MCGRAW-HILL NOT FOR RESALE
DONATION OSASA09

NOE
HOLLENBECK
GERHART
WRIGHT

2

fundamentals of human resource management

07 07
001477

FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

Second Edition

RAYMOND A. NOE
The Ohio State University

JOHN R. HOLLENBECK
Michigan State University

BARRY GERHART
University of Wisconsin–Madison

PATRICK M. WRIGHT
Cornell University

GIFT OF THE ASIA FOUNDATION
NOT FOR RE-SALE
QUÀ TẶNG CỦA QUỸ CHÂU Á
KHÔNG ĐƯỢC BÁN LẠI

McGraw-Hill Irwin

Boston Burr Ridge, IL Dubuque, IA Madison, WI New York San Francisco St. Louis
Bangkok Bogotá Caracas Kuala Lumpur Lisbon London Madrid Mexico City
Milan Montreal New Delhi Santiago Seoul Singapore Sydney Taipei Toronto

The McGraw-Hill Companies

Mc Graw Hill **Higher Education**

FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT

Published by McGraw-Hill/Irwin, a business unit of The McGraw-Hill Companies, Inc., 1221 Avenue of the Americas, New York, NY, 10020. Copyright © 2007 by The McGraw-Hill Companies, Inc. All rights reserved. No part of this publication may be reproduced or distributed in any form or by any means, or stored in a database or retrieval system, without the prior written consent of The McGraw-Hill Companies, Inc., including, but not limited to, in any network or other electronic storage or transmission, or broadcast for distance learning.

Some ancillaries, including electronic and print components, may not be available to customers outside the United States.

The book is printed on acid-free paper.

6 7 8 9 0 WCK/WCK 0 9 8

ISBN: 978-0-07-293425-0
MHID: 0-07-293425-5

Editorial director: *John E. Biernat*
Executive editor: *John Weimeister*
Developmental editor: *Sarah Reed*
Associate marketing manager: *Margaret A. Beamer*
Producer, Media technology: *Damian Moshak*
Project manager: *Marlena Pechan*
Senior production supervisor: *Sesha Bolisetty*
Senior designer: *Adam Rooke*
Photo research coordinator: *Lori Kramer*
Photo researcher: *Robin Sand*
Lead media project manager: *Brian Nacik*
Typeface: *10.5/12 Goudy*
Compositor: *ElectraGraphics, Inc.*
Printer: *Quebecor World Versailles Inc.*
Cover Illustration: *Jim Frazier/Images.com*

Library of Congress Cataloging-in-Publication Data

Fundamentals of human resource management / Raymond A. Noe . . . [et al.].—2nd ed.
p. cm.
Includes bibliographical references and index.
ISBN: 978-0-07-293425-0
MHID: 0-07-293425-5 (alk. paper)
1. Personnel management. I. Title: Human resource management. II. Noe, Raymond A.
HF5549.F86 2007
658.3—dc22

2005052292

www.mhhe.com

BRIEF CONTENTS

1 Managing Human Resources 1

PART 1

The Human Resource Environment 29

2 Trends in Human Resource Management 30

3 Providing Equal Employment Opportunity and a Safe Workplace 66

4 Analyzing Work and Designing Jobs 104

PART 2

Acquiring and Preparing Human Resources 135

5 Planning for and Recruiting Human Resources 136

6 Selecting Employees and Placing Them in Jobs 174

7 Training Employees 208

PART 3

Assessing Performance and Developing Employees 247

8 Managing Employees' Performance 248

9 Developing Employees for Future Success 285

10 Separating and Retaining Employees 323

PART 4

Compensating Human Resources 359

11 Establishing a Pay Structure 360

12 Recognizing Employee Contributions with Pay 390

13 Providing Employee Benefits 421

PART 5

Meeting Other HR Goals 457

14 Collective Bargaining and Labor Relations 458

15 Managing Human Resources Globally 495

16 Creating and Maintaining High-Performance Organizations 533

Glossary 562

Photo Credits 571

Name and Company Index 573

Subject Index 584

CONTENTS

1 Managing Human Resources 1

Introduction 1

Human Resources and Company Performance 3

BEST PRACTICES
Long-Term View Pays Dividends for Vanguard Group 4

Responsibilities of Human Resource Departments 5

Analyzing and Designing Jobs 6
Recruiting and Hiring Employees 7
Training and Developing Employees 8
Managing Performance 9
Planning and Administering Pay and Benefits 10
Maintaining Positive Employee Relations 10
Establishing and Administering Personnel Policies 11
Ensuring Compliance with Labor Laws 11
Supporting the Organization's Strategy 13

Skills of HRM Professionals 13

Human Relations Skills 14
Decision-Making Skills 14
Leadership Skills 14
Technical Skills 14

HR HOW TO
Putting Interns on the Payroll 15

HR Responsibilities of Supervisors 16

Ethics in Human Resource Management 17

Employee Rights 17

DID YOU KNOW . . . ?
Business Leaders' Image Needs a Makeover 18

Standards for Ethical Behavior 19

Careers in Human Resource Management 20

Organization of This Book 21

THINKING ETHICALLY
HRM Theft Prevention 23

Summary 23

Review and Discussion Questions 24

What's Your HR IQ? 25

BusinessWeek ***BusinessWeek* Case**
Why Business Should Make AIDS Its Business 25

Case: HRM Excellence Helps Xerox Rebound 26

Notes 27

PART 1

The Human Resource Environment 29

2 Trends in Human Resource Management 30

Introduction 30

Change in the Labor Force 32

An Aging Workforce 32
A Diverse Workforce 34
Skill Deficiencies of the Workforce 36

High-Performance Work Systems 36

HR HOW TO
Keeping Up with Change 37

Knowledge Workers 37

DID YOU KNOW . . . ?
Top 10 Occupations for Job Growth 38

Employee Empowerment 40
Teamwork 41

Focus on Strategy 41

High Quality Standards 42
Mergers and Acquisitions 43
Downsizing 44
Reengineering 45

Outsourcing 46
Expanding into Global Markets 46

BEST PRACTICES
Building a Common Culture at PricewaterhouseCoopers 48

Technological Change in HRM 49

The Internet Economy 50
Electronic Human Resource Management (e-HRM) 52
Sharing of Human Resource Information 53
Linking Employees and Teams Electronically 53

Change in the Employment Relationship 54

A New Psychological Contract 54
Flexibility 55

E-HRM
At Sun Microsystems, Offices Are "Virtual" 56

THINKING ETHICALLY
Whose Business Is It When You Blog? 58

Summary 59

Review and Discussion Questions 61

What's Your HR IQ? 61

***BusinessWeek* Case**
The Future of Work 61

Case: Fostering Innovation at IBM 62

Notes 63

3 Providing Equal Employment Opportunity and a Safe Workplace 66

Introduction 66

Regulation of Human Resource Management 67

Equal Employment Opportunity 68

Constitutional Amendments 68
Legislation 70

BEST PRACTICES
Pregnancy No Barrier at Plante & Moran 74

Executive Orders 77

The Government's Role in Providing for Equal Employment Opportunity 77

Equal Employment Opportunity Commission (EEOC) 78
Office of Federal Contract Compliance Procedures (OFCCP) 81

Business's Role in Providing for Equal Employment Opportunity 82

Avoiding Discrimination 82
Providing Reasonable Accommodation 85
Preventing Sexual Harassment 86
Valuing Diversity 87

Occupational Safety and Health Act (OSH Act) 88

General and Specific Duties 88

HR HOW TO
Off to a Safe Start 90

Enforcement of the OSH Act 91
Employee Rights and Responsibilities 92
Impact of the OSH Act 93

DID YOU KNOW . . . ?
Top 10 Causes of Workplace Injuries 94

Employer-Sponsored Safety and Health Programs 95

Identifying and Communicating Job Hazards 95
Reinforcing Safe Practices 96
Promoting Safety Internationally 96

E-HRM
Reebok Application to Shed Light on Working Conditions 97

THINKING ETHICALLY
Gays and Lesbians in the Picture at Eastman Kodak 98

Summary 98

Review and Discussion Questions 100

What's Your HR IQ? 100

***BusinessWeek* Case**
How Nissan Laps Detroit 100

Case: Did Marubeni America Discriminate in Reverse? 101

Notes 102

4 Analyzing Work and Designing Jobs 104

Introduction 104

Work Flow in Organizations 105

Work Flow Analysis 105
Work Flow in Design and Organization's Structure 107

Job Analysis 107

BEST PRACTICES
Jobs without Titles Promote Innovation at W. L. Gore 108

Job Descriptions 109

HR HOW TO
Writing a Job Description 110

Job Specifications 111

Sources of Job Information 114
Position Analysis Questionnaire 115
Task Analysis Inventory 115
Fleishman Job Analysis System 116
Importance of Job Analysis 116

E-HRM
Kiosks Make Work Different at Airport Terminals 118

Trends in Job Analysis 119

Job Design 120

Designing Efficient Jobs 120

DID YOU KNOW . . . ?
What Companies Want from Human Resource Management 121

Designing Jobs That Motivate 121
Designing Ergonomic Jobs 126
Designing Jobs That Meet Mental Capabilities and Limitations 127

THINKING ETHICALLY
Who's Responsible When Workers Get Hurt? 129

Summary 130

Review and Discussion Questions 131

What's Your HR IQ? 131

***BusinessWeek* Case**
Why the "Laptop-on-a Stick" Is a Hard-Pressed RN's Best Friend 132

Case: GE Healthcare Needs High-Tech Workers to Build High-Tech Equipment 133

Notes 133

PART 2

Acquiring and Preparing Human Resources 135

5 Planning for and Recruiting Human Resources 136

Introduction 136

The Process of Human Resource Planning 137

Forecasting 137
Goal Setting and Strategic Planning 140

BEST PRACTICES
At Rockwell Automation, Aging Workforce Equals Valuable Experience 141

DID YOU KNOW . . . ?
Tech Workers Most Concerned about Job Security 145

HR HOW TO
Minimizing the Pain of Layoffs 146

E-HRM
Online System Lets Shell Oil Plan for Contract Workers 148

Implementing and Evaluating the HR Plan 151
Applying HR Planning to Affirmative Action 151

Recruiting Human Resources 152

Personnel Policies 153

Internal versus External Recruiting 153
Lead-the-Market Pay Strategies 154
Employment-at-Will Policies 154
Image Advertising 155

Recruitment Sources 156

Internal Sources 157
External Sources 158
Evaluating the Quality of a Source 163

Recruiter Traits and Behaviors 164

Characteristics of the Recruiter 164
Behavior of the Recruiter 166
Enhancing the Recruiter's Impact 166

THINKING ETHICALLY
When Employees Leave 167

Summary 167

Review and Discussion Questions 168

What's Your HR IQ? 169

***BusinessWeek* Case**
Good Help Is So Hard to Find 169

Case: Where John H. Daniel Company Finds Tailors 170

Notes 171

6 Selecting Employees and Placing Them in Jobs 174

Introduction 174

Selection Process 175

Reliability 176
Validity 177
Ability to Generalize 179
Practical Value 179
Legal Standards for Selection 180

E-HRM
New Technology Redefines Personnel Selection 181

Job Applications and Résumés 183

Application Forms 183

BEST PRACTICES
Computers Channel Flood of Résumés at Southern Company 184

Résumés 186
References 187
Background Checks 188

Employment Tests and Work Samples 189

Physical Ability Tests 189
Cognitive Ability Tests 190
Job Performance Tests and Work Samples 191
Personality Inventories 191
Honesty Tests and Drug Tests 192
Medical Examinations 193

Interviews 194

Interviewing Techniques 194
Advantages and Disadvantages of Interviewing 195
Preparing to Interview 196

HR HOW TO
Interviewing Effectively 197

Selection Decisions 198

How Organizations Select Employees 198

DID YOU KNOW . . . ?
First Impressions Matter 199

Communicating the Decision 199

THINKING ETHICALLY
Background Checks: Restraint Needed? 200

Summary 201

Review and Discussion Questions 202

What's Your HR IQ? 203

***BusinessWeek* Case**
How Google Searches for Talent 203

Case: Should Wal-Mart Standardize Selection? 204

Notes 205

7 Training Employees 208

Introduction 208

Training Linked to Organizational Needs 209

Needs Assessment 210

Organization Analysis 211
Person Analysis 212
Task Analysis 213

Readiness for Training 213

Employee Readiness Characteristics 214
Work Environment 215

Planning the Training Program 216

DID YOU KNOW . . . ?
Training Decisions Are Often HR's Job 216

Objectives of the Program 216
In-House or Contracted Out? 217

BEST PRACTICES
Intel Bridges the Language Gap with Training 218

Choice of Training Methods 219

Training Methods 220

Classroom Instruction 220
Audiovisual Training 222
Computer-Based Training 222

E-HRM
Cisco Systems Sold on E-Learning 224

On-the-Job Training 225
Simulations 226
Business Games and Case Studies 227
Behavior Modeling 227
Experiential Programs 227
Team Training 229
Action Learning 229

Implementing the Training Program: Principles of Learning 230

HR HOW TO
Getting Employees Involved in Learning 232

Measuring Results of Training 232

Evaluation Methods 233
Applying the Evaluation 235

Applications of Training 235

Orientation of New Employees 235
Diversity Training 237

THINKING ETHICALLY
Can You Teach People to Be Ethical? 239

Summary 239

Review and Discussion Questions 241

What's Your HR IQ? 241

***BusinessWeek* Case**
The Learning Environment at United Technologies 242

Case: Learning Is Business at Nokia 243

Notes 244

PART 3

Assessing Performance and Developing Employees 247

8 Managing Employees' Performance 248

Introduction 248

The Process of Performance Management 249

DID YOU KNOW . . . ?
Few Companies Know Business Impact of Performance Management 251

Purposes of Performance Management 251

HR HOW TO
Setting Up a Performance Management System to Meet Goals 252

Criteria for Effective Performance Management 253

BEST PRACTICES
Children's Hospital Measures Team Performance 255

Methods for Measuring Performance 255

Making Comparisons 255
Rating Individuals 257
Measuring Results 263
Total Quality Management 265

Sources of Performance Information 266

Managers 266
Peers 267
Subordinates 267
Self 268
Customers 268

Errors in Performance Measurement 269

Types of Rating Errors 269
Ways to Reduce Errors 270
Political Behavior in Performance Appraisals 270

E-HRM
At Seagate, Performance Measures Are Online for All to See 271

Giving Performance Feedback 272

Scheduling Performance Feedback 272
Preparing for a Feedback Session 272
Conducting the Feedback Session 273

Finding Solutions to Performance Problems 273

Legal and Ethical Issues in Performance Management 275

Legal Requirements for Performance Management 275
Electronic Monitoring and Employee Privacy 276

THINKING ETHICALLY
Do Financial Goals Get Managers in Trouble? 277

Summary 278
Review and Discussion Questions 279
What's Your HR IQ? 280

***BusinessWeek* Case**
UnumProvident under Fire for Roster of Rejections 280

Case: Forced Rankings Popular at Big Corporations 282

Notes 283

9 Developing Employees for Future Success 285

Introduction 285

Training, Development, and Career Management 286

Development and Training 286
Development for Careers 286

Approaches to Employee Development 288

Formal Education 288
Assessment 290
Job Experiences 296

BEST PRACTICES
Sabbaticals Foster Development at Intel and Xerox 300

Interpersonal Relationships 301

E-HRM
Triple Creek Associates Puts Mentoring Online 302

HR HOW TO
Guidelines for Coaching 303

Systems for Career Management 304

Self-Assessment 305
Reality Check 305
Goal Setting 306
Action Planning 307

Development-Related Challenges 307

The Glass Ceiling 307

DID YOU KNOW . . . ?
Women Are Far Outnumbered at the Top 309

Succession Planning 310
Dysfunctional Managers 312

THINKING ETHICALLY
Whom Do You Serve? 314

Summary 315

Review and Discussion Questions 317

What's Your HR IQ? 317

BusinessWeek Case
Grooming the Next Boss for Quest 317
Case: Developing Employees at Booz Allen Hamilton 318
Notes 319

10 Separating and Retaining Employees 323

Introduction 323
Managing Voluntary and Involuntary Turnover 324
Employee Separation 325
Principles of Justice 325
HR HOW TO
Is "The Apprentice" a Good Model for Employee Separation? 326
Legal Requirements 328
Progressive Discipline 330
Alternative Dispute Resolution 333
Employee Assistance Programs 334
Outplacement Counseling 335
Job Withdrawal 336
Job Dissatisfaction 336
Behavior Change 339
Physical Job Withdrawal 340
Psychological Withdrawal 340
DID YOU KNOW . . . ?
Illness Is Not Why Most Employees Call In Sick 341
Job Satisfaction 341
Personal Dispositions 342
Tasks and Roles 342
BEST PRACTICES
Applebee's Features Employee Retention on Its Menu 343
Supervisors and Coworkers 345
Pay and Benefits 346
Monitoring Job Satisfaction 347
E-HRM
Technology Makes Surveys Part of the Routine 347
THINKING ETHICALLY
Do Employees Have a Right to a Day Off? 350
Summary 350
Review and Discussion Questions 351
What's Your HR IQ? 352

BusinessWeek Case
The Costco Way 352
Case: Are "Family-Friendly" Policies Unfriendly to Some? 353
Notes 354

PART 4
Compensating Human Resources 359

11 Establishing a Pay Structure 360

Introduction 360
Decisions about Pay 361
BEST PRACTICES
Babcock & Wilcox Gets Philosophical about Pay 362
Legal Requirements for Pay 362
Equal Employment Opportunity 363
Minimum Wage 364
Overtime Pay 364
Child Labor 366
Prevailing Wages 366
Economic Influences on Pay 366
Product Markets 366
Labor Markets 367
Pay Level: Deciding What to Pay 368
HR HOW TO
Gathering Wage Data at the BLS Web Site 369
Gathering Information about Market Pay 370
Employee Judgments about Pay Fairness 370
Judging Fairness 370
Communicating Fairness 371
Job Structure: Relative Value of Jobs 372
Pay Structure: Putting It All Together 374
Pay Rates 374
Pay Grades 375
Pay Ranges 376
Pay Differentials 377
Alternatives to Job-Based Pay 378
Pay Structure and Actual Pay 379
Current Issues Involving Pay Structure 380
Pay during Military Duty 380
Pay for Executives 381
DID YOU KNOW . . . ?
U.S. Companies Are Generous to CEOs 382
THINKING ETHICALLY
Shedding Light on Executive Compensation 383
Summary 384

Review and Discussion Questions 386
What's Your HR IQ? 386

BusinessWeek ***BusinessWeek* Case**
What Could Take a Bite out of Whole Foods 386
Case: American Airlines Pay Deal Doesn't Fly with Employees 387
Notes 388

12 Recognizing Employee Contributions with Pay 390

Introduction 390
Incentive Pay 391
E-HRM
High-Tech Measures for Performance and Pay 393
Pay for Individual Performance 394
Piecework Rates 394
Standard Hour Plans 395
Merit Pay 395
Performance Bonuses 397
HR HOW TO
Implementing a Merit Pay Program 398
Sales Commissions 398
Pay for Group Performance 400
Gainsharing 400
Group Bonuses and Team Awards 402
Pay for Organizational Performance 403
Profit Sharing 403
Stock Ownership 405
BEST PRACTICES
Anson Industries Employees Think the Way Owners Do: That's What They Are 405
DID YOU KNOW . . . ?
Use of ESOPs Has Surged over 30 Years 408
Balanced Scorecard 408
Processes That Make Incentives Work 411
Participation in Decisions 411
Communication 411
Incentive Pay for Executives 411
Performance Measures for Executives 412
Ethical Issues 413
THINKING ETHICALLY
Rewards for Cheaters? 414
Summary 415
Review and Discussion Questions 415
What's Your HR IQ? 415

BusinessWeek ***BusinessWeek* Case**
Reinventing Motorola 417
Case: Microsoft Abandons Stock Options 418
Notes 419

13 Providing Employee Benefits 421

Introduction 421
The Role of Employee Benefits 422
Benefits Required by Law 423
Social Security 423
E-HRM
Swipe Card to Receive Benefits 424
Unemployment Insurance 425
Workers' Compensation 426
Unpaid Family and Medical Leave 427
Optional Benefits Programs 428
Paid Leave 428
Group Insurance 430
BEST PRACTICES
HR Policy Association Gets More Employees Insured 432
Retirement Plans 435
"Family-Friendly" Benefits 439
Other Benefits 441
Selecting Employee Benefits 442
The Organization's Objectives 442
Employees' Expectations and Values 443
Benefits' Costs 444
DID YOU KNOW . . . ?
Legally Required Benefits Are the Costliest 445
HR HOW TO
Controlling the Cost of Benefits 446
Legal Requirements for Employee Benefits 446
Tax Treatment of Benefits 447
Antidiscrimination Laws 448
Accounting Requirements 449
Communicating Benefits to Employees 449
THINKING ETHICALLY
Who Will Pay for Pensions? 450
Summary 451
Review and Discussion Questions 452
What's Your HR IQ? 453

BusinessWeek Case
Akron Children's Hospital Treats Doctors to Malpractice Insurance 453
Case: Will Retirement Benefits Drive General Motors Out of Business? 454
Notes 455

PART 5
Meeting Other HR Goals 457

14 Collective Bargaining and Labor Relations 458

Introduction 458

Role of Unions and Labor Relations 459

National and International Unions 460
Local Unions 462
Trends in Union Membership 462
Unions in Government 465
Impact of Unions on Company Performance 465

Goals of Each Group 466

Goals of Management 466
Goals of Labor Unions 467
Goals of Society 468

Laws and Regulations Affecting Labor Relations 468

National Labor Relations Act (NLRA) 468

HR HOW TO
Avoiding Unfair Labor Practices 470

Laws Amending the NLRA 470
National Labor Relations Board (NLRB) 471

Union Organizing 472

The Process of Organizing 473
Management Strategies 474

DID YOU KNOW . . . ?
Union Elections Are Won Most in Services Industries 475

Union Strategies 476
Decertifying a Union 478

Collective Bargaining 478

Bargaining over New Contracts 480
When Bargaining Breaks Down 481

Contract Administration 483

Labor-Management Cooperation 485

BEST PRACTICES
Union Cooperation Helps Goodyear Roll to Success 486

THINKING ETHICALLY
Is the Seniority System Fair? 487

Summary 488

Review and Discussion Questions 489

What's Your HR IQ? 490

BusinessWeek Case
How Briggs Is Revving the Engines 490
Case: The Governor Squares Off against the Teachers 491
Notes 492

15 Managing Human Resources Globally 495

Introduction 495

HRM in a Global Environment 496

Employees in an International Workforce 497

E-HRM
Monster Advancing into China 498

Employers in the Global Marketplace 498

Factors Affecting HRM in International Markets 500

Culture 500

BEST PRACTICES
Ethics without Boundaries at Deloitte Touche Tohmatsu 503

Education and Skill Levels 504
Economic System 504
Political-Legal System 505

Human Resource Planning in a Global Economy 506

DID YOU KNOW . . . ?
Most U.S. Outsourced Jobs Go to India—and the United States 507

Selecting Employees in a Global Labor Market 508

Training and Developing a Global Workforce 510

Training Programs for an International Workforce 510
Cross-Cultural Preparation 511
Global Employee Development 512

Performance Management across National Boundaries 512

Compensating an International Workforce 513

Pay Structure 513
Incentive Pay 514
Employee Benefits 515

International Labor Relations 516

Managing Expatriates 517

Selecting Expatriate Managers 517

HR HOW TO
Ensuring Success of Expatriates 518

Preparing Expatriates 520
Managing Expatriates' Performance 522
Compensating Expatriates 522
Helping Expatriates Return Home 524

THINKING ETHICALLY
Carrying Ethics Standards Abroad 526

Summary 527

Review and Discussion Questions 528

What's Your HR IQ? 528

***BusinessWeek* Case**
China Unchains Ad Agencies 528

Case: Employees under Fire: Working in Iraq 529

Notes 530

16 Creating and Maintaining High-Performance Organizations 533

Introduction 533

High-Performance Work Systems 534

Elements of a High-Performance Work System 534
Outcomes of a High-Performance Work System 536

Conditions That Contribute to High Performance 537

Teamwork and Empowerment 537
Knowledge Sharing 538
Job Satisfaction 540

DID YOU KNOW . . . ?
Employee Satisfaction Is Weak by Some Measures 541

Ethics 542

HRM's Contribution to High Performance 542

Job Design 543
Recruitment and Selection 543

BEST PRACTICES
SYSCO Serves Up HRM That's Well Worth the Price 544

Training and Development 545
Performance Management 545
Compensation 547
HRM Technology 547

HR HOW TO
Using Information Systems in a Learning Organization 548

E-HRM
Wal-Mart Gets Connected with HR Technology 551

Effectiveness of Human Resource Management 552

Human Resource Management Audits 553
Analyzing the Effect of HRM Programs 553

THINKING ETHICALLY
Do Employers Have a Right to Know How Their Employees Feel? 555

Summary 556

Review and Discussion Questions 557

What's Your HR IQ? 557

***BusinessWeek* Case**
Greater Chicago Food Depository: A High-Performance Nonprofit 557

Case: Determining the Value of Training Programs 558

Notes 559

Glossary 562

Photo Credits 571

Name and Company Index 573

Subject Index 584