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The fourth edition of Fundamentals of Human Resource Management continues to offer students a brief introduction to HRM that is rich with examples and engaging in its application.

Please take a moment to page through some of the highlights of this new edition.
Students who want to learn more about how human resource management is used in the everyday work environment will find that the fourth edition is engaging, focused, and applied, giving them the HRM knowledge they need to succeed.
Best Practices

Engage students through examples of companies where the HR department is working well. Examples include “Verizon Connects with Disabled Workers,” “Frito-Lay Takes a Fresh Look at Job Design,” and “Room to Bloom and Grow at Four Seasons.”

HR How To

Engage students through specific steps to create HRM programs and tackle common challenges. Examples include “Putting Compensation into Perspective,” “Leading after Layoffs,” and “Developing Effective Classroom Presentations.”

TRAINING GETS MOBILE

Just as the widespread adoption of personal computers brought training into employees’ desks, now the greater capabilities of wireless devices are bringing training to employees’ pockets. Cellular phones and PDAs are no longer just telephones; they are personal computing devices. These devices can be used to access training, role playing, and other interactive activities. Wireless technology can also be used to access corporate intranets, where employees can view training materials, access the corporate database, and read e-mail. In addition, wireless technology can be used to track employee attendance and performance.

eHRM

Engage students through examples of how HR departments use technology on a daily basis. Examples include “Talent Management,” “Confirming Eligibility with E-Verify,” and “Finding a Mentor Online.”

Many Companies Outsource Training Tasks

A recent survey of U.S. based corporations found that over half of those surveyed have outsourced training to third-party providers. Examples include “Employee Training and Development,” “E-Learning,” and “Ongoing Learning.” These services can include everything from training programs to staff development to executive coaching. Outsourcing training can help companies save money, improve training effectiveness, and improve employee satisfaction.

Did You Know?

Engage students through interesting statistics related to chapter topics. Examples include “Employees Want More Feedback,” “Unpleasant Employees Are Bad for Business,” and “Investing in Human Resources.”

REFERENCES

Holly Dolezalek, “Shaper
Success: Don’t Leave Home without Your

Sources:

- Holly Dolezalek, “Shaper
Success: Don’t Leave Home without Your
FEAT URES

Focused on ethics. Reviewers indicate that the Thinking Ethically feature, which confronts students in each chapter with an ethical issue regarding managing human resources, is a highlight. This feature has been updated throughout the text.

thinking ethically

THE ETHICS OF OFFSHORING

When companies use offshoring, they are eliminating higher-paid U.S. jobs and replacing them with lower-paid jobs elsewhere. The debate has raged over whether the practice is ethical.

Businesses certainly need to make a profit, and offshoring can help lower costs. One manager who resists offshoring is Arizona Hitek, vice president and general counsel for Microchip, a legal services firm. "The company really needs to look at whether this would even work if it couldn't hire lawyers in Mauritius and Pance, India. At far lower rates than U.S. attorneys charge, the Indian lawyers review lease agreements and do other routine tasks. This assistance frees employees in Chicago to tackle more complicated assignments.

The downside involves considerations other than profits. In a country where companies routinely offshore important talents, such as engineering innovation, the country may become weaker in those areas. And then suffer if they have jobs or have to accept pay cuts to compete with workers in lower-cost areas. Business owner Valerie Eng-Bailey once lost her own engineering job to offshoring. Eng-Bailey then started her own company, Offshore Technology, an information technology company specializing in telework.

APPLICATIONS OF THE JOB CHARACTERISTICS APPROACH TO JOB DESIGN

A model that shows how to make jobs more motivating is the Job Characteristics Model, developed by Richard Hackman and Greg Oldham. This model describes what makes a job motivating. Hackman and Oldham identified five job characteristics: skill variety, task identity, task significance, autonomy, and feedback. As shown in Figure 4.6, the more of each of these characteristics a job has, the more motivating the job will be, according to the Job Characteristics Model. The objective of job enlargement is to make jobs less repetitive and more interesting.(

Applications of the job characteristics approach to job design include job enlargement, job rotation, job enrichment, and job involvement. The objective of job enlargement is to make jobs less repetitive and more interesting. Spirit AeroSystems improved profitability by enlarging jobs. After the company added more and better work. For example, to increase the meaningfulness of making artery stents (devices that are surgically inserted to promote blood flow), the maker of these products invites its production workers to an annual party, where they meet patients whose lives were saved by the products they helped to manufacture. 17

Questions

1. When a company moves jobs to another country, who benefits? Who loses? Given the mix of winners and losers, do you think offshoring is ethical? Why or why not?

2. Imagine you are an HR manager at a company that is planning to begin offshoring its production or customer service operations. How could you help the company proceed as ethically as possible?

Focused on corporate social responsibility. Throughout the chapters, in-text discussions highlight companies and their commitment to social responsibility and are identified by this icon.

Focused on student resources. The end-of-chapter 'It's a WRAP!' box clearly indicates options students have for Reviewing, Applying, and Practicing the concepts learned in each chapter at www.mhhe.com/noe4e.

www.mhhe.com/noefund4e is your source for Reviewing, Applying, and Practicing the concepts you learned about in Chapter 4.

Review

• Chapter learning objectives

Application

• Manager's Hot Seat segment: "Working Smarter"
• Skill Assessments/Find Your Match O'NET

Practice

• Chapter quiz
• Web exercise: Comparative Job Analysis
BUSINESSWEEK CASE

Case: Jack B. Kelley Drives Home Safety Lessons

Jack B. Kelley, Inc. (JBK) is a trucking company—similar companies have faced high turnover rates in recent years. The turnover rates in the trucking industry are much higher than the turnover rates in other industries. The turnover rate in the trucking industry is over 50%, while the turnover rate in other industries is typically under 20%. The high turnover rate in the trucking industry results in increased training costs, increased financial costs, and decreased productivity.

The company decided to develop a corporate service corps program as a solution to the high turnover rate. The program is designed to provide safety training to new drivers and to improve the safety culture of the company. The program is also intended to improve the company’s financial performance by reducing turnover and increasing productivity.

In support of these corporate objectives, safety training is provided to new drivers as part of the program. The training consists of two days of classroom instruction and two days of on-the-road training. The classroom instruction covers safety regulations, company policies, and accident investigation techniques. The on-the-road training is conducted in JBK’s fleet of trucks and includes hands-on training in loading and unloading, driving, and maintaining the trucks.

The training program is based on the idea that safety training should be provided to all employees, including new drivers. The program is designed to provide safety training that is relevant to the company’s operations and to help employees understand the importance of safety.

The program is evaluated by measuring the number of accidents that occur in the fleet of trucks. The program has been successful in reducing the number of accidents, and the company has seen a decrease in financial costs as a result.

The program is also designed to improve the company’s financial performance by reducing turnover and increasing productivity. The program provides safety training to new drivers, which helps to reduce the number of accidents that occur in the fleet of trucks. The program also helps to improve the company’s financial performance by increasing productivity, which results in increased profitability.

In conclusion, the JBK’s Corporate Service Corps program is a successful solution to the high turnover rate in the trucking industry. The program provides safety training to new drivers, which helps to reduce the number of accidents that occur in the fleet of trucks. The program also helps to improve the company’s financial performance by increasing productivity.
Test Bank
The test bank includes multiple choice, true/false, and essay questions for each chapter. Rationales and page references are also provided for the answers. Available on the Instructor OLC.

EZ Test
McGraw-Hill’s EZ Test is a flexible and easy-to-use electronic testing program. The program allows instructors to create tests from book specific items. It accommodates a wide range of question types and instructors may add their own questions. Multiple versions of the test can be created and any test can be exported for use with course management systems such as WebCT, BlackBoard, or PageOut. The program is available for Windows and Macintosh environments.

Videos
Videos for each chapter, along with accompanying video cases and quizzes, are located on the OLC and highlight companies and current HRM issues.

PowerPoint
The slides include lecture material, key terms, additional content to expand concepts in the text, hot-links, and discussion questions. The PowerPoint is found on the Instructor Online Learning Center. The PPT also now includes detailed teaching notes.

Online Learning Center
(www.mhhe.com/noefund4e)
This text-specific Web site follows the text chapter by chapter. Students can go online to take self-grading quizzes, watch video clips and answer discussion questions, read relevant and current HR news, and work through interactive exercises. New to this edition are Small Business Cases; one per chapter located on the Web site. There is a guide linking the PHR/SPHR certification exam with the text. Instructors can also access downloadable supplements such as the Instructor’s Manual and Manager’s Hot Seat notes. Professors and students can access this content directly through the textbook Web site, through PageOut, or within a course management system (i.e., WebCT or Blackboard).

Self-Assessments and Test Your Knowledge Quizzes
These interactive features provide students with tools to study chapter concepts in a variety of environments, and provide instructors with additional assignments or in-class discussion opportunities. These are premium content features and require a purchased access code.

Manager’s Hot Seat
The Manager’s Hot Seat is an interactive online feature that allows students to watch as 15 real managers apply their years of experience to confront issues. Students assume the role of the manager as they watch the video and answer multiple choice questions that pop up during the segment—forcing them to make decisions on the spot. Students learn from the manager’s mistakes and successes, and then do a report critiquing the manager’s approach by defending their reasoning. Reports can be e-mailed or printed out for credit. Manager’s Hot Seat is included in the asset Gallery as premium content.