

## Managing Human Resources, 11e

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### Chapter by Chapter Changes

**Chapter 1**—there is a new chapter-opening case: “Globalization at Work: Wealth, Lobs, and Worker Displacement,” along with new meta-analytic research to support “Why does effective HRM matter?” I thoroughly updated features of the competitive business environment and their implications for HRM—globalization, technology, sustainability, and demographics—and added a new section on the responses of firms to nonstandard employees in the gig economy. The section on HR competencies, assessment of them, and HR certification through SHRM has been completely updated, as has Case 1–1, “PepsiCo’s Indra Nooyi: ‘Performance with a Purpose.’”

**Chapter 2**—this chapter, “HR Technology,” is completely new to the 11th edition. The introductory case, “How Technology Is Changing Work and Organizations,” flows naturally into a discussion of technology’s effect on nine different areas of HRM. Discussions of technology, globalization, and privacy, along with a new ethical dilemma on whether it is unethical to fail to provide cybersecurity, should stimulate lively interaction in the classroom. The chapter also includes extensive discussion of the many aspects of HR information systems, as well as challenges facing HR technology and five emerging technology trends.

**Chapter 3**—on talent analytics, includes a broader treatment of the promise and perils of “big data,” while retaining discussion of the L-A-M-P model to guide workforce measurement. In the discussion of turnover costs, there is a new section on the kinds of information companies are using to predict the likelihood that an employee will leave, and the treatment of the financial effects of work–life programs identifies the kinds of beliefs among managers that can undermine such programs. Overall, the chapter reflects the most current thinking and research about talent analytics.

**Chapter 4**—the chapter-opening vignette, on retaliation, has been thoroughly updated, as has every section of employment case law, including the sections on sex discrimination, pregnancy, sexual harassment, age discrimination, testing and interviewing, personal history items, and preferential selection. The area of

employment law is dynamic, and this chapter reflects the latest findings and guidance for employers.

**Chapter 5**—a new chapter-opening case, “The Business and Ethical Cases for Diversity Are Not Enough to Bring About Real Change,” sets the stage for a discussion of the many dimensions of diversity and how increased diversity in the workforce complements evolving changes in organizations and markets. The box “Why Is a Diversity Strategy So Difficult to Implement?” has been completely rewritten and expanded. Treatments of African Americans, Hispanics, Asian Americans, women, and the five generations in the workforce, including Generation Z, have been completely updated to reflect the most recent findings and data. All four “HR Buzz” boxes are either new or revised.

**Chapter 6**—the opening case on leadership succession reflects a timeless topic. I have updated it, along with every other section in the chapter, and tried to show tighter linkages between strategic workforce planning and business strategy. The sections on workforce forecasts of supply and demand now illustrate the 20 fastest-growing occupations through 2024, and the section on leadership succession planning includes a new template that illustrates senior-executive criteria and rating scales.

**Chapter 7**—in addition to a thoroughly updated chapter-opening vignette on the promise and perils of social media, the chapter retains its focus on a supply-chain approach to the recruiting-staffing process. A new addition to recruitment planning is Facebook’s job-posting feature for small and mid-size employers. Updated “HR Buzz” boxes on luring passive job candidates and online job search are current topics with great appeal. Discussion of current features of applicant tracking systems helps students grasp important management issues in the recruiting process, and a new Case 7–1, “Transforming Data into Recruiting Intelligence,” focuses on the application of those management lessons.

**Chapter 8**—the chapter begins with an updated treatment of organizational culture and the powerful effect it has on people. Treatments of each of the various screening methods and staffing techniques, from employment applications to drug screening, integrity tests, personality measures, and interviews (including video interviews), reflect the most current research and sound professional practice.

**Chapter 9**—following an updated treatment of technology-delivered instruction, the chapter discusses training trends, such as the effects of digital technology on work; increased training opportunities for “gig,” or nonstandard workers; and training as an important aspect of an employer’s brand. There have been new developments in team training and action learning, and I have incorporated them into this chapter. A new “HR Buzz” box features an infographic that highlights key issues in the first 90 days of employment, and a new Case 9–1 focuses on the on-boarding and training of young leaders at Chinese e-commerce giant Alibaba.

**Chapter 10**—the big news in performance management is that firms are not abandoning formal judgments about employee performance but they are making them much more frequently—for example, by using social networking-type systems that provide “micro feedback” from peers. Performance-management software goes even further. The chapter uses several company examples to highlight how that software offers real-time 360 feedback, uses drag-and-drop performance reviews, lets employees track team goals, and ties those goals to metrics.

**Chapter 11**—the chapter continues to present compensation from a strategic perspective—that is, as a pivotal control and incentive mechanism that can be used flexibly by management to attain business objectives. New material emphasizes the role of the Internet in pay negotiations with job candidates and evolving attitudes about pay secrecy with employees. A new “HR Buzz” box uses the Wells Fargo scandal to illustrate how high-pressure sales tactics and perverse incentives can lead to unethical behavior. Another one shows how Starbucks ties CEO pay to company performance.

**Chapter 12**—the chapter-opening vignette emphasizes how globalization, economics, and demographics are changing benefit offerings at companies, large and small. The chapter emphasizes key strategic considerations in the design of benefit programs and it presents the very latest research and trends in security and health benefits, payments for time not worked, and employee services. New “HR Buzz” boxes describe innovative strategies for communicating benefits and key steps firms are taking to safeguard benefit information from cyberattacks. New Case 12–1 focuses on how to encourage employees to save more for retirement.

**Chapter 13**—a continuing emphasis in this chapter is that organizations will be more successful if they adopt collaborative approaches to labor–management relations than if they doggedly pursue “us-versus-them” approaches. Despite ongoing drops in membership and more right-to-work states, unions remain as powerful social, political, and organizational forces. For example, as tactics to avoid unionization, nonunion firms often adopt various types of grievance procedures and they match the pay, benefits, and working conditions that rival unionized firms offer.

**Chapter 14**—workplace due process and justice on the job are timeless and ever evolving. The chapter illustrates these themes via examples of social-media policies, employee postings, and at-will employment. It also includes the latest research and legal rulings about employment contracts, noncompete clauses, and termination for cause. New sections address employee monitoring via wearable devices and advice on how to establish safeguards to protect personal privacy.

**Chapter 15**—the chapter includes an updated treatment of the extent and costs of workplace safety and health problems, current information about OSHA penalties, and criminal penalties for executives who willfully disregard safety or health requirements. More positively, it also uses DuPont and the aviation industry to show how careful attention to safety pays off; the innovative approaches Aetna, grocery stores, and Unimin are using to reduce repetitive-strain injuries; and how IBM and the Williams Companies reach high-risk employees in their wellness programs.

**Chapter 16**—although globalization is a dominant force, managers need to pay careful attention to the backlash against it. The chapter helps them understand what’s driving the backlash and how they can address those concerns. Companies continue to send expatriates overseas, and the chapter incorporates the latest findings about staffing, rewarding, training, and managing their performance. The ethical dilemma on bribery has been updated, as has the latest research on the effects of NAFTA. The chapter concludes with research-based advice on how to make repatriation as effective as possible.

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