

Table of Contents

1	The	New H	Human Resource Management Process	1
	1.1	Introdu	uction	1
	1.2	Why S	itudy Human Resource Management (HRM)?	3
	1.3	21st Ce	ntury HRM	6
		1.3.1	Rise of the Third Center	8
	1.4	Discip	lines within HRM	10
	1.5	HRM F	Responsibilities	14
		1.5.1	Recruitment	14
		1.5.2	Training	15
		1.5.3	Payroll Management	15
		1.5.4	Performance Analysis	16
		1.5.5	Resolving Conflicts	16
		1.5.6	Employee Relations	16
	1.6	HRM S	Skills	17

VIII			Fundamentals of Human Resource Manage	ment
		1.6.1	Technical Skills	18
		1.6.2		18
		1.6.3	Decision-making Skill	19
		1.6.4	Business Skills	19
	1.7	HRM C	Careers	20
		1.7.1	Educational Background Required to be a	
			part of HRM	21
		1.7.2	Can a Candidate Switch to a Job in HR after	
			Working in a Completely Different Field?	22
		1.7.3	Salaries Earned by HR Professionals	23
	1.8	Practit	ioner's Model for HRM	23
		1.8.1	Standard Causal Model	24
		1.8.2	HR Value Chain	25
		1.8.3	Advanced HR Value Chain	26
	1.9	Trends	s and Issues in HRM	26
		1.9.1	Engaging the Workforce	27
		1.9.2	Routine Work	28
		1.9.3	Ethical Issues	28
2	Stra	tegy-d	riven Human Resource Management	30
	2.1	Introdu	uction	30
	2.2	Strate	gy and Strategic Planning in the 21st Century:	
		The O	rganization and the Environment	31
		2.2.1	Strategic Alliance	33
		2.2.2	Recruiting Competent Managers	34
	2.3	The Ex	kternal Environment	35
	2.4	Strate	ду	39
		2.4.1	Cost Leadership	41
		2.4.2	How can HRM Influence these Strategies?	43
	2.5	Structi	ure	43
		2.5.1	Basic Components of an Organization's Structure	44
		2.5.2	Role of HR in the Structure of an Organization	45
	2.6	Organ	izational Culture	46
		2.6.1	Does Organizational Culture Control	
			the Behavior of the Employees?	48
		2.6.2	How can Social Media Contribute to	
			a Company's Culture?	48
	2.7	An Intr	roduction to Data Analytics for HRM	49

Table of Contents ix

2.8.1 What are the Benefits of HRIS? 2.8.2 Does HRIS help in Decision-making? 2.8.3 Measurement Tools for Strategic HRM 2.8.4 EVA (Economic Value Added) 2.8.5 ROI (Return on Investment) 2.9 Trends and Issues in HRM 2.9.1 Data Management 2.9.2 Globalization 2.9.3 Technological Changes 2.9.4 Demographics 3 The Legal Environment and Diversity Management 3.1 Introduction 3.2 The Legal Environment for HRM: Protecting your Organization 3.3 A User's Guide to Managing People: The OUCH Test 3.3.1 Objective 3.3.2 Uniform in Application 3.3.3 Consistent in Effect 3.3.4 Has Job-relatedness 3.4 Major Employment Laws 3.4.1 Equal Pay Act 3.4.2 Title VII of the Civil Rights Act of 1964 (CRA) 3.4.3 Age Discrimination in Employment Act of 1967 3.4.4 Vietnam Era Veterans Readjustment	51 52 53 54 54 55 56 57 57 59 59
3.1 Introduction 3.2 The Legal Environment for HRM: Protecting your Organization 3.3 A User's Guide to Managing People: The OUCH Test 3.3.1 Objective 3.3.2 Uniform in Application 3.3.3 Consistent in Effect 3.3.4 Has Job-relatedness 3.4 Major Employment Laws 3.4.1 Equal Pay Act 3.4.2 Title VII of the Civil Rights Act of 1964 (CRA) 3.4.3 Age Discrimination in Employment Act of 1967 3.4.4 Vietnam Era Veterans Readjustment	
The Legal Environment for HRM: Protecting your Organization 3.3 A User's Guide to Managing People: The OUCH Test 3.3.1 Objective 3.3.2 Uniform in Application 3.3.3 Consistent in Effect 3.3.4 Has Job-relatedness 3.4 Major Employment Laws 3.4.1 Equal Pay Act 3.4.2 Title VII of the Civil Rights Act of 1964 (CRA) 3.4.3 Age Discrimination in Employment Act of 1967 3.4.4 Vietnam Era Veterans Readjustment	61
The Legal Environment for HRM: Protecting your Organization 3.3 A User's Guide to Managing People: The OUCH Test 3.3.1 Objective 3.3.2 Uniform in Application 3.3.3 Consistent in Effect 3.3.4 Has Job-relatedness 3.4 Major Employment Laws 3.4.1 Equal Pay Act 3.4.2 Title VII of the Civil Rights Act of 1964 (CRA) 3.4.3 Age Discrimination in Employment Act of 1967 3.4.4 Vietnam Era Veterans Readjustment	
3.3 A User's Guide to Managing People: The OUCH Test 3.3.1 Objective 3.3.2 Uniform in Application 3.3.3 Consistent in Effect 3.3.4 Has Job-relatedness 3.4 Major Employment Laws 3.4.1 Equal Pay Act 3.4.2 Title VII of the Civil Rights Act of 1964 (CRA) 3.4.3 Age Discrimination in Employment Act of 1967 3.4.4 Vietnam Era Veterans Readjustment	
3.3.1 Objective 3.3.2 Uniform in Application 3.3.3 Consistent in Effect 3.3.4 Has Job-relatedness 3.4 Major Employment Laws 3.4.1 Equal Pay Act 3.4.2 Title VII of the Civil Rights Act of 1964 (CRA) 3.4.3 Age Discrimination in Employment Act of 1967 3.4.4 Vietnam Era Veterans Readjustment	32
3.3.2 Uniform in Application 3.3.3 Consistent in Effect 3.3.4 Has Job-relatedness 3.4 Major Employment Laws 3.4.1 Equal Pay Act 3.4.2 Title VII of the Civil Rights Act of 1964 (CRA) 3.4.3 Age Discrimination in Employment Act of 1967 3.4.4 Vietnam Era Veterans Readjustment	64
3.3.3 Consistent in Effect 3.3.4 Has Job-relatedness 3.4 Major Employment Laws 3.4.1 Equal Pay Act 3.4.2 Title VII of the Civil Rights Act of 1964 (CRA) 3.4.3 Age Discrimination in Employment Act of 1967 3.4.4 Vietnam Era Veterans Readjustment	35
3.3.4 Has Job-relatedness 3.4 Major Employment Laws 3.4.1 Equal Pay Act 3.4.2 Title VII of the Civil Rights Act of 1964 (CRA) 3.4.3 Age Discrimination in Employment Act of 1967 3.4.4 Vietnam Era Veterans Readjustment	35
3.4 Major Employment Laws 3.4.1 Equal Pay Act 3.4.2 Title VII of the Civil Rights Act of 1964 (CRA) 3.4.3 Age Discrimination in Employment Act of 1967 3.4.4 Vietnam Era Veterans Readjustment	35
3.4.1 Equal Pay Act 3.4.2 Title VII of the Civil Rights Act of 1964 (CRA) 3.4.3 Age Discrimination in Employment Act of 1967 3.4.4 Vietnam Era Veterans Readjustment	57
 3.4.2 Title VII of the Civil Rights Act of 1964 (CRA) 3.4.3 Age Discrimination in Employment Act of 1967 3.4.4 Vietnam Era Veterans Readjustment 	57
3.4.3 Age Discrimination in Employment Act of 19673.4.4 Vietnam Era Veterans Readjustment	71
3.4.4 Vietnam Era Veterans Readjustment	71
- · · ·	72
Assistance Act of 1974 (VEVRAA)	
O 4 5 Dragging of Discoving institute A at af 4070 (DDA)	72
	73
3.4.6 Americans with Disabilities Act of 1990 (ADA), as Amended in 2008	70
,	73
	70
	73 74
3.4.8 Civil Rights Act of 1991 3.4.9 Uniformed Services Employment and	74
	7/
, ,	74 75
3.4.11 Title II of the Genetic Information	,
Non-discrimination Act of 2008 (GINA)	

Χ			Fundamentals of Human Resource Mana	agement
		3.4.12	Lilly Ledbetter Fair Pay Act of 2009 (LLFPA)	75
	3.5		Employment Opportunity Commission (EEOC)	75
	3.3	3.5.1	What are the Rights that the Employees get	73
		3.3.=	as per EEOC?	76
		3.5.2	What are the Rights Provided by the EEOC to	, -
		00	the Employers?	77
		3.5.3	What is Constructive Discharge?	77
	3.6		Affirmative Action, and Diversity: What is	
			fference?	78
		3.6.1	AA (Affirmative Action)	79
		3.6.2	Diversity	79
	3.7	Sexua	l Harassment: A Special Type of Discrimination	81
		3.7.1	Quid Pro Quo	82
		3.7.2	Hostile Environment	83
		3.7.3	Sexual Harassment Lawsuit	84
		3.7.4	What Steps can be Taken by an Organization	
			to Stop Sexual Harassment?	85
	3.8	Religio	ous Discrimination	86
	3.9	Trends	s and Issues in HRM	90
		3.9.1	ADA and ADAAA	90
4	Mat	ching I	Employees with Jobs	92
	4.1	The pr	rocess of Employee and Job Matching	92
		4.1.1	Occupation Matching - The Key to Superior	
			Performance	92
		4.1.2	A Few Instructions to Empower Your	
			Employees and Yourself	95
	4.2	Workfl	low Analysis	101
		4.2.1	Locate the Right Employees and Do not Risk	
			Losing Them by Learning How to Keep Them	
			Нарру	101
	4.3	Job Ar	nalysis	102
		4.3.1	Occupation Analysis - Qualitative	
			Human Resource Management	102
	4.4	Job De	esign/Redesign	104
		4.4.1	Employment Analysis - An Important HR Tool	104
	4.5	The Jo	bb Characteristics Model (JCM)	105

Table of Contents xi

		4.5.1	HR Job Analysis by Job Characteristics Model (JCM)	105
	4.6	Deciani	ng Motivational Jobs	105
	4.0	4.6.1	Instructions to Create Jobs that Motivate	107
	4.7		ecasting	110
	4.8	Recons	idering Internal Employee Supply and Demands HRM System - The Answer to Your	113
		4.8.1	Workflow Problem	113
	4.9	Trends	and Issues in HRM	114
		4.9.1	Job of HRMS in any Organization	114
5	Perf	ormanc	e Management and Appraisal	116
	5.1	Perform	nance Management Systems	116
		5.1.1	The Performance Management System:	
			Getting Organized	116
		5.1.2	Instructions to Evaluate an Employee	
			Performance Management System	119
	5.2	What is	the need to Conduct Performance Appraisals?	121
		5.2.1	Execution Appraisal - A Directive to Achieving	
			Organizational Goals	121
	5.3	What d	o we need to Assess ?	124
		5.3.1	Improving Performance Management:	
			8 Factors to Consider	124
	5.4		Companies Use Appraisal Methods and Forms?	128
		5.4.1	Examinations - Why and How to Carry Them Out	128
		5.4.2	Step-by-step Instructions to Design an Effective	
			Performance Management System	132
	5.5		and Issues in HRM	138
		5.5.1	What is Strategic Human Resource Management?	138
6	Recr	uiting J	Job Candidates	141
	6.1	The Red	cruiting Process	141
		6.1.1	What is Recruitment Processing Outsourcing	
			(RPO)?	141
		6.1.2	The Recruitment Process - 5 Advantages to	
			Knowing Every Step	143
		6.1.3	Enlistment Process Outsourcing: Busting	
			the Common Myths	145

xii	Fundamentals of Human Resource Manager				
	6.2	Organi	izational Recruiting Considerations	147	
		6.2.1	Enlistment Process Outsourcing - An Overview	147	
		6.2.2	The Good and the Bad of Recruitment Process		
			Outsourcing	148	
	6.3	Interna	al or External Recruiting	150	
		6.3.1	Enlisting the Best: Internal vs External Recruiting	150	
	6.4	Challe	nges and Constraints in Recruiting	153	
		6.4.1	Challenges for Recruitment Consultants	153	
		6.4.2	Enlistment Challenges Offer Recruitment		
			Opportunities for Some	155	
	6.5	The Ev	aluation of Recruiting Programs	156	
		6.5.1	Quick Tips to Improve your Recruitment Program	156	
	6.6		and Issues in HRM	159	
		6.6.1	Up and Coming Trends in HR	159	
		6.6.2	Deal with Your HR Function Better with		
			an Integrated HRMS Solution	161	
7	Sele	cting N	New Employees	163	
	7.1	The Se	election Process	163	
		7.1.1	New Employee Appointment- Measure,		
			Engage and Immerse	163	
	7.2	Lookin	ng for "Fit"	172	
		7.2.1	Making New Employee Induction a Success	172	
	7.3	Major (Guidelines on Employee Selection Procedures	174	
		7.3.1	A Comprehensive New Employee Orientation		
			Program - 5 Reasons Why you Need One Now!	174	
	7.4	Applic	ations and Preliminary Screening	177	
		7.4.1	Representative Retention - What to Tell		
			New Employees	177	
	7.5	-	g and Legal Issues	179	
		7.5.1	The Importance of Employment Tests	179	
	7.6	Select	ion Interviews	180	
		7.6.1	A Glimpse of the Standard Employee		
			Screening and Selection Process	180	
	7.7	Backg	round Checks	183	
		7.7.1	Need to Do Your Employment Background Check	183	
	7.8		and Issues in HRM	186	
		781	Changing Pole of HPM	186	

Table of Contents xiii

8		ning, Le elopme	earning, Talent Management, and ent	189
	8.1	The Ne	eed for Training and Development	189
		8.1.1	Preparing and Development - A Supplement to	
			Employees Efficient and Effective Performance	189
		8.1.2	Great Human Resource Managers Focus on	
			Training and Development	191
	8.2	The Tra	aining Process and Needs Assessment	193
		8.2.1	HR Training and Development	193
		8.2.2	Does Training and Development Matter?	194
	8.3	Learnii	ng and Shaping Behavior	195
		8.3.1	Recognizing and Shaping Organizational Culture	195
	8.4	Design	and Delivery of Training	199
		8.4.1	Reasons to Develop Online Employee Training	
			Programs	199
		8.4.2	Why In-person Seminars are Optimal for	
			Employee Training?	200
	8.5	Assess	sing Training	202
		8.5.1	Worker Training - Making Sure to Train New	
			Employees Contextually	202
		8.5.2	Preparing your Employees	204
	8.6	Talent	Management and Development	204
		8.6.1	Significant Talent Management Solutions -	
			The Five Essential "Dos"	204
	8.7	Trends	and Issues in HRM	208
		8.7.1	HRM - The Root Key to Success	208
9	Emp	loyee	Rights and Labor Relations	210
	9.1	Manag	ging and Leading your Workforce	210
		9.1.1	Improve Employee Job Satisfaction in your	
			Company	210
		9.1.2	Four Steps for Talking about Job Satisfaction	213
	9.2	Comm	only Accepted Employee Rights	215
		9.2.1	Worker Rights in the Workplace	215
	9.3	Manag	gement Rights	216
		9.3.1	Realize your Employee Rights at Work with	
			a Qualified Attorney	216

KIV			Fundamentals of Human Resource Manag	ement
	9.4	Repres	entative Rights - Contracts, Minimum Wage,	
		and Pa	y Slips	217
	9.5	Coachi	ng, Counseling, and Discipline	218
		9.5.1	Training and Counseling Employees	218
		9.5.2	Instructions to Effectively Coach your Staff	220
	9.6	Legal Is	ssues in Labor Relations	222
		9.6.1	Observing Employees - The Legal Issues of	
			Employee Video Surveillance	222
		9.6.2	Basic Principles of Avoiding Legal Conflicts	
			with Employees	224
	9.7	Unions	and Labor Rights	226
		9.7.1	Are Companies Training Their Employees Right?	226
	9.8	Trends	and Issues in HRM	229
		9.8.1	Going Further: The HR wave in SaaS	229
10	Com	pensat	tion Management	231
	10.1	Compe	ensation Management	231
		10.1.1	Great Compensation Management is	
			Necessary to Boost Workforce Performance	231
		10.1.2	Deals and Employee Compensation Programs	234
	10.2	Organiz	zational Philosophy	236
		10.2.1	Why an Organization Needs a Well Defined	
			Employee Overtime Policy?	236
		10.2.2	Improving Employee Productivity - What	
			Works and What does not Work	238
	10.3	Legal a	and Fairness Issues in Compensation	240
		10.3.1	A Brief Look at Workers' Compensation Issues	240
		10.3.2	Utilizing the Framework to Solve a Performance	
			Issue	243
	10.4	Job Eva	aluation	245
		10.4.1	What is the Point of Job Evaluation?	245
	10.5	Develo	ping a Pay System	248
		10.5.1	What Jobs Pay the Most - Cutting Edge	
			Careers for the "New Economy?"	248
	10.6	Trends	and Issues in HRM	249
		10.6.1	5 "Ps" of Human Resources Management	249

Table of Contents xv

11	Emp	loyee	Incentives and Benefits	251
	11.1	The Va	alue of Incentives and Benefits	251
		11.1.1	Advantages of Employee Incentive Programs	251
		11.1.2	Worker Incentives and Good Leaver/Bad	
			Leaver Considerations	254
	11.2	Individ	lual Incentives	255
		11.2.1	1,	
			Corporate Gifts	255
		11.2.2	Fishing Charters - How they Become Great	
			Customer Employee Incentives	258
	11.3	-	Incentives	259
		11.3.1		
		_	Retention - Incentive Programs	259
	11.4		tive Compensation	261
			What are Executive Compensation Agreements?	261
	11.5		ory Benefits	263
		11.5.1	The Impact of International Statutory	- 0 -
	0	CL . I	Requirements: 3 Areas to Consider	263
	11.6		ory Requirements When Providing Certain	265
			cary Benefits	265
		11.6.1	Requirement for a Statutory Compliance	265
	11 7	Volunt	and Payroll Management Service ary Benefits	265
	11.7	11.7.1	What Every Business Owner Ought to	267
		11./.1	Know About Voluntary Benefits	267
	11.8	Flevib	le Benefit (Cafeteria) Plans	269
	11.0	11.8.1		209
		11.0.1	Section 125 Cafeteria Plan?	269
	11.9	Trends	s and Issues in HRM	271
	11.0	11.9.1		_/_
		11.9.1	Choosing A HRMS	271
12	Worl	kplace	Safety, Health, and Security	274
-		•		
	12.1		place Safety and OSHA	274
		12.1.1	Why an Integrated Workplace Safety and	274
		1212	Wellness Program is Best Working Environment Safety and Health -	274
		12.1.2	What are the Costs?	277
			What are the Costs?	277

xvi	Fundamentals of Human Resource Manag					
	12.2	The Oc	ccupational Safety and Health Administration	278		
		12.2.1	Aspects to be Considered in Writing a Written	_, 0		
			Workplace Safety Program	278		
	12.3	Emplo	yee Health	282		
		12.3.1	Wellbeing and Workplace Safety - 7 Steps to			
			Develop a Comprehensive Safety Program	282		
	12.4	Stress	, , ,	284		
		12.4.1	Working Environment Stress Trap - All Talk,			
			No Action, and No Follow Through	284		
		12.4.2	Top 8 Reasons for Workplace Stress	287		
	12.5	Workp	lace Security	288		
		12.5.1	A Guide to Workplace Security	288		
		12.5.2	Working Environment Security - 5 Steps to			
			Increase yours and Others Safety while in			
			the Working Environment	290		
	12.6	Workp	lace Violence	291		
		12.6.1	Factors that Drastically Increase Workplace			
			Violence	291		
	12.7	Trends	and Issues in HRM	293		
		12.7.1	Significance of Strategic HR Systems	293		
		12.7.2	Is Human Resource Management Important?	295		
13	Org	anizatio	onal Ethics, Sustainability, and Social			
	Res	oonsibi	lity	298		
	13.1	Introdu	uction	298		
	13.2	Ethical	Organizations	299		
		13.2.1	Mutual Respect	300		
		13.2.2	Honor	300		
		13.2.3	Integrity	301		
		13.2.4	Customer Focus	302		
		13.2.5	Results	302		
		13.2.6	Risks	303		
		13.2.7		304		
		13.2.8	Persistence	304		
	13.3		of Ethics	304		
		13.3.1	_ '			
			of Ethics?	306		

Table of Contents xvii

		13.3.2	How to Prepare the Final Draft of the Code of	
			Ethics?	309
	13.4	Corpora	ate Social Responsibility (CSR)	310
		13.4.1	Definition of CSR	311
		13.4.2	Key Issues of CSR	311
		13.4.3	Benefits of Implementing CSR Properly	312
		13.4.4	How to Implement Corporate Social Responsibility	313
	13.5	Sustain	ability	316
		13.5.1	Sustainability as a Corporate Strategy	317
		13.5.2	Confusion between CSR and Sustainability	318
		13.5.3	Sustainable Development	320
	13.6	Trends	and Issues in HRM	322
		13.6.1	Implementing CSR Strategies	322
		13.6.2	Participation of Stakeholders and Shareholders	323
		13.6.3	Training Employees	323
		13.6.4	Issues that Arise while Implementing	
			the Code of Business Ethics in an Organization	324
14	Glob	al Issue	es for Human Resource Managers	326
	14.1	Introdu	ction	326
	14.2	Globaliz	zation of Business and HRM	327
		14.2.1	Human Resource Activities	328
		14.2.2	Employee Types	328
		14.2.3	Why is Global HRM Required?	329
		14.2.4	Functions of Global HRM	329
	14.3	Legal, E	Ethical, and Cultural Issues	330
		14.3.1	Tax Laws	331
		14.3.2	Lack of Cultural Awareness	332
		14.3.3	Privacy Laws	332
	14.4	Ethical	Challenges	333
		14.4.1	Why are Ethics Required?	334
	14.5	Global S	Staffing	335
		14.5.1	Evolution of Global HRM	336
	14.6	Develop	ping and Managing Global Human Resources	341
		14.6.1	Global Workforce Development	342
		14.6.2	Creating Location-specific Handbooks	343
		14.6.3	Performance Analysis and Management	343
		14.6.4	Selection and Retention of Global Leaders	344

14.7	Compe	ensating your Global Workforce	346
	14.7.1	Equal Compensation	347
	14.7.2	Relocation	347
	14.7.3	Departures	347
	14.7.4	Official Language	350
	14.7.5	Data Ownership	350
14.8	Trends	and Issues in HRM	351
	14.8.1	Professional Development	351
	14.8.2	Cross Border Legal Issues	352
	14.8.3	Compensation	352
	14.8.4	Issues that arise in Global HRM	352
	14.8.5	Training and Development	353
	14.8.6	Recruitment and Selection	353
	14.8.7	Career Planning	354
	14.8.8	Remuneration and Benefits	355
Index			356