

# Preface

To reach a thirteenth edition is an honor for a textbook and its authors. The authors of *Human Resource Management* are gratified that it has become the leader in both the academic market for human resource texts and in the market for human resource professionals.

For academics, the book is a standard in HR classes. It is also used to provide HR knowledge as part of professional degree programs. For HR professionals, the book is extensively used in the pursuit of HR professional education and certifications, specifically the PHR and SPHR from the Human Resource Certification Institute (HRCI).

In preparing the thirteenth edition of the book, we have extensively reviewed the academic, governmental, and practitioner literature published since the last revision. Further, we have asked academics and practitioners, both those who use this book and those who do not, to provide input on the previous edition and what coverage should be added, deleted, or changed. We have always been receptive to input from our adopters and reviewers and have made extensive use of their observations and ideas. Consequently, we have reorganized some chapters, incorporated relevant new topics, and updated references so that readers can be certain that they are getting the most current HR content possible.

## THE THIRTEENTH EDITION



**GLOBAL**  
Human resource management and the organizations in which it takes place are facing challenges from a changing environment. The thirteenth edition reflects those challenges and as always suggests ways to deal with them. For example, consider the following:

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## U.S. and Global Economics

During the past few years, both in the United States and worldwide, economic shifts have created major organizational impacts. Some employers have closed operations or reduced their workforces, while others have increased theirs. Many employers are expanding throughout the world and, as they do, different cultural considerations affect HR management. Rather than having a separate chapter on global HR management, the coverage of global issues has been integrated throughout the chapters and is indicated by a global icon.

## Strategic HR Management

HR management in more and more companies is becoming a part of organizational strategy decisions. To address strategic HR management, Chapter 2 has been significantly revised and expanded to show why HR management is an important strategic contributor to the success of the organization.

In most chapters the topical connection to strategy also is discussed. For example, the strategic natures of recruiting (Chapter 6), talent management (Chapter 9), compensation (Chapter 11), and benefits (Chapter 13) all consider the implications for strategy of decisions made in these areas.

## Measuring HR Effectiveness through Metrics



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cost–benefit analysis, profit per employee, new hire success, and similar metrics. Thus, HR efforts can be justified financially and the value that HR management brings to the company’s goals can be documented.

The thirteenth edition includes sections in most chapters called “HR Metrics” that identify how different activities can be measured. A special metrics icon is used to identify this content.

## Workforce Changes

The demographics of workers in the United States and globally are shifting. Diversity of employees based on ethnicity, aging, gender, and other factors is changing legal requirements and HR efforts needed. Beginning in Chapter 1, workforce changes are identified as well as why they must be managed effectively. In Chapters 4 and 5, workforce composition differences and their HR implications are identified. Throughout other chapters workforce composition issues are discussed as part of the context for the relevant HR topics.

## Attracting, Retaining, and Managing Talent

A key part of managing the workforce is having the right people with the right capabilities in the right jobs—and being able to retain them. These HR concerns exist in most organizations and are emphasized in information on recruiting, selection, job design, training, retention, talent management, and compensation. These topics emphasize HR’s role in ensuring that organizations have sufficient and productive workforces, both currently and in the future.

## HR, Technology, and the Internet

The use of technology in HR has expanded dramatically and is continuing to change HR management activities with executives, managers, and employees. The Internet, Web-based resources, social media, and blogs

all affect HR management. Throughout the chapters of this edition is a feature titled “HR Online” that highlights how technology is being used in HR. Also, many chapters cover HR technology topics in the specific content areas.

The Internet continues to be a valuable tool for HR professionals and affects a number of HR activities. To provide immediate links for readers, numerous “Logging On” features have been incorporated throughout the text. This feature identifies websites that contain useful sources of HR information about topics being discussed and contains specific Web address links. Also, references from Web addresses are cited in the chapter notes as appropriate.

## ORGANIZATION OF THE THIRTEENTH EDITION

The thirteenth edition reflects both the continuity and changes occurring in HR management. The following highlights some of the significant content throughout the book section by section.

### Section I: Environment of Human Resource Management

The first three chapters of the book examine factors in the changing environment in which the HR function operates. The first chapter looks at human capital, HR as a core competency, HR ethics, and HR challenges. The necessary competencies for HR careers are also discussed. Chapter 2 addresses strategic HR management, environmental analyses, global competitiveness, HR technology, and metrics to evaluate the effectiveness of HR management.

Equal employment opportunity (EEO) is a key HR concern, both legally and operationally. Chapter 3 addresses the laws, regulations, and court decisions that determine the legal framework of EEO. Furthermore, the chapter looks at implementing equal employment and dealing with affirmative action,

sexual harassment, age discrimination, and other issues.

## Section 2: Jobs and Labor

Chapter 4 discusses workforce composition and describes workflow, scheduling, and other job design issues that have an impact on organizations and the people working in them. The chapter concludes with coverage of job analysis and the approaches to job analysis. Chapter 5 contains content on HR planning, job satisfaction, and employee turnover and retention.

Chapter 6 focuses on recruiting in different labor markets. It discusses the difficulties of recruiting employees with special skills—and new methods to attract those individuals. The chapter contains significant content on Internet recruiting and the evaluation of recruiting efforts. An expansion of the coverage on selection in Chapter 7 encompasses the selection strategy choices that management must make. The discussion of testing, interviewing approaches, and other selection techniques reflects the current research and practices in HR management.

## Section 3: Training and Development

Because talent management is a growing concern for many employers, major content additions in this section have been made to emphasize the nature and importance of talent management. Chapter 8 discusses the strategic role training plays in organizations and how training can be linked to business strategies and organizational competitiveness. Specific content on adult learning and new training design and means of delivery is provided. As the text addresses the growing use of *e-learning*, it discusses both the contributions and problems associated with Web-based training. Chapter 9 on talent management and development looks at the methods organizations use to expand the capabilities of their human resources, the nature of talent management, and succession planning.

Chapter 10 emphasizes performance management and the role of the performance appraisal process in enhancing the development of human resources in organizations. The chapter expands the material on identifying and measuring employee performance, including additional information on the numerous approaches used.

## Section 4: Compensation

Compensation is viewed broadly as total rewards that include base pay, variable pay, and benefits. Employers are facing great pressure to control those expenditures while also being competitive to attract and retain employees. Chapter 11 discusses the strategic nature of total rewards and then looks at compensation. The coverage of legal requirements, base compensation, pay for performance, and variable pay programs has been revised and updated.

Chapter 12 discusses variable pay, which can include incentives such as those for sales employees. It concludes with an overview of executive compensation and issues of current concern in that area. Chapter 13 highlights the growing changes and increasing costs of benefits that are facing HR professionals and their organizations. Specific expanded content discusses health care costs and issues, as well as retirement and other forms of benefits.

## Section 5: Employee Relations

Employee relations include several evolving areas. One such area is risk management, which incorporates health, safety, and security. The coverage in Chapter 14 identifies the nature of risk management, current health and safety issues, OSHA compliance requirements, health promotion, prevention of workplace violence, and the importance of workplace security. Revised content identifies the need for HR to develop disaster and recovery plans for such situations as natural disasters, terrorist threats, or pandemics.

The various issues associated with employee rights and discipline—such as employment-at-will, privacy rights, and substance abuse—have

been highlighted in Chapter 15. The chapter also looks at such emerging issues as electronic monitoring, privacy, e-mail, and other employee rights affected by technology. It concludes with a discussion on employee terminations.

The changing role of unions in the U.S. economy and the reasons for the decline in the percentage of workers in unions are discussed in Chapter 16. In addition to covering the basic laws and regulations governing union/management relations in the United States, the chapter includes coverage of collective bargaining and grievance management as key components of union/management relations.

## CHANGES TO THIS EDITION

- **NEW:** Each chapter contains a new end-of-chapter exercise, called HR Experiential Problem Solving, which provides a problem, asks one to three brief questions about it, and suggests resources to resolve it.
- **NEW:** All end-of-chapter Cases are new.
- **NEW:** End-of-chapter Supplemental Cases have been increased from one to two per chapter.
- **NEW:** An expanded appendix section provides additional information on a variety of topics.
- **NEW:** Material on HR as an organizational contributor from Chapter 2 is now combined with new Chapter 1.
- **NEW:** Previous edition Chapters 4 and 5 are combined into a new Chapter 3 to put EEO laws and their management in one chapter.
- **NEW:** Chapter 4 on jobs and job analysis was formerly Chapter 6 and is significantly changed to reflect how HR addresses workers, and the contributions of various types of diverse workers.
- Chapter 5 on HR planning and retention has major changes, with material combined from several other chapters. Sections revised include HR planning components, individual workers in organizations, and turnover.
- Chapter 6 on recruiting and labor markets (formerly Chapter 7) has revised coverage of strategic recruiting as tied to HR planning, labor market components, and strategic decisions, as well as additional content on Internet recruiting methods.
- Chapter 7 (formerly Chapter 8) expands the topic of placement to include common mismatch situations between people and jobs, immigration status verification to include E-Verify, and controversies in selection testing
- Chapter 8 (formerly Chapter 9) expands strategy and training, planning for training and orientation, evaluation of orientation, and instructional strategies, and includes new research on the assessment of e-learning use in training.
- Each chapter has been brought up-to-date on any changes in HR research or the laws that have transpired since the twelfth edition.

## CHAPTER FEATURES

Each chapter begins with specific learning objectives. Next, the “HR Headline” feature contains a concise example of a contemporary HR problem, situation, or practice to illustrate topics covered. Throughout the text, most chapters also include an “HR Best Practices” feature that highlights effective HR management in real-world companies. Additionally, chapters contain “HR On-the-Job,” a feature that presents suggestions on how to handle specific HR issues or situations. The “Logging On” feature provides links to additional materials beyond the text content. To highlight how information technology affects HR management, some chapters contain “HR Online” and “HR Perspective” features that address specific HR issues, ethical concerns, technology, or interesting employer HR efforts.

Each chapter concludes with a point-by-point “Summary” and a “Critical Thinking Activities” section that provides critical thinking queries. At the end of every chapter is an

“HR Experiential Problem Solving” exercise, and a “Case” that presents a real-life HR problem or situation using real organizations as examples. Further, two additional “Supplemental Cases” are available in each chapter on the text website. They briefly describe typical HR problems faced in organizations. Finally, reference “Notes” cite sources used in the chapter, with particular attention given to the inclusion of the most current references and research. More than 80% of the references are new or updated from the previous edition.

## SUPPLEMENTS

### Instructor’s Manual with Video Guide

The instructor’s manual, revised by Dr. Fraya Wagner-Marsh, Eastern Michigan University, represents one of the most exciting and useful instructor’s aids available. Comprehensive teaching materials are provided for each chapter—including overviews, outlines, instructor’s notes, suggested answers to end-of-chapter Review and Application Questions, suggested questions for the “HR Headline,” “HR Online,” “HR Best Practices,” and “HR On-the-Job” features, suggested answers to the end-of-chapter case questions, and suggested questions and comments on the supplemental cases for each chapter. In addition, a video guide section describes the video segments that are available on an Instructor’s DVD to help integrate chapter content through current, interesting examples.

### Test Bank

The test bank is significantly revised and upgraded from previous editions, and contains more than 1,800 test questions prepared by Janelle Dozier. Multiple-choice, true/false, and essay questions are provided for every chapter. Answers are cross-referenced to pages within the text so that it is easy to pinpoint where relevant material is found. Questions are identified by type—definition, application, and analytical—and also include

AACSB tags for general (NATIONAL) and topic-specific (LOCAL) designations.

### ExamView

ExamView contains all of the questions in the printed test bank. Instructors can add or edit questions, instructions, and answers. Questions may be selected by previewing them on screen, selecting them randomly, or selecting them by number. Instructors can also create quizzes online whether over the Internet, a local area network, or a wide area network.

### PowerPoint Slide Presentation

Instructor PowerPoint slides, prepared by Charlie Cook of the University of West Alabama, are available on both the Instructor’s Resource CD and on the password-protected Instructor’s Resources Website. Approximately 400 slides are included.

### Handbook for Human Resource Faculty

New to this edition, the *Handbook for Human Resource Faculty*, originally created by Corinne Livesay of Bryan College, has been revised by Laura L. Wolfe of Louisiana State University to provide additional teaching aids such as *Generating Interest* discussion topics, *Dealing with Trouble Spots* features that provide resources to address challenges, and *Involving Students* sections that suggest activities and resources.

### Instructor’s Resource CD

The Instructor’s Resource CD includes the instructor’s manual, test bank, ExamView, the Handbook for Human Resource Faculty, the Video Guide, and PowerPoint presentation slides for instructor convenience.

### On-The-Job Video Package

A majority of the book’s video collection is new and features companies with innovative

HR practices, many of which have been recognized for their excellence in HR practices. Both small and large companies are featured in the videos, and all video content is closely tied to concepts within the text. These include interviews with Metropolitan Bakery, Yale Repertory Theater, Zappos, The Fruit Guys, and many others. The videos are available on DVD for the instructor.

### The HRCI 2009 Outline

The HRCI 2009 outline is featured in this edition to effectively prepare students with the latest body of knowledge of human resource management from which the certification exams are taken.

### Student Resource Guide

Designed from a student's perspective by Tonya Elliott, a certified HR professional, this useful study guide provides aids that students can use to maximize results in the classroom and on exams and, ultimately, in the practice of HR. Chapter objectives and chapter outlines aid students in reviewing for exams. Study questions include matching, true/false, idea completion, multiple-choice, and essay questions. Answer keys are provided for immediate feedback to reinforce learning.

### Product Support Website

Please visit our product support website, <http://www.cengage.com/management/mathis>, which offers additional instructional and learning tools to complement our text.

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The authors feel confident that this edition will continue as the standard for the HR field. We believe it offers a relevant and current look at HR management, and we are optimistic that those who use the book will agree.