

Human Resource Management, 11e

Raymond Noe and John Hollenbeck and Barry Gerhart and Patrick Wright

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Detailed List of New Features

All examples, figures, and statistics have been updated to incorporate the most recently published human resource data.

Each chapter was revised to include current examples, research results, and relevant topical coverage.

All of the Exercising Strategy, Managing People, and HR in Small Business end-of-chapter cases are either new or updated.

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Chapter by Chapter Changes

Chapter 1-New Opening Vignette: Looks at how Publix's use of human resource practices contributes to its dedication to the dignity, value, and employment security of its associates, which has led to its recognition as a great place to work and shop.

New Boxes:

- Dow Chemical, Novartis, and Mars help improve living conditions and employees' skills around the world.
- How Verizon, Best Buy, and Kohl's use social media and apps to enhance HR practices.
- How Sodexo used data to show how gender balance on teams was related to financial performance, employee engagement, and client retention.
- How Amtrak's first-ever chief human capital officer used competencies and behaviors to build integrity and demonstrate integrity, which helped rebuilding HR and provided value to Amtrak's business.

-Iberdrola USA, Boeing, and L'Oreal efforts to prepare employees for global assignments.

New Text Material:

- HR in organizations: budgets, example of the role of HR in companies (Airbnb, Marsh, Juniper Networks, Abbott, Tesla Motors), managers' expectations for the HR function, and the skills needed by HR professionals to contribute to the businesses.
- Companies' use of big data and workforce analytics to identify successful new employees and reduce turnover (Google, Mattress Firm, Credit Suisse).
- Economy data, labor force statistics, occupational and job growth projections, skill shortages, working at home, flexible schedules, nontraditional employment, and the gig economy.
- The role of HR in ensuring product quality and customer service, including examples of HR practices of 2016 Baldrige Award winner Don Chalmers Ford.
- Actions that Alcoa and General Electric are taking to overcome problems finding employees with the necessary skills.
- How Keller Williams Realty facilitates continuous learning.
- Steps that Portsmouth Naval Shipyard is taking to manage change.
- Echo Global Logistics's, Whole Foods's, and Timberlane's efforts to support employee engagement.
- Talent management at BNSF Railway.
- Ammacore's and KPMG's use of nontraditional employment and work arrangements.
- How Blue Apron is developing develop human, social, and intellectual capital.
- Discussion of characteristics and expectations that Generation Z and Millennials bring to the workplace.
- How Coke gives millennial employees a voice in shaping the business.
- Discussion of the role of immigration in the economy; the workforce; and restaurant, roofing, landscaping, and high-tech businesses.
- How Microsoft's approach to diversity focuses on its employees, culture, suppliers, and customers.
- Legal issues and the gig economy (e.g., Uber) and immigration restrictions.
- Growth of global business for companies such as Ford, General Motors, Yum! Brands, McDonalds, and Uber.
- Offshoring jobs in the United States (Rexnord Corporation).
- Use of artificial intelligence and robots (BMW, Airport Guide Robot, Whirlpool, H&R Block, and Watson).

Chapter 2-New Opening Vignette: Discusses Amazon's move into traditional brick-and-mortar stores.

New Information: Updated example of Merck's mission and values statement.

New Boxes:

- Companies use ADP's app to help manage pay for gig workers.
- Volkswagen's efforts to develop zero-emission vehicles to enhance its reputation.
- IKEA's expanding parental leave policy.

Chapter 3-New Opening Vignette: Looks into alleged discrimination in pay and hiring practices at Oracle.

New Information:

- Updated figures for different types of discrimination complaints in the United States.
- Description of the potential discrimination and retaliation at Uber.
- Discussion of LGBT issues in the workplace.
- Evidence-based HR about how weight discrimination can impact hiring decisions.

New Boxes:

- Tech companies challenges in increasing workforce diversity.
- Banning head scarves: Discriminatory or not in the European Union?
- The use of a wearable human grasp assist device to reduce repetitive injuries.
- Southwest's decision to end overbooking.

New Text Material:

- Frequency of discrimination cases.

Chapter 4-New Opening Vignette: Analyzes challenges associated with new organizational structures that try and promote teamwork but inadvertently create jobs that can get too large in scope, using Royal DSM as an example.

New Boxes:

- Data from wearable sensors to construct social network patterns that reveal the organizations informal structure.
- The aging of both equipment and workers in Japan are limiting national productivity.
- Chipotle's decentralized decision-making structures create recurrent problems when it comes to standardized food safety practices.
- The International Federation of Association Football (FIFA) has been accused of violating worker rights in Qatar due to the widespread practice of "kafala".
- The dangers associated with working from sedentary position and the push to get people to use "stand-up desks".

New Text Material:

- Portuguese manufacturers successfully compete against low cost Chinese competitors via work processes that promote quality over cost.
- Lean productivity practices promote lower costs, but also reduce the need for labor.
- Workflow analyses often identify the overuse of specific and costly pieces of equipment in the field of medicine.
- Centralized decision-making structures can identify critical customer needs that might be resisted by local managers, such as McDonald's All-day Breakfast.
- Jobs change over time, using the specific example of increased obesity in nursing care contexts and how this led to increased injuries until it was addressed.

Chapter 5-New Opening Vignette: Examines how more restrictive immigration policies regarding immigrants and refugees are creating labor shortages in the area of agriculture and meat processing.

New Boxes:

- Robotic technology still relies very heavily on human intervention using call centers as an example.
- Limits on H1-B visas in the U.S. are creating competitive disadvantages versus Canada in the field of high tech.
- the Trade Adjustment Assistance (TAA) program provides money for training to U.S. workers when their jobs move overseas.
- The increased aggressiveness of workplace raids conducted by Immigration and Customs Enforcement (ICE) office is breaking up families and local communities.
- Recent evidence shows that immigration results in a loss of U.S. jobs in the short term, but in the long term, results in large job gains for the country.

New Text Material:

- Qualcomm uses leading indicators and forecasting to avoid a labor surplus that would have been caused by failures at Samsung—one of their primary customers.
- Improvements in technology reduce the need for workers when manufacturing jobs that moved overseas move back to the U.S.
- Changes in American eating habits related to restaurants is causing a shortage of labors for cooks, where turnover rates have soared to 100% in some regions.
- Low cost, online degree programs in the field of law have created a vast over-supply of unemployable lawyers.
- Deloitte is addressing a potential brain drain caused by the imminent retirement of a large cadre of workers.

Chapter 6-New Opening Vignette: Discusses how personnel selection processes in the field of law enforcement make it difficult to weed out police officers with criminal records.

New Boxes:

- Employers in the field of software use programming competitions to cheaply identify gifted programmers from around the world.
- Educational achievements reported by job applicants from some countries like Egypt mean nothing due to corruption in educational institutions.
- Increased use of opioid drugs in some regions of the U.S. make it impossible to hire people for “safety sensitive” jobs.
- “Religious Freedom Bills” are complicating the relationship between some firms and their communities.
- Employment gaps attributed to having children negatively affects some job applicants in certain fields.

New Text Material:

- Recent Supreme Court rulings have expanded the scope of Affirmative Action protections based upon race.
- Age discrimination cases have been expanding in the service sector of the economy as employers try to respond to customer preferences.
- The “Wounded Warriors Project” has helped create job opportunities for Gulf War Era veterans.
- Employers use information from social networking sites to obtain information that might be illegal to obtain in an interview.
- Programming teams at Pinterest are composed one person at a time, where each person added to the team is selected based upon some unique trait or perspective.

Chapter 7-New Opening Vignette: Highlights how GameStop uses an online game-based training program to deal with seasonal hiring and turnover.

New Boxes:

- How Sears is using learning to emphasize continuous learning and try to reinvent itself to survive.
- How Operation Smile and Marriott use language and cultural understanding to enhance global success.
- Central Iowa Works and Aon’s use of education and training partnerships to develop workforce skills and meet both business and community needs.
- Janssen Pharmaceuticals use of just-in time technology-driven learning.
- How Pfizer evaluated the effectiveness of a new mobile training app.

New Text Material:

- Knowledge sharing at Defense Acquisition University.
- How Aerospace Corporation and Hilton Worldwide use training in ways that support the business.
- How the design elements of the training programs at Verizon, Farmers Insurance, and General Motors support learning and transfer of training.
- How companies such as PricewaterhouseCoopers, Western Union, Sonic, Cathay Life Insurance, Tata Consultancy Services, and EMC insure managers and peers support, incorporate action plans, and use performance support and communities of practice to enhance employees learning and transfer of training.
- Examples of how companies such as Asurion, EY, IBM, PPD, BNSF Railway, TELUS, ADP, University Health System, and PepsiCo use different training methods including video, serious games, simulations, online learning, social media, blended learning, and action learning.
- Example of how Massive Open Online Courses (MOOCs) are being developed through joint university industry partnership to offer programs and degrees designed to provide employees and companies with high demand skills unavailable in the workforce.
- The training outcomes companies such as The Maryland Transit Administration (MTA) use to evaluate training effectiveness.
- Highlight how Deloitte prepares its employees on global assignments for repatriation.
- Discussion of the difficulties companies in high tech industries are facing to increase the diversity of their workforces.

Chapter 8-New Opening Vignette: Shows the changes that General Electric made to its performance evaluation system to more closely align it with business cycles and the company strategy.

New Boxes:

- How performance management at The Analysis Group includes both how the partner is contributing to the firm's financial health as well as what the partner is doing to insure the future health and growth of the business.
- Highlights how Wells-Fargo overemphasis on performance goals results in driving unethical behavior which is detrimental to customers and the organization.
- The advantages and potential disadvantages of companies (such as Gables Residential, IBM, Uber, and Amazon) use of apps for providing and receiving feedback.
- Shows the data that Cargill is using to monitor the effectiveness of its new performance management system.

New Text Material:

- Recent survey results on the problems with traditional performance appraisal.
- Shows how companies such as Procter & Gamble, and Gables Residential, and FORUM Credit Union are changing their performance management approach to make it more of an ongoing process emphasizing performance conversations and employee development.
- Highlights how companies such as Whirlpool are training managers to help increase their effectiveness in performance management.
- Shows how companies including Etsy, Unami Burger, and Intellicare are using peer, customer, and self-ratings in their performance management systems.
- The actions that Kimberly-Clark and Zulily take to avoid the potential problems of the use of performance goals.
- Examples of how companies such as UPS, Florida Hospital Celebration Health, and Shuttle Express are using electronic monitoring, including cameras and wearables to track employees' performance.
- Discussion of the need for collaborative, ongoing performance conversations and highlights the questions that managers can use to start them with employees.
- Discusses the role of unconscious bias in performance evaluation and how companies such as Microsoft and Google are using training to reduce its impact.

Chapter 9-New Opening Vignette: Highlights the various methods that 3M uses to develop employees and leaders including development plans, formal education and training, 360-degree assessment, and challenging job experiences.

New Boxes:

- How Voya, a customer-focused financial company with high ethical standards, aligns its financial strategy with a leadership development strategy that supports its culture of continuous improvement and corporate values.
- Cardinal Health's use of a cloud-based system for mentoring.
- CA Technologies evaluation of its Leaders at all Levels program.
- Managers joining non-profit boards to develop skills and benefit the organization.
- How McKinsey and Company is developing leaders for its African business.

New Text Material:

- How Citigroup is using development programs to attract and retain millennials.
- New York Life and BB&T use of assessment for development.
- Companies such as Consigli Construction and Wells-Fargo use of online tools to support development planning and identification of development opportunities.
- Highlight how at Michelin North America the employee, their boss, and the employees career manager have responsibility for development.
- How Procter & Gamble's promotion from within policy is supported by career planning.
- BNY Mellon School of Leadership and Management Development use of formal education programs.
- Blue Cross Blue Shield of Michigan use of 360-degree feedback.
- How VF Corporation and Dow use job experiences for developing skills and competencies.
- Bell and Howell and Haskell's use of job rotation for development.
- Sabbaticals at David Weekly Homes

- Examples of mentoring programs from EMC Corporation, Mariner Finance, Gilbane and Vistage Worldwide.
- How United Health is using reverse mentoring.
- Highlights how companies including Edward Jones, United Shoe Financial Services, The Gates Foundation, and Wide Open West are using and benefiting from coaching.
- Discussion of women's underrepresentation in top management positions.
- The types of programs that companies including General Electric, SAP, and Cisco Systems are using to help women gain the visibility and assignments needed to break the glass ceiling.
- Succession planning at BlueCross Blue Shield of Michigan

Chapter 10-New Opening Vignette: Discusses how the culture at Wells Fargo resulted in unprecedented levels of unethical behavior related to falsifying customer accounts.

New Boxes:

- Employers in the banking industry are eavesdropping on employees' mobile phones in order to prevent fraud and Dodd-Frank violations.
- French employers get around job security provisions by isolating workers that would otherwise be fired.
- The job demands at Amazon are a perfect fit for some workers, but a terrible fit for others, and how this contributes to their culture.
- Problems that some organizations would like to keep secret go "viral" due to social networking sites where stories take on a life of their own.
- The pay gap due to gender plays out among workers – all of whom have obtained the same MBA degree.

New Text Material:

- The paternal culture at Kimberly Clark created problems that could only be fixed by increasing involuntary turnover rates among low performing employees.
- Private equity firms identify and eliminate inefficient work practices and workers at old established companies like Kraft.
- The use of temporary employees at companies like Microsoft create two-tiered work cultures that disrupt teamwork.
- Problems associated with the workforce at United Airlines often spilled over to affect customer service.
- Work-life policies in the investment banking industry are being over-hauled in order to promote a more gender diverse workforce.

Chapter 11-New Opening Vignette: Looks at how companies are increasing pay levels to help them compete for workers in the face of low unemployment rates and to help them improve their customer experience and business strategy execution.

New Boxes:

- Why individuals choose to become gig workers rather than traditional employees.
- Wage and overtime implications for independent contractors or full-time employees.
- Changes in the salary test for exempt employees results in generous pay increases that are not required by law.
- Why companies like Foxconn (which assembles Apple products like the iPhone) are looking beyond China for other production locations and how they balance labor costs, production costs and the need to be close to customers in deciding where to locate.
- How technology advances in automating work may influence how many employees will still be needed for some jobs.
- Why some companies that may no longer need to give pay increases to comply with wage-hour regulations may still do so.

New Text Material:

- New salary test under the Fair Labor Standards Act (and the expected increase in the number of employees eligible for overtime premiums).
- How even employee-friendly companies like the Container Store sometimes must reduce labor costs and their

methods.

- The distinction between equality and equity.
- Updated data on total compensation costs and how they differ by industry and country.
- Updated data on CEO compensation and how it compares to worker compensation and to company performance.
- Discussion of gaps in employment law when it comes to gig workers.

Chapter 12-New Opening Vignette: Examines Big Three U.S. automakers move to better control fixed labor costs by using profit sharing payments.

New Boxes:

- Kimberly-Clark's change to raise performance standards and its use of pay for performance and technology to this change.
- The shift from pay based on seniority to pay based on performance in Japan
- Using stock option exchange programs to maintain employee motivation.
- Volkswagen changes executive pay to avoid future scandals like "dieseldate."
- How incentives went awry at Wells Fargo.

New Text Material:

- Streamlined exhibit on the key features of different pay for performance programs.
- New discussion on the importance of not confusing pay for performance (which takes many forms and is pervasive) with individual incentives (which are rare).

Chapter 13-New Opening Vignette: Discusses why balancing work and family in high tech and finance companies is becoming increasingly necessary to attract and retain top talent.

New Boxes:

- Ikea provides (paid) parental leave to all employees, included low paid, part-time, and hourly employees.
- How telemedicine is used to provide health care to under-served areas.
- Using data and technology to improve health care quality and control costs.
- The issues employers need to consider when deciding to have work performed by gig workers versus employees.
- Redesigning the workplace and benefits to attract and retain women employees in India.

New Text Material:

- Update on the number and percentage of people without health insurance in the United States.
- Updates on benefits costs and benefits coverage generally.
- Updates on how companies differentiate themselves by using unique benefits.
- Use of big data to understand usage of health care.
- Incentives and penalties employers can use under the Affordable Care Act to encourage healthy behavior.
- The new fiduciary rule for investment advice.
- Employee preferences for how benefits are communicated.
- Decline in use of defined benefit plans.

Chapter 14-New Opening Vignette: Shows how nonunion workers and their supporters take actions to change work conditions and policies.

New Boxes:

- Nontraditional representation for nonunion employees at Uber.
- How employees use social media apps for union organizing efforts at Walmart and other companies.
- Boeing employees in South Carolina say 'no' to the union.
- Chinese companies encounter labor unions in the United States.

New Text Material:

- Update of what companies are doing to improve garment workers safety in Bangladesh, as well as the role of

unions in improving safety.

- New NLRB rulings that facilitate union organizing efforts.
- Updates on union-nonunion differences in wages and benefits.
- The latest data on employer resistance to unions.
- Updates on international differences in union membership and coverage.

Chapter 15-New Opening Vignette: Discusses how potential changes in U.S. trade policy will affect the profit GM earns from its operations in Mexico.

New Boxes:

- Artificial intelligence threatens high-skilled jobs.
- Doing business in Africa has risks and rewards.
- Challenging the influence of national culture on HR practices.
- Las Vegas Sands violations of anti-bribery laws.
- Companies unite to aid refugees in need.

New Text Material:

- Fortune global companies and cost-of-living figures.
- New table of expatriate adjustment factors.

Chapter 16-New Opening Vignette: Describes the new HR practices and philosophy at Cisco.

New Boxes:

- Citigroup employs a theologian to help them think about ethics.
- Chief human resource officers can help CEO's overcome their leadership weaknesses.
- Why Hershey's turned down global food company Mondelez's offer to acquire them.
- Connecting charity donors and their beneficiaries using technology.
- Behaviors that are useful for predicting employee turnover.

New Text Material:

- Section on how predictive analytics are being used to identify employees who may leave before they actually leave.
- Discussion of customization of HR through data and technology.

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