

 CENGAGE

VALENTINE MEGLICH MATHIS JACKSON

HUMAN RESOURCE MANAGEMENT



SIXTEENTH EDITION

 CENGAGE

AUTHENTIC CENGAGE PRODUCT



FQC96AAD775294

HUMAN RESOURCE MANAGEMENT

SIXTEENTH EDITION

Sean R. Valentine
*University of
North Dakota*

Patricia A. Meglich
*University of
Nebraska at Omaha*

Robert L. Mathis
*University of
Nebraska at Omaha*

John H. Jackson
*University of
Wyoming*



Australia • Brazil • Mexico • Singapore • United Kingdom • United States

**Human Resource Management,
Sixteenth Edition**
**Sean R. Valentine, Patricia A. Meglitch,
Robert L. Mathis, John H. Jackson**

Senior Vice President, Higher Ed Product,
Content, and Market Development:
Erin Joyner

Product Director: Bryan Gambrel
Product Manager: Michael Giffen
Manager, Content Delivery: John Rich
Senior Content Manager: Kim Kusnerak
Product Assistant: Nicholas Perez
Marketing Manager: Jake Miller
Production Service: Lumina Datamatics,
Inc.

Senior Designer: Bethany Bourgeois
Text/Cover Designer: Chris Miller/
cmiller design

Cover/Design Image:
Opas Chotiphantawanon/
Shutterstock.com

Intellectual Property
Analyst: Diane Garrity
Project Manager: Nick Barrows

© 2020, 2017 Cengage Learning, Inc.

Unless otherwise noted, all content is © Cengage.

ALL RIGHTS RESERVED. No part of this work covered by the copyright herein may be reproduced or distributed in any form or by any means, except as permitted by U.S. copyright law, without the prior written permission of the copyright owner.

For product information and technology assistance, contact us at
**Cengage Customer & Sales Support, 1-800-354-9706
or support.cengage.com.**

For permission to use material from this text or product,
submit all requests online at www.cengage.com/permissions.

Library of Congress Control Number: 2018953869

Soft-cover Edition ISBN: 978-0-357-03385-2

Loose-leaf Edition ISBN: 978-1-337-91664-6

Cengage
200 Pier 4 Boulevard
Boston, MA 02210
USA

Cengage is a leading provider of customized learning solutions with employees residing in nearly 40 different countries and sales in more than 125 countries around the world. Find your local representative at: www.cengage.com.

To learn more about Cengage platforms and services, register or access your online learning solution, or purchase materials for your course, visit www.cengage.com.

TO

Page and Will,
for their love and support, as well as my parents, Bill and Sherry Valentine,
family, and friends who have helped me through the years.

Thank you to my parents,
Robert and Margaret Meglich, and to family, friends, and colleagues
who have encouraged me along life's journey.

Jo Ann Mathis,
for managing efforts on this book, and Julie Foster and Lee Skoda as key supporters.

R. D. and M. M. Jackson,
who were successful managers of people for many years.

BRIEF CONTENTS

Preface xxi

SECTION 1 The Environment of Human Resource Management 1

CHAPTER 1 Human Resource Management in Organizations 2

CHAPTER 2 Human Resource Strategy and Planning 34

CHAPTER 3 Equal Employment Opportunity 70

SECTION 2 Jobs and Labor 109

CHAPTER 4 Workforce, Jobs, and Job Analysis 110

CHAPTER 5 Individual/Organization Relations and Retention 148

CHAPTER 6 Recruiting High-Quality Talent 182

CHAPTER 7 Selecting Human Resources 220

SECTION 3 Talent Development 259

CHAPTER 8 Training Human Resources 260

CHAPTER 9 Talent, Careers, and Development 298

CHAPTER 10 Performance Management and Appraisal 338

SECTION 4 Compensation 371

CHAPTER 11 Total Rewards and Compensation 372

CHAPTER 12 Managing Employee Benefits 412

SECTION 5 Employee Relations and Global Human Resource Management 451

CHAPTER 13 Risk Management and Worker Protection 452

CHAPTER 14 Employee Rights and Responsibilities 492

CHAPTER 15 Union-Management Relations 530

CHAPTER 16 Global Human Resource Management 568

APPENDIX A Sample HR-Related Job Descriptions
and Job Specifications 599

APPENDIX B PHR® and SPHR® Exam Eligibility Requirements 601

APPENDIX C Human Resource Management Resources 607

APPENDIX D Major Federal Equal Employment Opportunity Laws
and Regulations 611

APPENDIX E Uniform Guidelines on Employee Selection 613

APPENDIX F Pre-Employment Inquiries 617

APPENDIX G Equal Employment Opportunity Enforcement 619

Glossary 623

Author Index 632

Subject Index 639

The Environment of Human Resource Management 1

CHAPTER 1

Human Resource Management in Organizations 2

HR HEADLINE: Cool Commitment at Igloo 3

1-1 What Is Human Resource Management? 4

1-1a Why Organizations Need HR Management 4

HR PERSPECTIVE: Transforming HR at Popeyes Louisiana Kitchen 6

1-2 Managing Human Resources in Organizations 7

1-2a Human Resource Management as a Core Competency 7

1-2b Employees as a Core Competency 7

1-3 HR Management Functions 11

HR COMPETENCIES & APPLICATIONS:

Building Healthy Organizations 12

1-4 Roles for Human Resource Departments 14

1-4a Administrative Role for Human Resources 15

1-4b Operational and Employee Advocate Role for Human Resources 15

1-4c Strategic Role for Human Resources 15

1-5 Human Resources Management Challenges 16

1-5a Competition, Cost Pressures, and Restructuring 16

1-5b Globalization 18

1-5c A Changing Workforce 19

1-5d Human Resources and Technology 20

1-6 Organizational Ethics and Human Resource Management 22

1-6a Ethical Culture and Practices 22

HR ETHICS: HR Keeps Organization on Straight and Narrow 23

1-6b Ethics and Global Differences 24

1-6c Role of Human Resources in Organizational Ethics 24

1-7 Human Resources Management Competencies and Careers 25

1-7a Human Resources Competencies 25

1-7b Human Resource Management as a Career Field 27

1-7c Human Resource Professionalism and Certification 27

Summary 28

Critical Thinking Challenges 29

Case: Organizational Culture Gone Wrong 29

Supplemental Cases: Water Quality Association: Building Competencies with Technology; Rio Tinto: Redesigning HR; Phillips Furniture; Sysco: HR, Culture, and Success at Google, Scripps, and UPS 30

End Notes 31

CHAPTER 2

Human Resource Strategy and Planning 34

HR HEADLINE HR Planning in the "Air Capital of the World" 35

2-1 Organizational Strategic Planning 36

- 2-1a Strategy Formulation 36
- 2-1b Managing in Turbulent Conditions 37
- 2-1c Triple Bottom Line 37

2-2 Human Resources and Strategy 38

HR PERSPECTIVE Genentech Maps Its Human Resources Possibilities 39

- 2-2a Human Resource Contributions to Strategy 41
- 2-2b Human Resources Strategies for Global Competitiveness 41

HR COMPETENCIES & APPLICATIONS Latin American Firms Face Staffing Problems 43

2-3 Human Resource Planning 44

- 2-3a Human Resources Planning Process 44
- 2-3b Environmental Analysis 45

2-4 Planning for External Workforce Availability 46

- 2-4a Economic and Governmental Factors 46
- 2-4b Geographic and Competitive Evaluations 46
- 2-4c Changing Workforce Considerations 47

2-5 Planning for Internal Workforce Availability 47

- 2-5a Current and Future Jobs Audit 47

HR HIGHLIGHT Barriers to Workforce Planning 48

- 2-5b Employee and Organizational Capabilities Inventory 48

2-6 Forecasting HR Supply and Demand 49

- 2-6a Forecasting Methods and Periods 49
- 2-6b Forecasting the Demand (Need) for Human Resources 49
- 2-6c Forecasting the Supply (Availability) of Human Resources 51

2-7 Workforce Imbalances 51

- 2-7a Managing a Talent Surplus 52
- 2-7b Legal Considerations for Workforce Reductions 55
- 2-7c Managing a Talent Shortage 55

2-8 Human Resources Planning in Mergers and Acquisitions 56

- 2-8a Before the Deal 56
- 2-8b During Integration 57
- 2-8c Post-Integration 58

2-9 Measuring the Effectiveness of Human Resources and Human Capital 58

- 2-9a HR Metrics and Analytics 58

HR COMPETENCIES & APPLICATIONS Talking Numbers with Organization Leaders 60

- 2-9b Human Resources and Benchmarking 61
- 2-9c Human Resources and the Balanced Scorecard 61
- 2-9d Human Capital Effectiveness Measures 62
- 2-9e Human Resources Audit 63

Summary 64

Critical Thinking Challenges 64

Case: Happy and Healthy Talent Transformation at Walgreens 65

Supplemental Cases: HR's Performance Consulting at Ingersoll Rand; Analytics at PricewaterhouseCoopers; Where Do You Find the Bodies?; Xerox; Pioneers in HR Analytics 66

End Notes 66

CHAPTER 3

Equal Employment Opportunity 70

HR HEADLINE Dupont Helps Employees Challenged by Mental Illnesses 71

3-1 The Nature of Equal Employment Opportunity 72

- 3-1a Sources of Regulation and Enforcement 73

3-2 Theories of Unlawful Discrimination 75

- 3-2a Equal Employment Opportunity Concepts 75

HR COMPETENCIES & APPLICATIONS: What to Do When the EEOC Comes Knocking 77**3-3 Broad-Based Discrimination Laws 78**

- 3-3a Civil Rights Act of 1964, Title VII 78
- 3-3b Civil Rights Act of 1991 79
- 3-3c Executive Orders 11246, 11375, and 11478 79
- 3-3d Managing Affirmative Action Requirements 80
- 3-3e Managing Racial and Ethnic Discrimination Issues 80

3-4 Sex and Gender Discrimination Laws and Regulations 81

- 3-4a Pregnancy Discrimination 81
- 3-4b Equal Pay and Pay Equity 81

HR COMPETENCIES & APPLICATIONS: Practices That Help Reduce the Gender Pay Gap 82

- 3-4c Managing Sex and Gender Issues 83

HR HIGHLIGHT: Gender Bias Negatively Impacts Men Too 85

- 3-4d Sexual Orientation 86
- 3-4e Nepotism 86
- 3-4f Consensual Relationships and Romance at Work 86

3-5 Sexual Harassment 86

- 3-5a Types of Sexual Harassment 87
- 3-5b Sexual Harassment Causes and Issues 88
- 3-5c Preventing Sexual Harassment 88

3-6 Disability Discrimination 88

- 3-6a Rehabilitation Act 88

HR COMPETENCIES & APPLICATIONS: Develop Effective Harassment Training for Your Employees 89

- 3-6b Americans with Disabilities Act 90
- 3-6c ADA Amendments Act 90
- 3-6d ADA and Job Requirements 91
- 3-6e Claims of Discrimination 93
- 3-6f Genetic Bias Regulations 94

3-7 Age Discrimination Laws 94

- 3-7a Age Discrimination in Employment Act 95
- 3-7b Older Workers Benefit Protection Act 95
- 3-7c Managing Age Discrimination 95

3-8 Religion and Spirituality in the Workplace 96

- 3-8a Managing Religious Diversity 97

3-9 Managing Other Discrimination Issues 97

- 3-9a National Origin 97
- 3-9b Immigration Reform and Control Act 98
- 3-9c Language Issues 98
- 3-9d Military Status Protections 99
- 3-9e Appearance and Weight Discrimination 99

3-10 Diversity Training 100

- 3-10a Components of Traditional Diversity Training 100
- 3-10b Mixed Results for Diversity Training 100
- 3-10c Improving Diversity Training Efforts 100

Summary 101**Critical Thinking Challenges 101****Case: Hilton Turns to Veterans to Staff the Ranks 101**

Supplemental Cases: Conflict over an Employee's Pregnancy at UPS; Worker Exploitation at Foxconn/Hon Hai; Keep on Trucking; Mitsubishi Believes in EEO—Now; Religious Accommodation? 102

End Notes 103