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WHERE WE ARE NOW

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Human Resource Management

Sixteenth Edition

GARY DESSLER
Florida International University
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**NEW TO THIS EDITION**

Adopters will find three main changes that are new to this edition:

**Updated Chapters**

To ensure a smooth transition for adopters from the 15th to this 16th edition, this edition’s 18 chapter table of contents and the outline of all 18 chapters are basically as they were in the 15th edition, so in terms of teaching, the topic flow is about the same as the 15th edition. However, embedded in each chapter’s paragraphs are dozens of new topics, practical examples, and research insights, all accompanied by hundreds of new endnotes from 2015–2018.

We’ve made sure to integrate the new text material into the book’s accompanying PowerPoint slides, test banks, and other instructional supplements.

**HR and the Gig Economy Features**

It’s not easy getting a handle on how many people are working in the gig economy, but the number is huge. By some estimates, over 40% of all workers in America may soon be freelancers, and by another estimate about a third of all workers now do gig work on the side, such as teachers driving for Uber.

Whatever the exact number, the growth of the so-called gig economy has big implications for those who have to manage gig workers. New HR and the Gig Economy features show how companies manage gig workers’ HR needs, for example how to recruit, screen, train, appraise, and manage the safety of gig workers.

**New Cases**

Seven new end-of-chapter cases (for Chapters 2, 3, 5, 10, 12, 15, and 16) on Starbucks, Tesla, Techtionc, Uber, HubSpot, Vice Media, and a meatpacking firm have been added to the text. They replace older cases in these chapters. All other application cases have also been updated, as necessary, and I wrote a new Experiential Exercise (“Pearson Urgent Care”) for chapter 12.

**SOLVING TEACHING AND LEARNING CHALLENGES**

*Human Resource Management*, 16th edition, provides students in human resource management courses and practicing managers with a complete and practical introduction to modern human resource management concepts and techniques in a highly readable form. This book has always emphasized giving all managers the
skills they need to do their jobs. And today, with employers transferring more HR tasks to line managers, it’s more important than ever that all managers—not just HR managers—be skilled in human resource management concepts and techniques. As the following figure sums up, you’ll therefore find an emphasis here on the practical material you need to perform your day-to-day management responsibilities, even if you never spend one day as an HR manager.

The following tools especially help address teaching and learning challenges.

**The Strategic HR Features**

This book’s Strategic HR features give students a bird’s-eye view of how all the topics in each chapter fit together, and a tool instructors can use to illustrate these interrelationships.

As more employers transfer HR tasks to line managers, those managers need a “line of sight” that shows them how their HR actions impact the company’s goals. This 16th edition therefore continues the book’s emphasis on strategic human resource management and on improving performance, productivity, and profitability at work. This 16th edition also provides a comprehensive fully integrated treatment of strategic human resource management.

For example, tied to the chapter-opening scenarios, the Strategic Context features in Chapters 3–18 show how actual managers’ HR actions produced the employee behaviors that were required to achieve the company’s strategic aims.
Building Employee Engagement

Each chapter’s Building Employee Engagement features help to further integrate the chapter’s topics and to make the book a more coherent whole. Employee engagement refers to being psychologically involved in, connected to, and committed to getting one’s jobs done. You’ll find 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.

To improve student results, we recommend pairing the text content with MyLab Management, which is the teaching and learning platform that helps students learn and retain key course concepts while developing skills that future employers are seeking in potential employees. From Mini Sims to Personal Inventory Assessments, MyLab Management helps you teach your course your way. Learn more at www.pearson.com/mylab/management.

The Chapter Warm-up assessment helps you hold your students accountable for READING and demonstrating their knowledge on key concepts in each chapter before coming to class.

In addition, a Fully Integrated Strategy Case and Strategy Maps help to provide the most comprehensive treatment of strategic human resource management in a HR survey text:

- Chapter 1 introduces and Chapter 3 presents the concepts and techniques of human resource strategy.
- Chapter 3 onward, every chapter contains a continuing “Hotel Paris” case (identified by an “Eiffel Tower” icon), written to help make strategic human resource management come alive for readers. The continuing case shows how this hotel’s HR director uses that chapter’s human resource management concepts and techniques to create HR policies and practices that produce the employee skills and behaviors the Hotel Paris needs to improve its service and thereby achieve its strategic goals.
- An overall strategy map for the Hotel Paris on the book’s inside back cover, and chapter-specific Hotel Paris strategy maps in the accompanying MyLab Management, help readers understand and follow the strategic implications of the hotel’s HR decisions.

HOW TO EXECUTE AN EMPLOYEE ENGAGEMENT STRATEGY

Actually executing Kia UK’s employee engagement HR strategy involved six steps (and these provide a roadmap for any such endeavor). First, Kia UK set measurable objectives for the program. These objectives included improving by at least 10% survey feedback scores for line managers’ behaviors in terms of communication, the quality of appraisal feedback they gave their direct reports, the recognition of work done, and the respect between manager and employee. Other objectives included reducing employee turnover employment costs (e.g., recruitment costs) by at least 18% per year.

Second, Kia UK held an extensive leadership development program. For example, it sent all managers for training to improve their management skills. Kia then tested the new skills with “360-degree” assessment tools (having managers’ bosses, peers, and subordinates rate the managers’ new leadership skills).

Third, Kia UK instituted new employee recognition programs. These included, for instance, giving “Outstanding Awards” to selected employees quarterly, and “Kia thank you” cards for jobs well done.

Homework: Chapter 5: Warm Up

Score: 0 of 1 pt
4 of 12 complete

Warm-up 5.1.1
The process of deciding what positions the company needs to fill and how to test fill them is known as _______.

A. interview
B. ratio analysis
C. personnel planning
D. succession planning
E. recruitment

Click to enter your answer and check the Answer.
Multiple opportunities to apply course concepts are found throughout the text and in MyLab Management. Each chapter references MyLab Management exercises such as branching, scenario-based Try It Mini Sims, and Apply It Videos about real companies.

**Mini Sims** put students in professional roles and give them the opportunity to apply course concepts and develop decision-making skills through real-world business challenges.

These **branching** Mini Sims strengthen a student’s ability to think critically, help students understand the impact of their decisions, engage students in active learning, and provide students with immediate feedback on their decisions.

**Engaging Videos** explore a variety of business topics related to the theory students are learning in class. **Exercise Quizzes** assess students’ comprehension of the concepts in each video.

The author has recommended a **Personal Inventory Assessment** for most chapters, which is assignable in MyLab Management. These assessments help develop professionalism and awareness of oneself and others, skills necessary for future career success. **Personal Inventory Assessments** is a collection of online exercises designed to promote self-reflection and engagement in students. It enhances their ability to connect with concepts taught in principles of management, organizational behavior, and human resource management classes.
DEVELOPING EMPLOYABILITY SKILLS
As noted earlier, every edition of this book has had the same aim: to provide all managers—not just HR managers—with the practical skills and knowledge they need to perform their day-to-day management responsibilities. A few examples of such skills you’ll find here include:

Chapter 2: How to deal with a charge of discrimination

. . . You turn down a member of a protected group for a job. This person believes he or she was discriminated against due to being in a protected class, and decides to sue . . . What should you do?

Chapter 4: How to write a job description

. . . A job description is a written statement of what the worker actually does, how he or she does it, and what the job’s working conditions are. This information is in turn . . .

Chapter 7: How to interview job candidates

. . . First make sure you understand the job and its human requirements. Then compose questions based on actual job duties from the job description . . . . Examples include (1) situational questions like “Suppose you were giving a sales presentation and a difficult technical question arose . . .

Chapter 14: How to discipline an employee

. . . Make sure the evidence supports the charge of employee wrongdoing. (Arbitrators often cite “the employer’s evidence did not support the charge.”) . . . Make sure to protect the employees’ due process rights . . .

Know Your Employment Law sections 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), training (Chapter 8), and safety (Chapter 16) that all managers should know.

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 (Chapter 12).

Various Improving Performance features demonstrate real-world human resource management tools and practices that managers can use to improve performance. The discussion questions within each of these features are also in the accompanying MyLab Management. The performance features include:

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

More than 50 of the largest U.S. companies, including GE, Microsoft, and Walmart, filed briefs with the U.S. Supreme Court arguing that affirmative action practices add value by reducing costs or boosting revenues.

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Improving Performance: HR Practices Around the Globe shows how actual companies around the globe use HR practices to improve their teams’ and companies’ performance, while illustrating the challenges managers face in managing internationally.

Trends Shaping HR Features

Just about every chapter again has one or more Trends Shaping HR features, each focusing on topics like Digital and Social Media, and other trends that affect HR practices.

Improving Performance: 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 straightforward HR tools such as work sampling tests that line managers and entrepreneurs can create and safely use to improve performance.
# INSTRUCTOR TEACHING RESOURCES

This program comes with the following teaching resources.

<table>
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<tr>
<th>Supplements available to instructors at <a href="http://www.pearsonhighered.com">www.pearsonhighered.com</a></th>
<th>Features of the Supplement</th>
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<tbody>
<tr>
<td><strong>Instructor’s Manual</strong>&lt;br&gt;authored by Susan Leshnower from Midland College</td>
<td>• Lecture Outlines&lt;br&gt;• Chapter-by-chapter summaries—Where are we now&lt;br&gt;• Examples and activities not in the main book&lt;br&gt;• Annotated Outline&lt;br&gt;• Teaching tips&lt;br&gt;• Solutions to all questions, problems, and case problems in the book&lt;br&gt;• Case Notes&lt;br&gt;• Key Terms</td>
</tr>
<tr>
<td><strong>Test Bank</strong>&lt;br&gt;authored by Carol Heeter from Ivy Tech Community College</td>
<td>2,000 multiple-choice, true/false, short-answer questions with these annotations:&lt;br&gt;• Difficulty level (1 for straight recall, 2 for some analysis, 3 for complex analysis)&lt;br&gt;• Type (Multiple-choice, true/false, short-answer, essay)&lt;br&gt;• Topic/Explanation (The term or concept the question supports)&lt;br&gt;• Learning outcome&lt;br&gt;• AACSB learning standard (Written and Oral Communication; Ethical Understanding and Reasoning; Analytical Thinking; Information Technology; Interpersonal Relations and Teamwork; Diverse and Multicultural Work; Reflective Thinking; Application of Knowledge)</td>
</tr>
<tr>
<td><strong>Computerized TestGen</strong></td>
<td>TestGen allows instructors to:&lt;br&gt;• Customize, save, and generate classroom tests&lt;br&gt;• Edit, add, or delete questions from the Test Item Files&lt;br&gt;• Analyze test results&lt;br&gt;• Organize a database of tests and student results.</td>
</tr>
<tr>
<td><strong>PowerPoints</strong>&lt;br&gt;authored by Patricia Buhler from Goldey-Beacom College</td>
<td>Slides include all the graphs, tables, and equations in the textbook.&lt;br&gt;PowerPoints meet accessibility standards for students with disabilities.&lt;br&gt;Features include, but are not limited to:&lt;br&gt;• Keyboard and Screen Reader access&lt;br&gt;• Alternative text for images&lt;br&gt;• High color contrast between background and foreground colors</td>
</tr>
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Everyone involved in creating this book is proud of what we’ve achieved. *Human Resource Management* is one of the top-selling books in this market, and, as you read this, students and managers around the world are using versions translated into about a dozen languages, including Thai, French, Spanish, Greek, Indonesian, Russian, Chinese, and the Arab World edition.

Although I am responsible for *Human Resource Management*, I want to single out some people for their assistance. They include, first, faculty members who carefully reviewed the past few editions, and who made many useful and insightful suggestions:

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