

Brief Contents

PART 1	Seeing People as a Strategic Resource	1
<i>Chapter 1</i>	Creating Value Through Human Resources	2
<i>Chapter 2</i>	Making Human Resource Management Strategic	36
<i>Chapter 3</i>	Ensuring Equal Employment Opportunity and Safety	74
PART 2	Securing Effective Employees	117
<i>Chapter 4</i>	Designing Productive and Satisfying Work	118
<i>Chapter 5</i>	Recruiting Talented Employees	158
<i>Chapter 6</i>	Selecting Employees Who Fit	200
<i>Chapter 7</i>	Managing Employee Retention and Separation	248
PART 3	Improving Employee Performance	289
<i>Chapter 8</i>	Measuring Performance and Providing Feedback	290
<i>Chapter 9</i>	Training for Improved Performance	330
<i>Chapter 10</i>	Developing Employees and Their Careers	374
PART 4	Motivating and Managing Employees	409
<i>Chapter 11</i>	Motivating Employees Through Compensation	410
<i>Chapter 12</i>	Designing Compensation and Benefit Packages	452
<i>Chapter 13</i>	Working Effectively with Labor	492
<i>Chapter 14</i>	Aligning Strategy with Practice	532
APPENDICES	(available online at http://www.wiley.com/college/sc/stewart)	
<i>Appendix A</i>	Occupational Outlook for HR Managers and Specialists	
<i>Appendix B</i>	Human Resource Certification Institute Bodies of Knowledge	
<i>Appendix C</i>	Human Resource Planning Society Knowledge Areas	
<i>Appendix D</i>	Major Employment Laws in the United States	
<i>Appendix E</i>	Organizations of Interest to HR Students and Professionals	
<i>Appendix F</i>	Journals Useful to HR Students and Professionals	
	Glossary	565
	Name and Company Index	573
	Subject Index	582
	Photo Credits	589
	Appendix Summary	590

Contents

PART 1 Seeing People as a Strategic Resource

Chapter 1

Creating Value Through Human Resources

- A Manager's Perspective 2
- How Can Human Resource Management Make an Organization Effective? 4
- How Is Organizational Success Determined? 6
 - Success in Life-Cycle Stages 6
 - Success from Stakeholder Perspectives 9
 - The Chain of Success 11
- What Does Human Resource Management Provide to an Organization? 13
 - Core Human Resource Functions 13
 - Spreading Knowledge about Human Resource Practices 16
- What Do Human Resource Specialists Do? 17
 - Human Resource Roles 18
 - Human Resource Competencies 22
- How Will Current Trends Affect Human Resource Management? 24
 - Population Trends 24
 - Labor Force Trends 25
 - Employment Trends 26
 - Trends in Education and Training 26
 - Globalizations Trends 27
- How Do Strategic and Functional Perspectives Combine to Direct Human Resource Practices? 27
- A Manager's Perspective Revisited 29
- Summary/Key Terms/Discussion Questions 30
- Cases 32
- WHAT DO YOU THINK?** 3
- BUILDING STRENGTH THROUGH HR:** Trader Joe's 5
- HOW DO WE KNOW?** Does Effective Human Resource Management Increase Organizational Success? 8
- HOW DO WE KNOW?** Are Great Places to Work More Profitable? 12
- TECHNOLOGY IN HR:** Using Web-Based Information to Manage People 15
- BUILDING STRENGTH THROUGH HR:** Edwards Lifesciences 21
- BUILDING STRENGTH THROUGH HR:** McDonald's 23
- EXAMPLE CASE:** Sears 32
- DISCUSSION CASE:** Curt's Cowboy Corner 33

Exercises 34

EXPERIENTIAL EXERCISE: Visit the SHRM Website 34

INTERACTIVE EXPERIENTIAL EXERCISE: Building an HR Department at Mega Manufacturing 34

Chapter 2

Making Human Resource Management Strategic

A Manager’s Perspective 36

How Can a Strategic Approach to Human Resources Improve an Organization? 38

How Is Strategy Formulated? 40

Gathering Information 41

Analyzing Information and Making Decisions 45

What Are Common Competitive Business Strategies? 46

Cost Leadership Strategy 47

Differentiation Strategy 48

Combination Strategy 50

What Are Basic Approaches to Human Resource Strategy? 51

The Universalistic Approach 52

The Contingency Approach 54

What Are Common Human Resource Strategies? 58

Internal/Cost HR Strategy: The Loyal Soldier 59

External/Cost HR Strategy:

The Bargain Laborer 60

Internal/Differentiation HR Strategy:

The Committed Expert 60

External/Differentiation HR Strategy:

The Free Agent 61

How Do Human Resource Strategies Align with Competitive Business Strategies? 62

Research Supporting the Contingency Perspective 62

Putting it all Together 64

WHAT DO YOU THINK? 37

BUILDING STRENGTH THROUGH HR:

Southwest Airlines 40

TECHNOLOGY IN HR: Twitter as an Opportunity for Business 43

HOW DO WE KNOW?

What Differentiates Fast-Food Restaurants? 49

HOW DO WE KNOW? Do Good Human Resource Practices Improve Performance? 54

BUILDING STRENGTH THROUGH HR: Fenmarc Produce Ltd 57

HOW DO WE KNOW? What Makes College Basketball Programs Successful? 64

A Manager's Perspective Revisited 65
Summary/Key Terms/Discussion Questions 66
Cases 68

Exercises 70

EXAMPLE CASE: United Parcel Service 68

DISCUSSION CASE: Mountain Bank 69

EXPERIENTIAL EXERCISE: Explore Company Websites 70

INTERACTIVE EXPERIENTIAL EXERCISE: HR Strategy in Action: Selling the HR Function at Mega Manufacturing 71

Chapter 3

Ensuring Equal Employment Opportunity and Safety

A Manager's Perspective 74

Why Is It Important to Understand Legal and Safety Issues? 76

What Is the Main Law Relating to Discrimination and Employment? 78

- Title VII of the Civil Rights Act of 1964 79
- The Civil Rights Act of 1991 86
- Application of U.S. Laws to International Employers 88

What Are Other Important Employment Laws? 90

- The Age Discrimination in Employment Act 91
- The Americans with Disabilities Act 92
- The Equal Pay Act 94
- The Family and Medical Leave Act 95

How Can Organizations Increase Diversity? 97

- Executive Order 11246 98
- Restrictions on Affirmative Action Plans 99
- Affirmative Action Plans Today 100

What Are the Major Laws Relating to Occupational Safety? 101

- Occupational Safety and Health Act 102
- Workers' Compensation 105

WHAT DO YOU THINK? 75

BUILDING STRENGTH THROUGH HR: Responding to Discrimination Claims 77

HOW DO WE KNOW? Do Courts Give Companies Credit for Good HR Practices? 83

HOW DO WE KNOW? Who Is Most Likely to Unfairly Discriminate? 86

TECHNOLOGY IN HR: Legal Issues with Internet and Email Use 87

BUILDING STRENGTH THROUGH HR: PepsiCo 97

BUILDING STRENGTH THROUGH HR: Union Pacific Corporation 103

What Specific Practices Increase Fairness and Safety? 106
 Employees 106
 Leadership 106

A Manager’s Perspective Revisited 108

Summary/Key Terms/Discussion Questions 109

Cases 111

Exercises 113

HOW DO WE KNOW? What Can Organizations Do to Promote Safety? 107

EXAMPLE CASE: Xerox 111

DISCUSSION CASE: Jones Feed and Seed 112

EXPERIENTIAL EXERCISE: Locating Government Resources on the Web 113

INTERACTIVE EXPERIENTIAL EXERCISE: The Legal Side of HR: Handling Equal Employment Issues at Mega Manufacturing 113

PART 2 Securing Effective Employees

Chapter 4

Designing Productive and Satisfying Work

A Manager’s Perspective 118

How Can Strategic Design of Work Tasks Improve an Organization? 120

How Is Work Design Strategic? 122
 Developing Autonomy 122
 Developing Interdependence 124
 Linking Autonomy and Interdependence to HR Strategy 125

How Are Employee Jobs Determined? 126
 The Job Analysis Process 126
 Specific Methods of Collecting Job Analysis Information 131
 How Is Job Description Information Made Useful? 134
 Job Analysis and Legal Issues 135
 Competency Modeling 136

How Do We Determine the Tasks Associated with Each Job? 137
 Mechanistic Approach 139
 Motivational Approach 140

WHAT DO YOU THINK? 119

BUILDING STRENGTH THROUGH HR: W. L. Gore & Associates 121

HOW DO WE KNOW? Do Empowered Teams Have Higher Performance? 123

BUILDING STRENGTH THROUGH HR: Purolator 127

BUILDING STRENGTH THROUGH HR: Leicester Royal Infirmary 138

HOW DO WE KNOW? Do Employees Work Harder When They Think Their Tasks Matter? 141

Perceptual Approach 141
Biological Approach 142
Combining Work Design Approaches 142

How Can Work Be Designed to Improve Family Life? 143
Flexible Work Scheduling 144
Alternative Work Locations 146

A Manager's Perspective Revisited 148
Summary/Key Terms/Discussion Questions 148
Cases 150

Exercises 153

BUILDING STRENGTH THROUGH HR:

International Business Machines Corporation 145

TECHNOLOGY IN HR: Allowing Employees to Work from Home 147

EXAMPLE CASE: Coney Island Hospital 150

DISCUSSION CASE: Josh's Toy Manufacturing 152

EXPERIENTIAL EXERCISE: Assessing the Accuracy of Job Descriptions 153

INTERACTIVE EXPERIENTIAL EXERCISE: Job Design: Creating New Positions at Graphics Design, Inc. 153

Chapter 5

Recruiting Talented Employees

A Manager's Perspective 158
How Can Strategic Recruiting Make an Organization Effective? 160
How Is Employee Recruiting Strategic? 162
Broad Versus Targeted Skill Scope 163
Internal Versus External Sourcing 164
Realistic Versus Idealistic Messaging 166

How Does Human Resource Planning Facilitate Recruiting? 168
The Planning Process 169
Batch and Flow Approaches 171
Centralization of Processes 172

Who Searches for Jobs? 173
New Workforce Entrants 174
Unemployed Workers 175
Workers Currently Employed 176

WHAT DO YOU THINK? 159

BUILDING STRENGTH THROUGH HR: Google 161

HOW DO WE KNOW? Do Realistic Job Previews Reduce Employee Turnover? 167

BUILDING STRENGTH THROUGH HR: WellPoint Health Networks 172

HOW DO WE KNOW? Who Succeeds in a Job Search? 175

What Characteristics Make an Organization Attractive?	177
Generally Attractive Characteristics	178
Fit Between People and Organizations	180
What Are Common Recruiting Sources?	181
Job Posting	181
Employee Referrals	181
Print Advertising	183
Electronic Advertising	183
Employment Agencies	184
Campus Recruiting	186
How Is Recruiting Effectiveness Determined?	187
Common Measures	188
Differences among Recruiting Sources	189
A Manager's Perspective Revisited	190
Summary/Key Terms/Discussion Questions	190
Cases	193
Exercises	195

HOW DO WE KNOW? What Influences People to Apply for a Job? 179

TECHNOLOGY IN HR: Staying in Touch with Recruits 185

EXAMPLE CASE: MITRE 193

DISCUSSION CASE: Friendly Financial Works 194

EXPERIENTIAL EXERCISE: Learning about Your Career Center 195

INTERACTIVE EXPERIENTIAL EXERCISE: Strategic Recruitment: Finding the Right People for Graphics Design, Inc. 196

Chapter 6

Selecting Employees Who Fit

A Manager's Perspective	200
How Can Strategic Employee Selection Improve an Organization?	202
How Is Employee Selection Strategic?	203
Aligning Talent and HR Strategy	204
Making Strategic Selection Decisions	206
What Makes a Selection Method Good?	209
Reliability	209
Validity	211

WHAT DO YOU THINK? 201

BUILDING STRENGTH THROUGH HR: U.S. Census Bureau 203

HOW DO WE KNOW? Do Recruiters Really Assess Fit? 207

Utility	213	
Legality and Fairness	215	
Acceptability	216	
What Selection Methods Are Commonly Used?	217	HOW DO WE KNOW? Is It Better to Be Smart or Beautiful? 219
Testing	217	TECHNOLOGY IN HR: Administering Tests on the Internet 223
Information Gathering	227	BUILDING STRENGTH THROUGH HR: Service Providers 226
Interviewing	230	HOW DO WE KNOW? Does It Matter How You Shake Hands in an Interview? 231
How Are Final Selection Decisions Made?	233	
Predictor Weighting Approach	234	
Minimum Cutoffs Approach	234	
Multiple Hurdles Approach	235	
Banding Approach	235	
A Manager's Perspective Revisited	236	
Summary/Key Terms/Discussion Questions	236	
Cases	238	EXAMPLE CASE: Outback Steakhouse 238
		DISCUSSION CASE: Stringtown Iron Works 239
		EXPERIENTIAL EXERCISE: Learning through Interviewing 240
		INTERACTIVE EXPERIENTIAL EXERCISE: Employee Selection: Choosing the Best of the Best for Graphics Design, Inc. 241
Exercises	240	

Chapter 7

Managing Employee Retention and Separation

A Manager's Perspective	248	WHAT DO YOU THINK? 249
How Can Strategic Employee Retention and Separation Make an Organization Effective?	250	

How Are Employee Retention and Separation Strategic? 252
 Strategic Emphasis on Employee Retention 252
 Strategic Emphasis on Employee Separation 253

How Can Undesirable Employee Turnover Be Reduced? 254
 Recognizing Paths to Voluntary Turnover 256
 Understanding Decisions to Quit 258
 Organizational Practices that Reduce Turnover 261

How Do Layoffs Affect Individuals and Organizations? 267
 The Effect of Layoffs on Organizations 267
 The Effects of Layoffs on Individuals 268
 Reducing the Negative Impact of Layoffs 270

What Are Common Steps in Disciplining Employees? 272
 Principles of Due Process 273
 The Process of Progressive Discipline 274

How Should Employee Dismissals Be Carried Out? 276
 Outplacement Services 276
 The Dismissal Meeting 276

A Manager’s Perspective Revisited 278
 Summary/Key Terms/Discussion Questions 278
 Cases 280

Exercises 282

BUILDING STRENGTH THROUGH HR:
 SAS Institute, Inc. 252

BUILDING STRENGTH THROUGH HR:
 Convergys Corporation 256

TECHNOLOGY IN HR: Computerized Orientation Programs 263

BUILDING STRENGTH THROUGH HR:
 FreshDirect 265

HOW DO WE KNOW? Are Coworkers Contagious? 266

HOW DO WE KNOW? Do Managers Think Discipline Is Fair? 275

EXAMPLE CASE: Apparel Inc. 280

DISCUSSION CASE: County General Hospital 281

EXPERIENTIAL EXERCISE: Learning about Discipline Procedures 282

INTERACTIVE EXPERIENTIAL EXERCISE: Turnover: Dealing with the Good, the Bad, and the Ugly at Global Telecommunications 282

PART 3 Improving Employee Performance

Chapter 8

Measuring Performance and Providing Feedback

- A Manager's Perspective 290
- How Can Performance Management Make an Organization Effective? 292
- How Is Performance Management Strategic? 294
Emphasizing Either Merit or Parity 294
Linking Merit and Parity Systems to HR Strategy 295
- What Is Performance? 297
Task Performance 298
Citizenship Performance 298
Counterproductive Performance 299
- How Is Performance Measured? 301
Contamination and Deficiency as Sources of Inaccuracy 302
General Types of Performance Measures 303
Common Problems with Performance Measures 304
Rating Formats 309
- Who Should Measure Performance? 311
Multisource Performance Ratings 311
Rating Source Differences 312
- How Should Feedback Be Provided? 313
Providing Positive and Negative Feedback 315
Effectively Communicating Methods for Improvement 316
Reducing Negative Emotional Responses 318
Building High Expectations 319
- A Manager's Perspective Revisited 319
- Summary/Key Terms/Discussion Questions 320
- Cases 322
- WHAT DO YOU THINK?** 291
- BUILDING STRENGTH THROUGH HR:**
 General Electric 294
- TECHNOLOGY IN HR:** Monitoring Electronic Activity 301
HOW DO WE KNOW? Does Performance Change Over Time? 308
- TECHNOLOGY IN HR:** Feedback Through Twitter and Facebook 314
BUILDING STRENGTH THROUGH HR:
 Whirlpool Corporation 315
- EXAMPLE CASE:** Medical Center 322
- DISCUSSION CASE:** Reliable Underwriters 324

Exercises 324

EXPERIENTIAL EXERCISE: Assessing Performance in Sports 324

INTERACTIVE EXPERIENTIAL EXERCISE: Performance Appraisal: Delivering Positive and Negative Feedback at Global Telecommunications 325

Chapter 9

Training for Improved Performance

A Manager's Perspective 330

How Can Strategic Employee Training Improve an Organization? 332

How Is Employee Training Strategic? 335
 Differentiation Versus Cost Leadership Strategy 335
 Internal Versus External Labor Orientation 337

What Are Key Principles for Getting Benefits from Training? 338
 Partnership 339
 Systematic Process 340

How Are Training Needs Determined? 341
 Proactive Needs Assessment 341
 Reactive Needs Assessment 344
 Prioritizing and Creating Objectives 347

How Is Effective Training Designed and Delivered? 349
 Content 349
 Training Methods 351
 Training Media 354
 Transfer-Enhancement Techniques 358
 Putting It All Together 360

How Do Organizations Determine Whether Training Is Effective? 361
 Purpose 361
 Outcomes 363
 Design 365
 Results 365

WHAT DO YOU THINK? 331

BUILDING STRENGTH THROUGH HR: Rockwell Collins 334

BUILDING STRENGTH THROUGH HR: WorldColor 336

HOW DO WE KNOW? Is There One Best Way to Train for Computer Skills? 355

TECHNOLOGY IN HR Benefits and Drawbacks of e-Learning 356

HOW DO WE KNOW? How Can Transfer Be Enhanced? 360

A Manager's Perspective Revisited 366
Summary/Key Terms/Discussion Questions 367
Cases 368

Exercises 371

EXAMPLE CASE: Northwestern Memorial Hospital 368

DISCUSSION CASE: Hypothetical Telecommunications 370

EXPERIENTIAL EXERCISE: Finding an Off-the-Shelf Training Product 371

INTERACTIVE EXPERIENTIAL EXERCISE: The Art of Training: Finding the Right Program for Global Telecommunications 371

Chapter 10

Developing Employees and Their Careers

A Manager's Perspective 374
How Can Strategic Employee Development Make an Organization Effective? 376
How Is Employee Development Strategic? 378
 External Versus Internal Labor Orientation 378
 Differentiation Versus Cost Strategy 379
What Are Careers Like Today? 380
How Can Organizations Help Employees Develop? 382
 Formal Education 382
 Assessments and Feedback 383
 Work Experiences 386
 Developmental Relationships 388
How Do Organizations Integrate Development Efforts? 391
 Competency Model 391
 Career Development Process 392
 Technology 393
What Are Some Important Career Development Challenges? 395
 Orienting New Employees 395
 Reducing Burnout 396

WHAT DO YOU THINK? 375

BUILDING STRENGTH THROUGH HR: Aflac 377

HOW DO WE KNOW? Can a Feedback Program Really Improve Performance? 387

HOW DO WE KNOW? How Do We Maximize the Return on Mentoring? 390

BUILDING STRENGTH THROUGH HR: Men's Wearhouse 392

TECHNOLOGY IN HR: National Aeronautical and Space Association (NASA) 394

Helping Employees Balance Work with Personal Lives 397

Developing a Diverse Workforce 397

Managing International Assignments 398

A Manager's Perspective Revisited 400

Summary/Key Terms/Discussion Questions 401

Cases 402

Exercises 405

EXAMPLE CASE: Expanding into Switzerland 402

DISCUSSION CASE: First Day on the Job 404

EXPERIENTIAL EXERCISE: Creating a Personal Development Plan 405

INTERACTIVE EXPERIENTIAL EXERCISE: Career Development: Building a Workforce for Long-Term Success at Global Telecommunications 405

PART 4 Motivating and Managing Employees

Chapter 11

Motivating Employees Through Compensation

A Manager's Perspective 410

How Can Strategic Employee Compensation Make an Organization Effective? 412

How Is Employee Compensation Strategic? 414

External Versus Internal Labor 415

Differentiation Versus Cost Strategy 415

Aligning Compensation with HR Strategy 416

How Does Compensation Motivate People? 418

Theories of Motivation 419

Linking Motivation with Strategy 425

How Is Compensation Level Determined? 428

Pay Surveys 428

Pay-Level Strategies 432

Linking Compensation Level and Strategy 433

How Is Compensation Structure Determined? 434

Job-Based Pay 434

Skill-Based Pay 437

Linking Compensation Structure to Strategy 438

WHAT DO YOU THINK? 411

BUILDING STRENGTH THROUGH HR: Marriott International, Inc. 414

HOW DO WE KNOW? Do Contingent Rewards Really Improve Performance? 420

TECHNOLOGY IN HR: Be Careful When Obtaining Information 430

BUILDING STRENGTH THROUGH HR: The Container Store 433

How Do Government Regulations Influence Compensation? 439
 Fair Labor Standards Act 439
 State and Local Regulations 442

A Manager's Perspective Revisited 443

Summary/Key Terms/Discussion Questions 444

Cases 446

Exercises 449

HOW DO WE KNOW? Do People Lose Sleep Over Pay? 441

EXAMPLE CASE: Delphi Corporation 446

DISCUSSION CASE: Joe's Hamburger Grill 447

EXPERIENTIAL EXERCISE: Conduct a Pay Survey Using BLS Data 449

INTERACTIVE EXPERIENTIAL EXERCISE: How Much to Pay: Finding the Right Balance at SuperFoods 449

Chapter 12

Designing Compensation and Benefit Packages

A Manager's Perspective 452

How Can a Strategic Compensation Package Make an Organization Effective? 454

How Do Compensation Packages Align with Strategy? 456
 At-Risk Compensation 456
 Line of Sight 457
 Common Elements of Compensation Packages 458

What Are Common Approaches to Base Pay? 461

What Are Common Employee Benefit Plans? 463
 Legally Required Benefits 463
 Discretionary Benefits 465
 Flexible Benefit Programs 471

What Are Common Individual Incentives? 472
 Piece-Rate Incentives 473
 Commissions 474

WHAT DO YOU THINK? 453

BUILDING STRENGTH THROUGH HR: IKEA 456

HOW DO WE KNOW? Does Paying Some Employees More Than Others Increase Productivity? 458

BUILDING STRENGTH THROUGH HR: Strategically Managing Compensation During a Recession 459

BUILDING STRENGTH THROUGH HR: Netflix 462

BUILDING STRENGTH THROUGH HR: Burton Snowboards 471

TECHNOLOGY IN HR: Enterprise Incentive Management 475

Merit Pay Increases 475

Merit Bonuses 476

What Are Common Group and Organizational Incentives? 477

Team Bonuses and Incentives 477

Gainsharing 478

Profit Sharing 481

Stock Plans 481

How Do Strategic Decisions Influence a Compensation Package? 483

A Manager's Perspective Revisited 485

Summary/Key Terms/Discussion Questions 485

Cases 487

Exercises 489

BUILDING STRENGTH THROUGH HR:

John Deere 479

EXAMPLE CASE: Best Buy 487

DISCUSSION CASE: Collegiate Promotions 488

EXPERIENTIAL EXERCISE: Learning Through Interviewing 489

INTERACTIVE EXPERIENTIAL EXERCISE: Is It All about Base Salary? Explaining Compensation Issues at SuperFoods 490

Chapter 13

Working Effectively with Labor

A Manager's Perspective 492

How Can Good Labor Relations Make an Organization Effective? 494

How Are Labor Relations Strategic? 496

How Has Organized Labor Evolved over Time? 499

The Influence of Government Regulations 500

Current Trends in Organized Labor 503

International Differences in Organized Labor 506

The Effect of Labor Unions on Nonunion Workers 509

WHAT DO YOU THINK? 493

BUILDING STRENGTH THROUGH HR: Kaiser Permanente 496

BUILDING STRENGTH THROUGH HR: MidState Medical Center 498

HOW DO WE KNOW? Can Unions Make Life Better for Childcare Workers? 506

How Do Workers Become Part of a Union? 509
 Union Organizing Campaigns 510
 Decertification Campaigns 512
 Factors Influencing Union Campaigns 512

What Happens During Labor Negotiations
and Collective Bargaining? 513
 Bargaining Topics 513
 Work Stoppages 514
 The Bargaining Atmosphere 516
 Interest-Based Negotiation 518

What Is the Grievance Process? 520
 Grievance Procedures 520
 Determinants of Grievance Filing 521
 Grievance Mediation 521

A Manager's Perspective Revisited 522
Summary/Key Terms/Discussion Questions 523
Cases 525

Exercises 527

TECHNOLOGY IN HR: Replacing Laborers with Computers 515
HOW DO WE KNOW? Does Cooperating with Unions Help Organizations Succeed? 517

EXAMPLE CASE: Energy Co. 525

DISCUSSION CASE: Teaching Assistants at State University 526

EXPERIENTIAL EXERCISE: Investigating the Labor-Management Partnership 527

INTERACTIVE EXPERIENTIAL EXERCISE: Unions: Negotiating a New Labor Contract for Mega Manufacturing 528

Chapter 14 Aligning Strategy with Practice

A Manager's Perspective 532
How Can Alignment of HR Practices Make an Organization Effective? 534
What Are Two Basic Forms of Strategic Alignment? 537
How Do HR Practices Align with One Another? 539
 External/Cost: Alignment for Bargain Laborers 540

WHAT DO YOU THINK? 533

BUILDING STRENGTH THROUGH HR: Walt Disney World 536

HOW DO WE KNOW? What Happens When Organizations Send Mixed Signals about the Value of Employees? 539

Internal/Cost: Alignment for Loyal Soldiers	542	BUILDING STRENGTH THROUGH HR:	
Internal/Differentiation: Alignment for Committed Experts	545	U.S. Navy	543
External/Differentiation: Alignment for Free Agents	548		
What Are Some Other HR Issues?	550	HOW DO WE KNOW?	Does Working in a Foreign Country Require More Skill?
Variations of Basic Strategies	550		551
HR as an Input to Competitive Strategy	552	BUILDING STRENGTH THROUGH HR:	
The Role of HR in Small Businesses	552	Ford Motor Company	554
What Might the Future of HR Look Like?	553		
The Outlook for Organizations	553	EXAMPLE CASE:	Portman Ritz-Carlton in Shanghai, China
The Outlook for HR Professionals	555		559
A Manager's Perspective Revisited	557	DISCUSSION CASE:	Technology Consultants
Summary/Key Terms/Discussion Questions	557		561
Cases	559	EXPERIENTIAL EXERCISE:	Learning about Company Cultures
			562
		INTERACTIVE EXPERIENTIAL EXERCISE:	A Final Journey: Communicating the Strategic Importance of HR
			562
Exercises	562		
 APPENDICES (available online at http://www.wiley.com/college/sc/stewart)			
<i>Appendix A</i>			
Occupational Outlook for HR Managers and Specialists			
<i>Appendix B</i>			
Human Resource Certification Institute Bodies of Knowledge			
<i>Appendix C</i>			
Human Resource Planning Society Knowledge Areas			
<i>Appendix D</i>			
Major Employment Laws in the United States			
<i>Appendix E</i>			
Organizations of Interest to HR Students and Professionals			
<i>Appendix F</i>			
Journals Useful to HR Students and Professionals			
Glossary	565		
Name and Company Index	573		
Subject Index	582		
Photo Credits	589		
Appendix Summary	590		

International Examples

- Chapter 1* The effect of international trade and globalization trends on human resource management 27
- Chapter 2* Opportunity and threat being created in Taiwan as China opens markets 42
Worker shortages forecast in United Kingdom, France, and Germany 45
Benefits of the commitment HR strategy in U.S., Korea, and New Zealand 53
Fenmarc Produce Ltd (United Kingdom) links competitive strategy and profitability to human resource management 57
- Chapter 3* Application of U.S. employment discrimination laws to international employment 90
- Chapter 4* Increased job satisfaction associated with greater autonomy of high-level managers located in U.S. and Europe 123
Purolator (Canada) uses job analysis to understand physical demands of work and thereby increase efficiency 127
Leicester Royal Infirmary (England) benefits from work redesign to reduce waiting time and increase patient satisfaction 138
Strain in the workplace has a negative impact on family relationships for construction professionals in Australia 143
- Chapter 5* Internal labor practice demonstrated by recruiting people to work as expatriates in foreign countries 165
Hotel operators in Northern Ireland recruit workers to Ireland from Poland, the Czech Republic, Latvia, and Lithuania 176
- Chapter 6* U.S. and France differences in fairness perceptions of selection practices such as handwriting analysis and interviewing 216
Frequency of use for selection methods in the United States, Portugal, France, Hong Kong, and South Africa 221
- Chapter 7* Business Development Bank of Canada uses employee benefit surveys to increase worker satisfaction and decrease turnover 262
Fraser's Hospitality (Singapore) creates a culture of personal worth and dignity to reduce employee turnover 264
- Chapter 9* Samsung Electronics (Korea) uses employee training to improve quality 335
Determining the training needs of call center employees who are located in foreign countries but receive calls from the U.S. 344
WorldColor, a Canadian advertising and marketing firm, boasts integrated sales services 336
- Chapter 10* Aflac uses employee development to attract and retain employees in the U.S. and Japan 377
The Human Resource Certification Institute offers a global professional in human resources certificate 383
The International Coach Federation is a worldwide association of professionals who offer coaching services 389
Assisting employees as they prepare to accept assignments to work in foreign countries 398
Offering on-site resources to workers who are working in foreign countries 399
Helping employees readjust when they return from working in foreign countries 399
Employment opportunities for women in Switzerland 402
- Chapter 11* Marriott International uses high compensation to build a culture that attracts and retains workers throughout the world 412
Hay Group is a worldwide consulting firm that provides a consistent framework for evaluating the worth of jobs 435
- Chapter 12* IKEA (Sweden) produces and markets low cost furniture by using effective compensation to reduce labor costs 454
- Chapter 13* Unions make life better for child-care workers in Canada 506
Percentage of workers in unions and trends in union membership vary a great deal across the world 507
Unions in different countries place varying amounts of emphasis on economic and political interests 508
Bank branches in Australia reap benefits from building cooperative relationships with employee unions 517
A utility company in the United Kingdom develops a partnership with labor unions to improve relationships with workers 525
- Chapter 14* The negative effect of contradictions between layoffs and other human resource practices in Canadian workplaces 539
Competitive strategies focusing on global expansion can benefit from alignment with human resource strategies and practices 550
Working in a foreign country is found to require more skill than working in a home country 551
The Portman Ritz-Carlton in Shanghai, China aligns human resource practices to get the best from its employees 559