

BRIEF CONTENTS

PART 1 UNDERSTANDING HRM

- 1 Strategic Implications of a Dynamic HRM Environment 2
- 2 Fundamentals of HRM 30

PART 2 THE LEGAL AND ETHICAL CONTEXT OF HRM

- 3 Equal Employment Opportunity 58
- 4 Employee Rights and HR Communications 88

PART 3 STAFFING THE ORGANIZATION

- 5 Human Resource Planning and Job Analysis 122
- 6 Recruiting 146
- 7 Foundations of Selection 170

PART 4 TRAINING AND DEVELOPMENT

- 8 Socializing, Orienting, and Developing Employees 202
- 9 Managing Careers 230

PART 5 MAINTAINING HIGH PERFORMANCE

- 10 Establishing the Performance Management System 254
- 11 Establishing Rewards and Pay Plans 284
- 12 Employee Benefits 312
- 13 Ensuring a Safe and Healthy Work Environment 340

PART 6 LABOR-MANAGEMENT ENVIRONMENTS

- 14 Understanding Labor Relations and Collective Bargaining 372

Endnotes 403

Glossary 429

Company Index 435

Subject Index 439

CONTENTS

PART 1 UNDERSTANDING HRM

CHAPTER 1

Strategic Implications of a Dynamic HRM Environment 2

Learning Outcomes 3

Introduction 4

Understanding Cultural Environments 4

The Changing World of Technology 5

What Is a Knowledge Worker? 6

Why the Emphasis on Technology? 7

How Technology Affects HRM Practices 7

Recruiting 7

Technology Corner: HRM Changing Times 8

Employee Selection 8

Training and Development 8

Ethical Issues in HRM: Invasion of Privacy? 9

Ethics and Employee Rights 9

Motivating Knowledge Workers 9

Paying Employees Market Value 10

Communications 10

Workplace Issues: What Is This Thing Called a Blog? 10

Decentralized Work Sites 11

Skill Levels 11

A Legal Concern 11

Workforce Diversity 11

Did You Know?: International Diversity 12

The Workforce Today 12

Workplace Issues: Diversity Awareness 13

How Diversity Affects HRM 13

What Is a Work/Life Balance? 14

Did You Know?: Work/Life Issues 14

The Labor Supply 15

Do We Have a Shortage of Skilled Labor? 15

Why Do Organizations Lay Off During Shortages? 15

How Do Organizations Balance Labor Supply? 16

Issues Contingent Workers Create for HRM 17

Continuous Improvement Programs 19

Work Process Engineering 19

How HRM Can Support Improvement Programs 20

How HRM Assists in Work Process Engineering	20
Employee Involvement	20
How Organizations Involve Employees	21
Employee Involvement Implications for HRM	21
A Look at Ethics	22
Summary	22
Demonstrating Comprehension: Questions for Review	23
Visual Summary	24
Key Terms	26
Crossword Comprehension	26
HRM Workshop	27
Linking Concepts to Practice: Discussion Questions	27
Developing Diagnostic and Analytical Skills	27
Case Application 1-A: Work/Life Balance at Baxter	27
Case Application 1-B: TEAM FUN!	27
Working with a Team: Understanding Diversity Issues	28
Learning an HRM Skill: Guidelines for Acting Ethically	28
Enhancing Your Communication Skills	29

CHAPTER 2

Fundamentals of HRM 30

Learning Outcomes	30
Introduction	32
Did You Know?: A Management Recap	32
Why Is HRM Important to an Organization?	33
The Strategic Nature	34
HRM Certification	34
How External Influences Affect HRM	35
Technology Corner: HRM Basics	35
The HRM Strategic Environment	36
Governmental Legislation	36
Labor Unions	36
Management Thought	36
Staffing Function Activities	38
Goals of the Training and Development Function	39
The Motivation Function	40
How Important Is the Maintenance Function?	41

Translating HRM Functions into Practice	41
Employment	41
Training and Development	42
Compensation and Benefits	43
Did You Know?: Global Labor Costs	43
Employee Relations	44
<i>Top Management Commitment</i>	45
<i>Effective Upward Communication</i>	45
<i>Determining What to Communicate</i>	45
<i>Ethical Issues in HRM: Purposefully Distorting Information</i>	46
<i>Allowing for Feedback</i>	46
<i>Information Sources</i>	46
Does HRM Really Matter?	47
Conclusion	47
HRM in an Entrepreneurial Enterprise	48
HRM in a Global Village	49
HR and Corporate Ethics	49
Summary	50
Demonstrating Comprehension: Questions for Review	51
Key Terms	51
Visual Summary	52
Crossword Comprehension	54
HRM Workshop	54
Linking Concepts to Practice: Discussion Questions	54
Developing Diagnostic and Analytical Skills	55
Case Application 2-A: Nine-to-Five No More	55
Case Application 2-B: TEAM FUN!	55
Working with a Team: Making a Layoff Decision	56
Learning an HRM Skill: HR Certification	56
Enhancing Your Communication Skills	57

PART 2 THE LEGAL AND ETHICAL CONTEXT OF HRM

CHAPTER 3

Equal Employment Opportunity 58

Learning Outcomes	59
Introduction	60
Laws Affecting Discriminatory Practices	60
The Importance of the Civil Rights Act of 1964	60
<i>Affirmative Action Plans</i>	61
<i>Adverse Impact</i>	62
What Other Laws Affect Discrimination Practices?	66
<i>Age Discrimination in Employment Act of 1967</i>	64
<i>The Pregnancy Discrimination Act of 1978</i>	64

<i>The Americans with Disabilities Act of 1990</i>	65
<i>The Family and Medical Leave Act of 1993</i>	65
<i>Relevant Executive Orders</i>	66
Technology Corner: Dealing with the Legal Side of HRM	67
The Civil Rights Act of 1991	67
Guarding Against Discrimination Practices	67
Determining Potential Discriminatory Practices	67
Did You Know?: Is a Problem Brewing?	68
<i>The 4/5ths Rule</i>	68
<i>Restricted Policy</i>	69
<i>Geographical Comparisons</i>	69
<i>McDonnell-Douglas Test</i>	69
Responding to an EEO Charge	69
<i>Business Necessity</i>	70
<i>Bona Fide Occupational Qualifications</i>	70
<i>Seniority Systems</i>	70
Selected Relevant Supreme Court Cases	71
Cases Concerning Discrimination	71
Cases Concerning Reverse Discrimination	72
Ethical Issues in HRM: English-Only Rules	74
Enforcing Equal Opportunity Employment	74
The Role of the EEOC	74
Office of Federal Contract Compliance Program (OFCCP)	75
HRM in a Global Environment	75
Current Issues in Employment Law	76
What Is Sexual Harassment?	76
Did You Know?: <i>Mackenzie v. Miller</i> —The Final Words	78
Are Women Reaching the Top of Organizations?	78
Workplace Issues: If It's Offensive . . .	79
Summary	80
Demonstrating Comprehension: Questions for Review	81
Key Terms	81
Visual Summary	82
Crossword Comprehension	84
HRM Workshop	85
Linking Concepts to Practice: Discussion Questions	85
Developing Diagnostic and Analytical Skills	85
Case Application 3-A: When Oversight Fails	85
Case Application 3-B: TEAM FUN!	86
Working with a Team: What's Your Perception?	86
Learning an HRM Skill: Investigating a Harassment Complaint	86
Enhancing Your Communication Skills	87

CHAPTER 4**Employee Rights and HR Communications 88**

Learning Outcomes 89

Introduction 90

Employee Rights Legislation and Its HRM
Implications 90

The Privacy Act of 1974: HRM Requirements 90

The Drug-Free Workplace Act of 1988 and HRM 91

The Polygraph Protection Act of 1988 92

The Worker Adjustment and Retraining Notification
Act of 1988 and HRM 92

Current Issues Regarding Employee Rights 94

Drug Testing 94

Did You Know?: Why Organizations Drug Test 95

Honesty Tests 96

Whistle-Blowing 96

Employee Monitoring and Workplace Security 97

Workplace Romance 98

The Employment-at-Will Doctrine 98

Exceptions to the Doctrine 99

Contractual Relationship 99*Statutory Considerations* 99*Public Policy Violation* 99*Implied Employment Contract* 99*Breach of Good Faith* 100

Discipline and Employee Rights 100

What Is Discipline? 100

Factors to Consider When Disciplining 100

Workplace Issues: Managers Should Be Prepared Before
Disciplining Employees 101

Disciplinary Guidelines 102

Disciplinary Actions 104

Written Verbal Warning 105*Written Warning* 105*Suspension* 105*Dismissal* 106

Employees and Spirituality 106

Why the Emphasis on Spirituality in Today's
Organizations? 106

What Does a Spiritual Organization Look Like? 106

HRM and Spirituality 107

Employee Counseling 107

Using Employee Communications to Enhance Employee
Rights 108

Why Use an Employee Handbook? 108

Using Information Technology for Employee
Communications 110

Ethical Issues in HRM: Complete Information	110
<i>Networked Communication</i>	110
<i>Wireless Communications</i>	111
<i>Complaint Procedures</i>	112
Why Companies Support Suggestion Programs	113
Summary	113
Demonstrating Comprehension: Questions for Review	115
Key Terms	115
Visual Summary	116
Crossword Comprehension	118
HRM Workshop	119
Linking Concepts to Practice: Discussion Questions	119
Developing Diagnostic and Analytical Skills	119
Case Application 4-A: Off-the-Job Behaviors	119
Case Application 4-B: TEAM FUN!	120
Working with a Team: Dealing in Gray Areas	120
Learning an HRM Skill: Guidelines for Counseling Employees	121
Enhancing Your Communication Skills	121

PART 3 STAFFING THE ORGANIZATION

CHAPTER 5

Human Resource Planning and Job Analysis 122

Learning Outcomes	123
Introduction	124
An Organizational Framework	124
Ethical Issues in HRM: Competitive Intelligence	125
Linking Organizational Strategy to Human Resource Planning	126
Assessing Current Human Resources	127
<i>Human Resource Information Systems</i>	127
<i>Succession Planning</i>	128
Determining the Demand for Labor	129
Predicting the Future Labor Supply	129
Where Will We Find Workers?	130
Matching Labor Demand and Supply	130
Job Analysis	132
Job Analysis Methods	132
<i>Observation Method</i>	132
<i>Individual Interview Method</i>	132
<i>Group Interview Method</i>	132
<i>Structured Questionnaire Method</i>	132
<i>Technical Conference Method</i>	132
<i>Diary Method</i>	132

Structured Job Analyses Techniques	133
<i>The Department of Labor's Job Analysis Process</i>	133
<i>Technology Corner: Employee Database Requirements</i>	134
<i>Position Analysis Questionnaire</i>	135
Purpose of Job Analysis	136
<i>Job Descriptions</i>	136
<i>Job Specifications</i>	137
<i>Job Evaluations</i>	137
The Multifaceted Nature of Job Analysis	137
Job Analysis and the Changing World of Work	138
Summary	138
Demonstrating Comprehension: Questions for Review	139
Key Terms	139
Visual Summary	140
Crossword Comprehension	142
HRM Workshop	143
Linking Concepts to Practice: Discussion Questions	143
Developing Diagnostic and Analytical Skills	143
Case Application 5-A: MS Woes	143
Case Application 5-B: TEAM FUN!	143
Working with a Team: Job Analysis Information	144
Learning an HRM Skill: Conducting the Job Analysis	144
Enhancing Your Communication Skills	145

CHAPTER 6

Recruiting 146

Learning Outcomes	147
Introduction	148
Recruiting Goals	148
Factors That Affect Recruiting Efforts	148
Did You Know?: Something for Everyone	149
Constraints on Recruiting Efforts	149
<i>Organization Image</i>	149
<i>Job Attractiveness</i>	150
<i>Internal Organizational Policies</i>	150
<i>Government Influence</i>	150
<i>Diversity Issues in HRM: Job Advertisements and EEO</i>	150
<i>Recruiting Costs</i>	151
Recruiting: A Global Perspective	151
Recruiting Sources	152
The Internal Search	152
Employee Referrals and Recommendations	153

External Searches	153
<i>Advertisements</i>	154
<i>Employment Agencies</i>	156
<i>Schools, Colleges, and Universities</i>	157
<i>Professional Organizations</i>	157
<i>Unsolicited Applicants</i>	157
Online Recruiting	157
Recruitment Alternatives	158
<i>Temporary Help Services</i>	159
<i>Employee Leasing</i>	159
<i>Independent Contractors</i>	159
<i>Workplace Issues: “Best Practice” Ideas Applicable to Recruitment and Hiring</i>	160
Meeting the Organization	160
Technology Corner: Creating a Résumé	161
Preparing Your Résumé	161
Some Final Remarks	162
Summary	163
Visual Summary	164
Demonstrating Comprehension: Questions for Review	166
Key Terms	166
Crossword Comprehension	166
HRM Workshop	167
Linking Concepts to Practice: Discussion Questions	167
Developing Diagnostic and Analytical Skills	167
Case Application 6-A: Priority Staffing	167
Case Application 6-B: TEAM FUN!	168
Working with a Team: A Question of Effective Recruiting	168
Learning an HRM Skill: Writing a Job Advertisement	168
Enhancing Your Communication Skills	169

CHAPTER 7

Foundations of Selection 170

Learning Outcomes	171
Introduction	172
The Selection Process	172
Initial Screening	172
Completing the Application Form	173
Diversity Issues in HRM: Employer’s Guide to Application Forms and Interviews under <i>The Saskatchewan Human Rights Code</i>	174
<i>Key Issues</i>	175
<i>Weighted Application Forms</i>	175
<i>Successful Applications</i>	176

Employment Tests	176
<i>Performance Simulation Tests</i>	177
<i>Work Sampling</i>	177
<i>Did You Know?: Remembering EEO</i>	177
<i>Assessment Centers</i>	178
<i>Testing in a Global Arena</i>	178
Comprehensive Interviews	178
<i>Interview Effectiveness</i>	178
<i>Ethical Issues in HRM: The Stress Interview</i>	179
<i>Behavioral Interviews</i>	180
<i>Realistic Job Previews</i>	180
Background Investigation	180
Did You Know?: Interview Questions	182
Conditional Job Offers	184
Medical/Physical Examination	184
Job Offers	185
The Comprehensive Approach	185
Workplace Issues: Avoiding Hiring Mistakes	186
Now It's Up to the Candidate	186
Selection for Self-Managed Teams	187
Key Elements for Successful Predictors	188
Reliability	188
Validity	188
<i>Content Validity</i>	188
<i>Construct Validity</i>	188
<i>Criterion-Related Validity</i>	189
Validity Analysis	190
Cut Scores and Their Impact on Hiring	190
Validity Generalization	192
Selection from a Global Perspective	192
Final Thoughts: Excelling at the Interview	193
Summary	194
Demonstrating Comprehension: Questions for Review	195
Key Terms	195
Visual Summary	196
Crossword Comprehension	198
HRM Workshop	199
Linking Concepts to Practice: Discussion Questions	199
Developing Diagnostic and Analytical Skills	199
Case Application 7-A: Timing of the Job Offer	199
Case Application 7-B: TEAM FUN!	200
Working with a Team: Preparing for the Interview	200
Learning an HRM Skill: Becoming an Effective Interviewer	200
Enhancing Your Communication Skills	201

PART 4 TRAINING AND DEVELOPMENT

CHAPTER 8

Socializing, Orienting, and Developing Employees 202

- Learning Outcomes 203
- Introduction 204
- The Insider-Outsider Passage 204
- Socialization 204
- Assumptions of Employee Socialization 204
 - Socialization Strongly Influences Employee Performance and Organizational Stability* 204
 - Organizational Stability Also Increases Through Socialization* 205
 - New Members Suffer from Anxiety* 205
 - Socialization Does Not Occur in a Vacuum* 205
 - Individuals Adjust to New Situations In Remarkably Similar Ways* 205
- The Socialization Process 205
- The Purpose of New-Employee Orientation 207
- Learning the Organization's Culture 207
- The CEO's Role in Orientation 207
- HRM's Role in Orientation 208
- Employee Training 209
- Diversity Issues in HRM: Training and EEO 209
- Determining Training Needs 210
- Training Methods 211
- Employee Development 211
- Employee Development Methods 212
 - Job Rotation* 212
 - Assistant-To Positions* 212
 - Committee Assignment* 212
 - Lecture Courses and Seminars* 212
 - Simulations* 213
 - Outdoor Training* 213
- Organization Development 214
- What Is Change? 214
- Did You Know?: Training Expenditures 214
 - The Calm Waters Metaphor* 215
 - The White-Water Rapids Metaphor* 215
- OD Methods 216
 - Organization Development* 216
 - OD Techniques* 216
 - Ethical Issues in HRM: OD Intervention* 217
 - Workplace Issues: Playing Coach* 218
- A Special OD Case: The Learning Organization 218

Evaluating Training and Development Effectiveness	219
Evaluating Training Programs	219
Performance-Based Evaluation Measures	220
<i>Post-Training Performance Method</i>	220
<i>Pre-Post-Training Performance Method</i>	220
<i>Pre-Post-Training Performance with Control Group Method</i>	220
International Training and Development Issues	221
Cross-Cultural Training	221
Development	222
Summary	222
Demonstrating Comprehension: Questions for Review	223
Key Terms	223
Visual Summary	224
Crossword Comprehension	226
HRM Workshop	227
Linking Concepts to Practice: Discussion Questions	227
Developing Diagnostic and Analytical Skills	227
Case Application 8-A: Delivering at UPS	227
Case Application 8-B: TEAM FUN!	227
Working with a Team: Orienting Employees	227
Learning an HRM Skill: Coaching Employees	227
Enhancing Your Communication Skills	228
 CHAPTER 9	
Managing Careers	230
Learning Outcomes	231
Introduction	232
What Is a Career?	233
Individual versus Organizational Perspective	234
Career Development versus Employee Development	233
Career Development: Value for the Organization	234
<i>Needed Talent Will Be Available</i>	234
<i>The Organization's Ability to Attract and Retain Talented Employees Improves</i>	234
<i>Minorities and Women Have Comparable Opportunities for Growth and Development</i>	234
<i>Reduced Employee Frustration</i>	234
<i>Enhanced Cultural Diversity</i>	235
<i>Organizational Goodwill</i>	235
Career Development: Value for the Individual	235
Mentoring and Coaching	236
Ethical Issues in HRM: Special Mentoring Programs for Women and Minorities	238

Traditional Career Stages	238
Exploration	239
Establishment	239
Mid-Career	240
Late Career	241
Decline (Late Stage)	241
Did You Know?: Where Are the Jobs?	241
Career Choices and Preferences	242
Holland Vocational Preferences	242
The Schein Anchors	243
The Myers-Briggs Typologies	244
Workplace Issues: A Special Case of a Career— Entrepreneurship	245
Enhancing Your Career	245
Summary	247
Demonstrating Comprehension: Questions for Review	247
Visual Summary	248
Key Terms	250
Crossword Comprehension	250
HRM Workshop	250
Linking Concepts to Practice: Discussion Questions	250
Developing Diagnostic and Analytical Skills	241
Case Application 9-A: A Fudge Career	251
Case Application 9-B: TEAM FUN!	251
Working with a Team: Career Insights	252
Learning an HRM Skill: Making a Career Choice	252
Enhancing Your Communication Skills	253

PART 5 MAINTAINING HIGH PERFORMANCE

CHAPTER 10

Establishing the Performance Management System 254

Learning Outcomes	255
Introduction	256
Performance Management Systems	256
Purposes of a Performance Management System	256
Ethical Issues in HRM: The Inaccurate Performance Appraisal	257
Difficulties in Performance Management Systems	258
<i>Focus on the Individual</i>	258
<i>Did You Know?: Fun Facts on Performance Evaluations</i>	258
<i>Focus on the Process</i>	259

Performance Management and EEO	259
The Appraisal Process	260
Appraisal Methods	261
Evaluating Absolute Standards	261
<i>Critical Incident Appraisal</i>	261
<i>Checklist Appraisal</i>	262
<i>Graphic Rating Scale Appraisal</i>	262
<i>Forced-Choice Appraisal</i>	263
<i>Behaviorally Anchored Rating Scales</i>	264
Relative Standards Methods	265
<i>Group Order Ranking</i>	265
<i>Workplace Issues: Forced Rankings—Are They Working?</i>	265
<i>Individual Ranking</i>	266
<i>Paired Comparison</i>	266
Using Achieved Outcomes to Evaluate Employees	266
<i>Common Elements in an MBO Program</i>	267
<i>Does MBO Work?</i>	267
Factors That Can Distort Appraisals	268
Leniency Error	268
Halo Error	269
Similarity Error	269
Low Appraiser Motivation	269
Central Tendency	269
Inflationary Pressures	269
Inappropriate Substitutes for Performance	270
Attribution Theory	270
Creating More Effective Performance Management Systems	271
Use Behavior-Based Measures	271
Technology Corner: Technology and the Employee Appraisal	271
Combine Absolute and Relative Standards	272
Provide Ongoing Feedback	272
Use Multiple Raters	273
<i>Use Peer Evaluations</i>	273
<i>360-Degree Appraisals</i>	274
Rate Selectively	274
Workplace Issues: Team Performance Appraisals	274
Train Appraisers	275
International Performance Appraisal	275
Who Performs the Evaluation?	275
Did You Know?: Performance Metrics in China	276
Evaluation Formats	276
Summary	277
Visual Summary	278

Demonstrating Comprehension: Questions for Review	280
Key Terms	280
Crossword Comprehension	280
HRM Workshop	281
Linking Concepts to Practice: Discussion Questions	281
Developing Diagnostic and Analytical Skills	281
Case Application 10-A: Rank 'Em and Yank 'Em	281
Case Application 10-B: TEAM FUN!	282
Working with a Team: The 360-Degree Performance Appraisal	282
Learning an HRM Skill: Conducting the Performance Evaluation	283
Enhancing Your Communication Skills	283

CHAPTER 11

Establishing Rewards and Pay Plans 284

Learning Outcomes	285
Introduction	286
Intrinsic versus Extrinsic Rewards	286
Workplace Issues: Job Enrichment	286
Financial versus Nonfinancial Rewards	287
Performance-Based versus Membership-Based Rewards	287
Compensation Administration	288
Government Influence on Compensation Administration	288
<i>Fair Labor Standards Act</i>	290
<i>Did You Know?: The Minimum Wage Debate</i>	290
<i>The Civil Rights and Equal Pay Acts</i>	291
Job Evaluation and the Pay Structure	291
Job Evaluation	291
Isolating Job Evaluation Criteria	291
Job Evaluation Methods	292
<i>Ordering Method</i>	292
<i>Classification Method</i>	292
<i>Point Method</i>	292
Establishing the Pay Structure	294
<i>Compensation Surveys</i>	294
<i>Wage Curves</i>	294
<i>The Wage Structure</i>	295
A Final Word	296
Special Cases of Compensation	296
Incentive Compensation Plans	296
<i>Individual Incentives</i>	296
<i>Group Incentives</i>	297
<i>Plant Wide Incentives</i>	297

Paying for Performance	298
Team-Based Compensation	299
Executive Compensation Programs	300
Salaries of Top Managers	300
Ethical Issues in HRM: Are U.S. Executives Overpaid?	301
Supplemental Financial Compensation	301
Supplemental Nonfinancial Compensation: Perquisites	302
International Compensation	302
Base Pay	303
Did You Know?: Compensation in the Global Village	303
Differentials	304
Incentives	304
Assistance Programs	304
Summary	304
Demonstrating Comprehension: Questions for Review	305
Key Terms	305
Visual Summary	306
Crossword Comprehension	308
HRM Workshop	309
Linking Concepts to Practice: Discussion Questions	309
Developing Diagnostic and Analytical Skills	309
Case Application 11-A: Is It Merit or Not?	309
Case Application 11-B: TEAM FUN!	310
Working with a Team: Understanding Incentive Plans	310
Learning an HRM Skill: Pay-for-Performance Goal Setting	310
Enhancing Your Communication Skills	311

CHAPTER 12

Employee Benefits 312

Learning Outcomes	313
Introduction	314
Costs of Providing Employee Benefits	314
Contemporary Benefits Offerings	314
Ethical Issues in HRM: Domestic Partner Benefits	316
Legally Required Benefits	316
Social Security	316
Unemployment Compensation	316
Diversity Issues in HRM: When Employees Are Called to Active Duty	318
Workers' Compensation	318

Family and Medical Leave Act	319
Voluntary Benefits	319
Health Insurance	319
<i>Traditional Health Insurance</i>	319
<i>Health Maintenance Organizations</i>	320
<i>Preferred Provider Organizations</i>	320
<i>Employer-Operated Coverage</i>	322
<i>Health Insurance Continuation</i>	322
<i>The HIPAA Requirement</i>	322
Retirement Benefits	323
Defined Benefit Plans	324
Defined Contribution Plans	324
<i>Money Purchase Pension Plan</i>	324
<i>Profit-Sharing Plans</i>	324
<i>Individual Retirement Accounts</i>	325
Roth IRAs	325
401(k)s	325
<i>Workplace Issues: Revising the Stock Option Plan</i>	326
<i>Other Retirement Income Vehicles</i>	326
Paid Time Off	327
Vacation and Holiday Leave	327
Did You Know?: Benefits Around the Globe	327
Disability Insurance Programs	328
Survivor Benefits	329
Group Term Life Insurance	329
Travel Insurance	329
The Service Side of Benefits	330
An Integrative Perspective on Employee Benefits	330
Flexible Spending Accounts	331
Modular Plans	331
Core-Plus Options Plans	332
Summary	332
Demonstrating Comprehension: Questions for Review	333
Key Terms	333
Visual Summary	334
Crossword Comprehension	336
HRM Workshop	337
Linking Concepts to Practice: Discussion Questions	337
Developing Diagnostic and Analytical Skills	337
Case Application 12-A: A Perky Way to Productivity	337
Case Application 12-B: TEAM FUN!	337
Working with a Team: Benefit Selections	338
Learning an HRM Skill: Calculating a Long-Term Disability Payment	339
Enhancing Your Communication Skills	339

CHAPTER 13

Ensuring a Safe and Healthy Work Environment 340

Learning Outcomes 341

Introduction 342

The Occupational Safety and Health Act 342

OSHA Enforcement Priorities 342

OSHA Record-Keeping Requirements 345

Technology Corner: OSHA Compliance 345

OSHA Punitive Actions 348

OSHA: A Critique 349

Workplace Issues: OSHA and Needlesticks 349

Job Safety Programs 350

Causes of Accidents 353

Preventive Measures 353

Ensuring Job Safety 353

A Safety Issue: Workplace Violence 354

Maintaining a Healthy Work Environment 355

The Smoke-Free Environment 355

Ethical Issues in HRM: Safety and Health Programs 356

Repetitive Stress Injuries 356

Stress 357

Defining Stress 357

Common Causes of Stress 358

Symptoms of Stress 358

Did You Know?: Employees Wasting Time at Work 359

Reducing Stress 359

A Special Case of Stress: Burnout 360

Causes and Symptoms of Burnout 360

Reducing Burnout 360

Employee Assistance Programs 360

A Brief History of EAPs 361

EAPs Today 361

Wellness Programs/Disease Management 362

Workplace Issues: The Obese Need Not Apply 362

International Safety and Health 363

International Health Issues 363

International Safety Issues 364

Summary 365

Demonstrating Comprehension: Questions for Review 365

Visual Summary 366

Key Terms 368

Crossword Comprehension	368
HRM Workshop	369
Linking Concepts to Practice: Discussion Questions	369
Developing Diagnostic and Analytical Skills	369
Case Application 13-A: Protection OSHA-Style	369
Case Application 13-B: TEAM FUN!	370
Working with a Team: Health and Safety	370
Learning an HRM Skill: Developing Safety Skills	371
Enhancing Your Communication Skills	371

PART 6 LABOR-MANAGEMENT ENVIRONMENTS

CHAPTER 14

Understanding Labor Relations and Collective Bargaining 372

Learning Outcomes	373
Introduction	374
Why Employees Join Unions	375
Higher Wages and Benefits	375
Greater Job Security	375
Influence over Work Rules	375
Compulsory Membership	375
Upsets with Management	377
Labor Legislation	377
The Wagner Act	377
The Taft-Hartley Act	378
Other Laws Affecting Labor-Management Relations	379
Diversity Issues in HRM: Unions and EEO	379
<i>The Railway Labor Act of 1926</i>	380
<i>Landrum-Griffin Act of 1959</i>	380
<i>Executive Orders 10988 and 11491</i>	380
<i>Racketeer Influenced and Corrupt Organizations Act (RICO) of 1970</i>	381
<i>Civil Service Reform Act of 1978</i>	381
Unionizing Employees	381
Workplace Issues: The Union Drive	382
Collective Bargaining	383
Objective and Scope of Collective Bargaining	383
Collective-Bargaining Participants	384
The Collective-Bargaining Process	384
<i>Preparing to Negotiate</i>	384
<i>Negotiating at the Bargaining Table</i>	385
<i>Contract Administration</i>	385
Failure to Reach Agreement	387

<i>Strikes versus Lockouts</i>	387
<i>Ethical Issues In HRM: The Striker Replacement Dilemma</i>	388
<i>Impasse-Resolution Techniques</i>	388
Critical Issues for Unions Today	389
Union Membership: Where Have the Members Gone?	389
Workplace Issues: The Union Summer	391
Labor-Management Cooperation	391
Public-Sector Unionization	392
Unionizing the Nontraditional Employee	392
Do You Know?: Is There Addition by Subtraction?	393
International Labor Relations	393
Differing Perspectives Toward Labor Relations	394
The European Community	395
Summary	395
Visual Summary	396

Demonstrating Comprehension: Questions for Review	398
Key Terms	398
Crossword Comprehension	399
HRM Workshop	400
Linking Concepts to Practice: Discussion Questions	400
Developing Diagnostic and Analytical Skills	400
Case Application 14-A: Hockey on Ice	400
Case Application 14-B: TEAM FUN!	401
Working with a Team: Handling a Grievance	401
Learning an HRM Skill: Negotiation Skills	402
Enhancing Your Communication Skills	402

ENDNOTES	403
-----------------	------------

GLOSSARY	429
-----------------	------------

COMPANY INDEX	435
----------------------	------------

SUBJECT INDEX	439
----------------------	------------