTER 10 Protecting Safety and Health 327		
Employee Safety and Health: An Introduction 328		
What Causes Accidents? 333		
How to Prevent Accidents 336		
Employee Health: Problems and Remedies 340 Case Incident: The New Safety Program 351 Continuing Case: LearnInMotion.com: The New Safety and Health Program 352 Experiential Exercise 353		
MODULE A Managing HR Globally 359		
HR and the Internationalization of Business 359		
Improving International Assignments Through Selection 363		
Training and Maintaining International Employees 367 Case Incident: "Boss, 1 Think We Have a Problem" 377		