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The HR Strategy Model in the Part openers illustrates the basic idea behind strategic human resource management, which is that in formulating human resource management policies and practices, the aim must be to produce the employee competencies and behaviors that the company needs to achieve its strategic goals.
Fundamentals of Human Resource Management

Gary Dessler
Florida International University

New York, NY
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Today managers—not just HR managers—need a strong foundation in HR concepts and techniques like interviewing and appraising to do their jobs. You’ll therefore find an emphasis here on practical material you need to perform your day-to-day management responsibilities, even if you never spend one day as a human resource manager.

At the heart of the book is the practical skills-oriented material woven into almost every paragraph—into the book’s DNA—plus special “how-to” features.

HR management is changing fast. For example, Accenture Consultants estimates that social media tools like LinkedIn will soon produce up to 80% of new recruits.

New Trends Shaping HR features highlight how managers today accomplish their HR tasks.
About 25% of today’s workers don’t have “regular” jobs. Instead, they’re independent or “gig” workers—that’s about 60 million gig workers in the USA alone.

New HR and the Gig Economy features show how companies manage gig workers’ HR needs, for example how to recruit, train, and manage the safety of gig workers.

SHRM—the Society for Human Resource Management administers a certification program for HR professionals. This 5th edition addresses SHRM’s functional knowledge areas, with Knowledge Base icons call-outs and a SHRM knowledge overview and group activity questions in the accompanying MyLab Management.
Employee engagement refers to being psychologically involved in, connected to, and committed to getting one’s jobs done. You’ll find specific practical examples and advice on how managers build engaged employee work teams and companies.

**Employee Engagement Guide for Managers** sections in Chapters 1–14 show how managers use human resource activities to improve employee engagement.

For example, Chapter 3’s show how Kia Motors (UK) improved Employee Engagement.
Unique to this book: New HR and the Gig Economy features show how to recruit, train, and manage the safety of gig workers.

And our unique Strategy Model helps provide you with a “big picture” view:

**Strategic human resource management** means formulating and executing human resource policies and practices that produce the employee competencies and behaviors the company needs to achieve its strategic aims.

Our model illustrates this idea and follows this three-step sequence:

- **Set** the firm’s strategic aims,
- **Pinpoint** the employee behaviors and skills we need to achieve these strategic aims, and then
- **Decide** what HR policies and practices will enable us to produce these necessary employee behaviors and skills.

### MyLab Management suggested activities

**Learn It**
Students can be assigned the Chapter Warm-Up before coming to class. Assigning these questions ahead of time will hopefully help ensure that students come to class prepared.

**Watch It**
How does a company actually go about putting its human resource philosophy into action? If your professor has chosen to assign this, go to www.pearson.com/mylab/management to watch the video Patagonia Human Resource Management and then answer the questions to show what you would do in this situation.

**Try It**
Recommends a mini-simulation that can be assigned to students as an outside classroom activity or that can be done in the classroom.

**Talk About It – 3**
If your professor has chosen to assign this, go to www.pearson.com/mylab/management and complete the Human Resource Management simulation.

**Assisted-Graded Writing Questions**
These are short essay questions that the students can complete as an assignment and submit to you, the professor, for grading.
MyLab Management

Reach every student by pairing this text with MyLab Management
MyLab is the teaching and learning platform that empowers you to reach every student. By combining trusted author content with digital tools and a flexible platform, MyLab personalizes the learning experience and improves results for each student. Learn more about MyLab Management at www.pearson.com/mylab/management.

Deliver trusted content You deserve teaching materials that meet your own high standards for your course. That’s why we partner with highly respected authors to develop interactive content and course-specific resources that you can trust—and that keep your students engaged.

Empower each learner Each student learns at a different pace. Personalized learning pinpoints the precise areas where each student needs practice, giving all students the support they need—when and where they need it—to be successful.

Teach your course your way Your course is unique. So whether you’d like to build your own assignments, teach multiple sections, or set prerequisites, MyLab gives you the flexibility to easily create your course to fit your needs.

Improve student results When you teach with MyLab, student performance improves. That’s why instructors have chosen MyLab for over 15 years, touching the lives of over 50 million students.

Developing Employability Skills

Trends Shaping HR: Digital and Social Media Career sites make the inner workings of employers more transparent. Sites such as Glassdoor, CareerBliss, CareerLeak, and JobBite let members share insights into hundreds of thousands of specific employers, including specific company-by-company commentaries, salary reports, and CEO approval ratings.

HR as a Profit Center contains actual examples of how human resource management practices add value by reducing costs or boosting revenues.

HR and the Gig Economy features show how companies manage gig workers’ HR needs, for example, how to recruit, train, and manage the safety of gig workers.

HR Tools for Line Managers and Small Businesses explains that many line managers and entrepreneurs are “on their own” when it comes to human resource management and describes work sampling tests and other straightforward HR tools that line managers and entrepreneurs can create and safely use to improve performance.

Know Your Employment Law features within each chapter discuss the practical implications of the employment laws that apply to that chapter's topics, such as the laws relating to recruitment (Chapter 5), selection (Chapter 6), and safety (Chapter 14).

Diversity Counts features provide practical insights for managing a diverse workforce, for instance, regarding gender bias in selection decisions, bias in performance appraisal, and “hidden” gender bias in some bonus plans.

Improving Performance Through HRIS are embedded features that demonstrate how managers use human resource technology to improve performance.
Applying Equal Employment Law Abroad

Expanding abroad complicates complying with equal employment laws. For example, Dell announced big additions to its workforce in India. Are U.S. citizens working for Dell abroad covered by U.S. equal opportunity laws? In practice, the answer depends on U.S. laws, international treaties, and the laws of the host country.

Instructor Teaching Resources

This program comes with the following teaching resources.

Supplements available to instructors at www.pearsonhighered.com

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<tr>
<td>Computerized TestGen</td>
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<td>• TestGen allows instructors to:</td>
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<td>PowerPoints authored by Dan Morrell, Middle Tennessee State University</td>
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<td>• Slides include applicable graphs, tables, and equations in the textbook. PowerPoints meet accessibility standards for students with disabilities. Features include, but not limited to:</td>
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<td>• Keyboard and Screen Reader access</td>
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