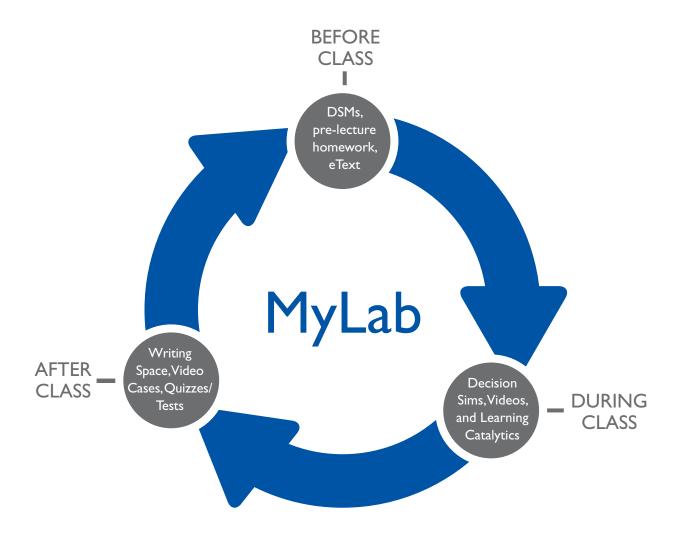


Full-Circle Learning

MyLab[™]: Learning Full Circle for Marketing, Management, Business Communication, and Intro to Business



MyManagementLab®: Improves Student

Engagement Before, During, and After Class



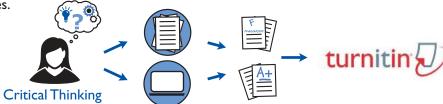
- Personal Inventory Assessments (PIA) NEW! Online questionnaires designed to promote selfreflection and engagement in students, because students learn better when they can connect what they
 are learning to their personal experience. Student results include a written explanation along with a
 graphic display that shows how their results compared to the class as a whole. Instructors will also have
 access to this graphic representation of results to promote classroom discussion.
- **NEW! VIDEO LIBRARY** Robust video library with over 100 new book-specific videos that include easy-to-assign assessments, the ability for instructors to add YouTube or other sources, the ability for students to upload video submissions, and the ability for polling and teamwork.
- Decision-making simulations NEW and improved feedback for students. Place your students in the role of a key decision-maker! Simulations branch based on the decisions students make, providing a variation of scenario paths. Upon completion students receive a grade, as well as a detailed report of the choices and the associated consequences of those decisions.

(YES!

Decision Making

- Video exercises UPDATED with new exercises.
 Engaging videos that bring business concepts to life and explore business topics related to the theory students are learning in class. Quizzes then assess students' comprehension of the concepts covered in each video.
- Learning Catalytics A "bring your own device" student engagement, assessment, and classroom intelligence system helps instructors analyze students' critical-thinking skills during lecture.





Writing Space – UPDATED with new commenting tabs, new prompts, and a new tool
for students called Pearson Writer. A single location to develop and assess concept mastery
and critical thinking, the Writing Space offers automatic graded, assisted graded, and create your own
writing assignments, allowing you to exchange personalized feedback with students quickly and easily.

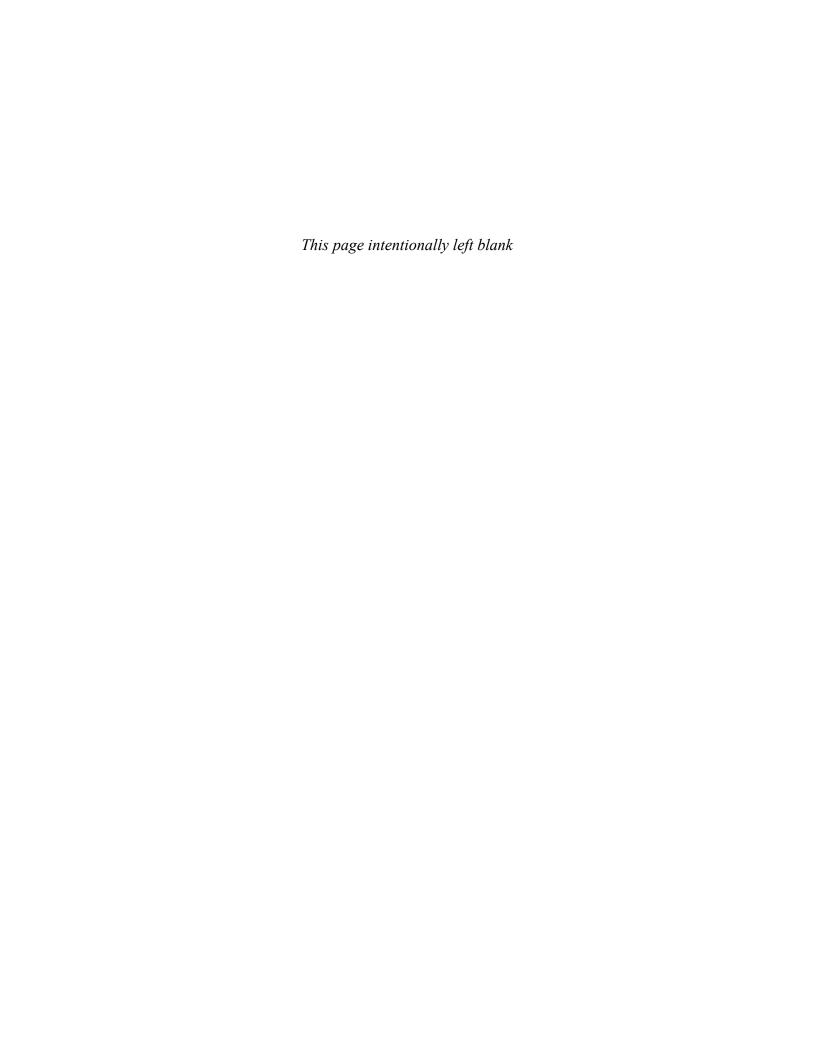
Writing Space can also check students' work for improper citation or plagiarism by comparing it against the world's most accurate text comparison database available from **Turnitin**.

http://www.pearsonmylabandmastering.com

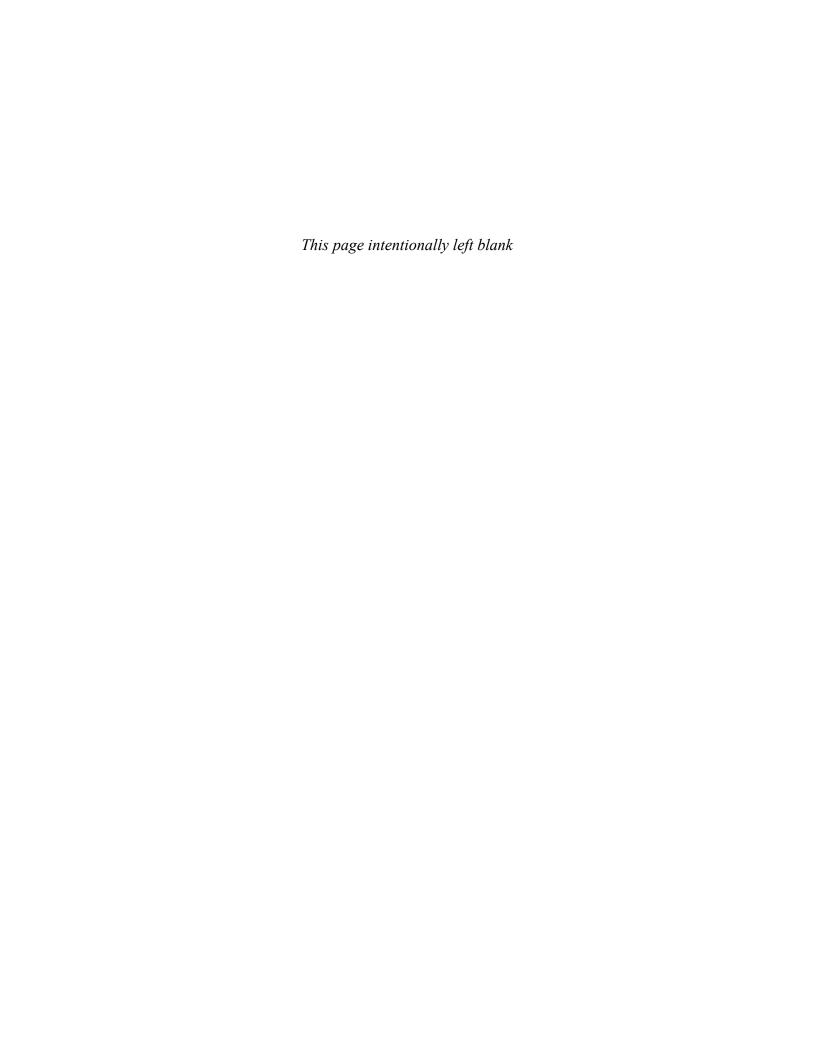


WHERE WE ARE NOW

The framework above introduces each chapter and makes the following point: That the firm's HR policies and practices should produce the employee skills and behaviors the company needs to achieve its strategic aims.



Human Resource Management



Human Resource Management

Fifteenth Edition

GARY DESSLER

Florida International University

PEARSON

Boston Columbus Indianapolis New York San Francisco Amsterdam Cape Town Dubai London Madrid Milan Munich Paris Montréal Toronto Delhi Mexico City São Paulo Sydney Hong Kong Seoul Singapore Taipei Tokyo Vice President, Business Publishing: Donna Battista

Editor-in-Chief: Stephanie Wall

Senior Acquisitions Editor: Kris Ellis-Levy Development Editor: Kerri Tomasso Editorial Assistant: Lauren Russell

Vice President, Product Marketing: Maggie Moylan Director of Marketing, Digital Services and Products: Jeanette

Koskinas

Executive Field Marketing Manager: Adam Goldstein Field Marketing Manager: Lenny Ann Kucenski Product Marketing Assistant: Jessica Quazza Team Lead, Program Management: Ashley Santora

Program Manager: Sarah Holle

Team Lead, Project Management: Jeff Holcomb

Project Manager: Kelly Warsak

Senior Operations Specialist: Carol Melville

Creative Director: Blair Brown

Art Director: Janet Slowik

Vice President, Director of Digital Strategy and Assessment:

Paul Gentile

Manager of Learning Applications: Paul DeLuca

Digital Editor: Brian Surette

Director, Digital Studio: Sacha Laustsen **Digital Studio Manager:** Diane Lombardo

Digital Studio Project Manager: Monique Lawrence Digital Studio Project Manager: Alana Coles Digital Studio Project Manager: Robin Lazrus

Full-Service Project Management and Composition: Margaret

McConnell/Integra Software Services

Interior Designer: Integra Software Services, Inc. **Cover Designer:** Integra Software Services, Inc.

Cover Art: Corbis Images

Printer/Binder: Courier Kendallville **Cover Printer:** Phoenix Color/Hagerstown

Microsoft and/or its respective suppliers make no representations about the suitability of the information contained in the documents and related graphics published as part of the services for any purpose. All such documents and related graphics are provided "as is" without warranty of any kind. Microsoft and/or its respective suppliers hereby disclaim all warranties and conditions with regard to this information, including all warranties and conditions of merchantability, whether express, implied or statutory, fitness for a particular purpose, title and non-infringement. In no event shall Microsoft and/or its respective suppliers be liable for any special, indirect or consequential damages or any damages whatsoever resulting from loss of use, data or profits, whether in an action of contract, negligence or other tortious action, arising out of or in connection with the use or performance of information available from the services.

The documents and related graphics contained herein could include technical inaccuracies or typographical errors. Changes are periodically added to the information herein. Microsoft and/or its respective suppliers may make improvements and/or changes in the product(s) and/or the program(s) described herein at any time. Partial screen shots may be viewed in full within the software version specified.

Microsoft[®] and Windows[®] are registered trademarks of the Microsoft Corporation in the U.S.A. and other countries. This book is not sponsored or endorsed by or affiliated with the Microsoft Corporation.

Copyright © 2017, 2015, 2013 by Pearson Education, Inc. or its affiliates. All Rights Reserved. Manufactured in the United States of America. This publication is protected by copyright, and permission should be obtained from the publisher prior to any prohibited reproduction, storage in a retrieval system, or transmission in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise. For information regarding permissions, request forms, and the appropriate contacts within the Pearson Education Global Rights and Permissions department, please visit www.pearsoned.com/permissions/.

Acknowledgments of third-party content appear on the appropriate page within the text.

PEARSON, ALWAYS LEARNING, and MyManagementLab® are exclusive trademarks owned by Pearson Education, Inc. or its affiliates in the U.S. and/or other countries.

Unless otherwise indicated herein, any third-party trademarks, logos, or icons that may appear in this work are the property of their respective owners, and any references to third-party trademarks, logos, icons, or other trade dress are for demonstrative or descriptive purposes only. Such references are not intended to imply any sponsorship, endorsement, authorization, or promotion of Pearson's products by the owners of such marks, or any relationship between the owner and Pearson Education, Inc. or its affiliates, authors, licensees, or distributors.

Library of Congress Cataloging-in-Publication Data

Dessler, Gary

Human resource management/Gary Dessler.—15 Edition.
pages cm
Revised edition of the author's Human resource management, 2013.
ISBN 978-0-13-423545-5—ISBN 0-13-423545-2
1. Personnel management. I. Title.
HF5549.D4379 2015
658.3—dc23

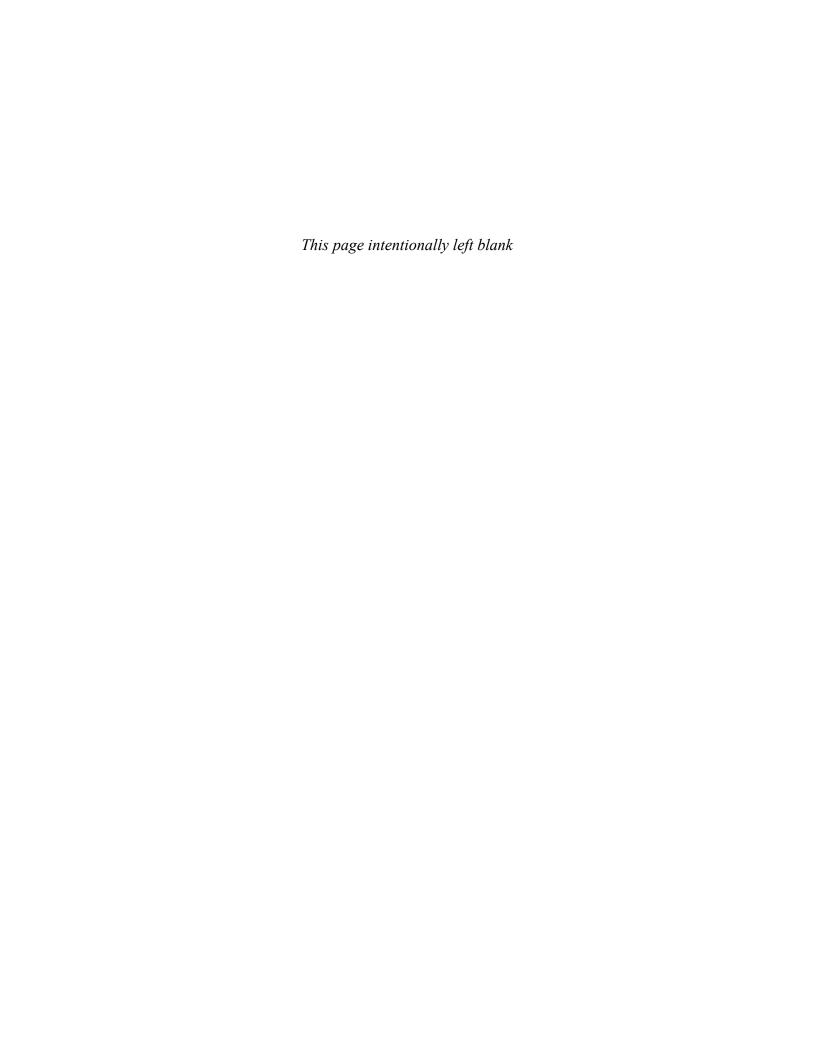
2015030092

10 9 8 7 6 5 4 3 2 1



ISBN 10: 0-13-423545-2 ISBN 13: 978-0-13-423545-5





BRIEF CONTENTS

Preface xxix

PART ONE

PART TWO

PART THREE

9

10

Acknowledgments xxxv
INTRODUCTION 1
Introduction to Human Resource Management 1
Equal Opportunity and the Law 30
Human Resource Management Strategy and Analysis 66
RECRUITMENT, PLACEMENT, AND TALENT MANAGEMENT 94
Job Analysis and the Talent Management Process 94
Personnel Planning and Recruiting 126
Employee Testing and Selection 165
Interviewing Candidates 201
TRAINING AND DEVELOPMENT 231
Training and Developing Employees 231
Performance Management and Appraisal 272

PART FOUR COMPENSATION 344

- 11 Establishing Strategic Pay Plans 344
- 12 Pay for Performance and Financial Incentives 385

Managing Careers and Retention 307

13 Benefits and Services 416

PART FIVE ENRICHMENT TOPICS IN HUMAN RESOURCE MANAGEMENT 449

- **14** Building Positive Employee Relations 449
- 15 Labor Relations and Collective Bargaining 479
- **Safety, Health, and Risk Management** 513
- 17 Managing Global Human Resources 559
- Managing Human Resources in Small and Entrepreneurial Firms 588

APPENDICES

HRCI PHR® and SPHR® Certification Body of Knowledge 612 **APPENDIX A**

About the Society for Human Resource Management (SHRM) Body of Competency and KnowledgeTM Model and Certification Exams 618 **APPENDIX B**

Comprehensive Cases 630 **APPENDIX C**

Glossary 646

Name/Organization Index 655

Subject Index 667

CONTENTS

INDIVIDUAL AND GROUP ACTIVITIES 24

APPLICATION CASE: JACK NELSON'S PROBLEM 25
CONTINUING CASE: CARTER CLEANING COMPANY 25

EXPERIENTIAL EXERCISE 25

KEY TERMS 27 ENDNOTES 27

PART ONE

Preface xxix Acknowledgments xxxv
INTRODUCTION 1
Introduction to Human Resource Management 1
WHAT IS HUMAN RESOURCE MANAGEMENT? 3
Why Is Human Resource Management Important to All Managers? 3 Line and Staff Aspects of Human Resource Management 5 Line Managers' Human Resource Management Responsibilities 5 The Human Resource Department 6
THE TRENDS SHAPING HUMAN RESOURCE MANAGEMENT 7
Workforce Demographics and Diversity Trends 7
Trends in How People Work 8
■ IMPROVING PERFORMANCE: HR AS A PROFIT CENTER: Boosting Customer Service
Globalization Trends 10
Economic Trends 10
Technology Trends 12
TODAY'S NEW HUMAN RESOURCE MANAGEMENT 13
A Brief History of Personnel/Human Resource Management 13
Distributed HR and the New Human Resource Management 13
■ TRENDS SHAPING HR: Digital and Social Media 14
A Quick Summary 14
HR and Strategy 15
■ IMPROVING PERFORMANCE: THE STRATEGIC CONTEXT: Building L.L.Bean 15
HR and Performance 16
HR and Performance and Sustainability 17
HR and Employee Engagement 17
THE NEW HUMAN RESOURCE MANAGER 18
HR and the Manager's Skills 19
HR and Ethics 19
HR Manager Certification 19 HR and the Manager's Human Resource Philosophy 20
THE PLAN OF THIS BOOK 21
The Basic Themes and Features 21
Practical Tools For Every Manager 21
CHAPTER CONTENTS OVERVIEW 22
Part 1: Introduction 22
Part 2: Recruitment, Placement, and Talent Management 22
Part 3: Training and Development 22
Part 4: Compensation 22
Part 5: Enrichment Topics in Human Resource Management 22
THE TOPICS ARE INTERRELATED 23
CHAPTER SECTION SUMMARIES 23
DISCUSSION QUESTIONS 24

9