Human Resource Management
12th Edition
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ISBN: 9781260262575 / 126026257X / © 2021

Noe, Hollenbeck, Gerhart, Wright’s, Human Resource Management 12e offers comprehensive coverage of HRM concepts that teach students how to strategically overcome challenges and gain competitive advantage in the workplace. Based on authors’ diverse research, teaching and consulting experiences, this product has incredibly strong depth and breadth that is current in research and practice.

Their intent is to provide students with the background to be successful HRM professionals, to manage human resources effectively, and to be knowledgeable consumers of HRM products. Managers must be able to identify effective HRM practices to purchase these services from a consultant, to work with the HRM department, or to design and implement them personally. Human Resources Management: Gaining a Competitive Advantage, 12th edition, emphasizes how a manager can more effectively manage human resources and highlights important issues in current HRM practice.

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Chapter by Chapter Changes

Chapter 1: New Opening Vignette: Describes how HR practices have evolved at IBM as the company increasingly emphasizes cloud-based services, artificial intelligence (AI) based products, and block chaining (a security system for bitcoin and cryptocurrencies).

New Boxes:
• Microsoft, Apple, Gap, and Mars practices contribute to sustainability by delivering positive results for local and global communities.
• Sanfoli’s efforts to advance women into top management positions and the metrics they are using to track their progress.
• Under Armour’s change of employee reimbursement practices to avoid contributing to a work culture where sexual harassment is encouraged or tolerated.
• Cisco providing jobs for persons with disabilities around the world.
• Human and robots working together at Dynamic Group.

New Text Material:
• Advantages of having an HR professional and an HR department rather than relying on a manager.
• Examples of how the top HR professionals interact with the CEO and help align HR practices with business strategy and contribute to business goals: Honeywell and Lawson.
• How Snic Automotive uses Big Data to help determine which training programs have a positive ROI and are helping to meet the company’s strategic goals.
• Updated median salaries for HR professionals.
• Competing through Sustainability has been renamed Competing through Environment, Social, and Governance Practices to reflect business emphasis on sustainability through “the triple bottom line”—the simultaneous delivery of positive results for people, planet and profit.
• Discussion of environment, social, and governance (ERG) practices with example from Goldman Sachs.
• Economy data, labor force statistics, occupational and job growth projections, skill shortages, working at home, immigration, world economy and emerging markets.
• How HR practices at Hilton Worldwide help the company deal with change by contributing to agility example.
• Employee experience and its relationship to employee engagement (Sun Trust example).
• Employee value proposition (EVP) (Dell example).
• Mastercard’s talent management practices.
• Automattic’s use of remote work.
• Ingersoll Rand Plc and Ultra Machining Company efforts to retain older employees by offering them shorter work hours.
• Detailed discussion of characteristics of Generation Z.
• How EY’s human resource practices meet Millennials and Generation Z employees’ workplace needs.
• Sylvan Gardens Landscape had to cancel contract because it could not hire enough workers due to the low level of unemployment and higher demand for visas under the H-2B season worker visa program.
• The increased awareness of sexual assault and harassment in the workplace due to the #MeToo movement.
• Data security and protection is now required for company’s who handle the data of an individual in the European Union due to the General Data Protection Regulation which took effect in May of 2018.
• How tariffs are affecting RelianceCM’s business.
• Artificial intelligence and robots.
• Potential ways that automation will affect work activities and jobs.
• Use of robots at Just Born, Beehex, Mercedes-Benz, and in masonry work.

Chapter 2: New Opening Vignette: GE: The Fall of an Iconic Company

New Boxes:
• The Potential for Corporate/Government Espionage
• Technology Forces Honda to Buy Technologies
• CEOs Focus on Culture and Talent
• Coming Clean on the Hype Regarding the Gig Economy

New Text Material: New sections on talent, culture, and aligning strategy, talent, and culture with a figure to show that these are all aligned around customer value.

Chapter 3: New Opening Vignette: Does Harvard Discriminate in Undergraduate Admissions? In addition, the actual data from Harvard admissions are used to illustrate the 4/5ths Rule later in the chapter.

New Boxes:
• #MeToo Goes Global
• Ironman in the Workplace
• A Cultural Challenge at Nike
• Retaliation as an Indicator of Culture

New Text Material:
• Updated data on age discrimination complaints.
• Updated data on religious discrimination complaints.
• Updated data on sexual harassment complaints.
• Updated data on disability complaints.
• New section on Gender Equity in pay and representation.
• Updated data on injuries, illnesses, and fatalities in the workplace.

Chapter 4: New Opening Vignette: Analyzes the role of robots in the workforce, illustrating how advanced technology changes the nature of jobs more than the number of jobs in the economy.

New Boxes:
• China’s 2025 initiative aimed at becoming the world’s #1 producer of industrial robots.
• The re-emergence of a deadly chemical to work production processes that everyone believed was totally eliminated.
• The reasons behind the increased role of interpersonal skills in the job requirements list for software programmers.
• The introduction of unsafe work practices by foreign companies into automobile parts factories in the southern United States.
• The impact of extreme clean air standards on worker productivity in a traditional manufacturing environment.

New Text Material:
• How Toyota’s 2017 strategic decision to stop producing sedans, like the Camry and Avalon, in favor of SUV’s and pickups affected HRM practices related to how work needed to be designed.
• Why Apple’s decision to not manufacture a single phone in the United States makes sense in terms of profits and job creation.
• How Smart Helmets now allow specialists working remotely to see and hear the physical machinery they need to manipulate using local workers hands.
• How and why Pfizer reorganized its organizational structure in order to promote greater innovation.
• How and why the job creation surge in 2017–2018 made people rethink the notion that we are moving to a “gig” economy.

Chapter 5: New Opening Vignette: Examines how more restrictive immigration policies regarding immigrants and refugees are creating labor shortages in the areas 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 United States 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 used 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 United States.
• Changes in American eating habits related to restaurants is causing a shortage of labor 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 oversupply 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 Uber’s business model relies on relaxed personnel vetting processes relative to more traditional taxi companies, and how scandals due to Uber’s failure to conduct routine background checks now threatens that business model.

New Boxes:

- How and why Saudi Arabia is changing its staffing model for business within the kingdom, and how these business practices are challenging cultural norms.
- The role of artificial intelligence applications in changing how organizations make team staffing decisions to promote team chemistry.
- An examination of controversies regarding Harvard’s alleged discrimination against Asian Americans and the role of “personality” as a tool to discriminate.
- How some organizations in the hospitality industry are at the forefront of getting former opioid addicts back into the labor pool.
- How Github used blind evaluations of written code to reduce discrimination against women who were applying for jobs in the software industry.

New Text Material:

- How the current labor shortage is reducing organizations’ ability to rigorously screen potential applicants, and the sometime disastrous results of this.
- How organizations in the tech industry use well-funded public competitions to find and recruit the most talent programmers.
- How recent legal challenges against employers such as Texas Roadhouse and Abercrombie and Fitch make reference to “customer preference” a losing legal argument.
- Why the different business models of Amazon, Google, Intel, and Github require workers with very different skills, and why they rarely compete for the same people when staffing.
- How employers can prevent illegal discrimination against pregnant employees, using UPS’s recent experience as a salient example.
- How the legalization of marijuana in many states is changing the landscape related to drug testing in different industries.

Chapter 7: New Opening Vignette: Highlights how AT&T is staying competitive by using training to develop employees skills for their current job and future career.

New Boxes:

- Tyson Foods training opportunities for immigrant employees to help them both in the in the workplace and in their nonwork lives.
- Campari Group’s language training program.
- Community and company partnerships develop skills using apprenticeships.
- Aristocrat Technologies customizes training using artificial intelligence.
- Edwards Jones evaluation of sales training program.

New Text Material:

- Moneris helps employees obtain the skills and knowledge needed to meet customers payment needs by accessing the company’s learning and development portal.
- McDonald’s needs assessment to examine the relevance of current training topics and the effectiveness of training methods.
- Methods that H&H Castings and KLA-Tencor used to conduct needs assessment.
- Microlearning or training delivered in small pieces or chunks designed to engage trainees, motivate them to learn, and help facilitate retention.
• Microlearning at Nationwide Mutual Insurance and Avande Synaptics use of a searchable YouTube channel to support training.
• GE Power app to support knowledge sharing.
• How Gales Residential and CVS get learners actively involved and help to ensure transfer of training.
• Data on use of different training methods.
• Farmer’s use of videos in training.
• Aggreko’s use of an app to deliver training materials and videos.
• On-the-job training at Nomad Communications Solutions.
• Farmers Insurance use of virtual reality to train claims adjusters.
• Augmented reality (AR).
• Argo’s use of AR.
• Deloitte and University of North Carolina use of games in training.
• Use of MOOC at World Bank.
• Blended learning at Anthem Inc.
• Learning management systems at Ferguson Enterprises and Gukenheimer.
• Verizon use of training outcomes to evaluate its Sales Leadership Academy (SLA).
• Verizon’s ROI for customer service training.
• Monsanto Company, Asurion, and L’Oreal employees repatriation efforts.
• Unconscious bias and unconscious bias training programs.
• The actions Rockwell Automation, National Life Group, and Blackstone Group are taking to manage diversity.
• Onboarding at Forum Credit Union and Bazaarvoice.

Chapter 8: New Opening Vignette: Discusses Patagonia’s transition from traditional performance management system to a continuous performance management system emphasizing frequent performance conversations, annual goals and quarterly stretch goals, and encouraging employees to seek feedback.

New Boxes:
• Highlights how Bluejeans, a global company with employees working in virtual teams, uses a 360-degree feedback process for performance management.
• How Wells Fargo’s overreliance on managing performance using rewards linked to goals cheated its customers and damaged the company’s reputation.
• Highlights the feedback model that PennStation East Coast Sub’s gives managers to help them provide employees with timely and actionable feedback.
• IBM, Goldman Sachs, and Uber’s use of apps in the performance management process.
• How Kronos upward feedback system influenced employees intentions to stay with the company.

New Text Material:
• Differences in performance measures used for exempt compared to non-exempt employees.
• Google’s performance management system includes objectives and key results (OKRs) for the entire company, as well as at the team, managerial, and employee levels.
• The continuous performance management process and how it compares to the traditional performance management process.
• Reasons why companies are adopting a continuous performance management process.
• How Facebook and Procter & Gamble adopted some of the features of continuous performance management systems into their current appraisal systems.
• Purposes of performance management: strategic, administrative, developmental, communication, organizational maintenance, and documentation.
• How GE’s new performance management system supports the company’s strategic direction.
• Additional implications of fairness for performance management process.
• Analysis Group’s use of self-appraisals in performance management.
• Hospital’s use of monitoring of behaviors such as doctors and nurses handwashing to reduce infections and improve patient care.
• Inaccuracy of systems monitoring work hours leads to lawsuits against American Airlines and Kroger.
• Research results showing how calibration meetings affected changes in performance ratings and employees and managers reactions to them.
• One way to avoid overly personalizing employees poor performance is to focus on the situation (where the problem behavior occurred), specific behaviors that occurred in the situation, and the results of the behavior for peers, customers, and if appropriate, for themselves.

Chapter 9: New Opening Vignette: How Vi, a company that operates residential communities for older adults, invests in employee development to attract and retain talented employees who in turn provide high-quality services to residents.

New Boxes:
• Verizon Wireless, Discover Financial Services, Taco Bell, and Disney pay the costs of formal education employees need to obtain a job or advance in their careers.
• General Motors and Cardinal Health’s use of software to match mentors and protégés in contrast with PayPal’s face-to-face approach.
• West Monroe Partners help employees develop in ways that demonstrate social responsibility to its stakeholders.
• How Mondelez International use of challenging international job experiences for employee development also contribute to sustainability through helping local communities.

New Text Material:
• Kate Cole’s career path from waitress to group president exemplifies a protean career.
• Miami Children’s Health System use of projects to develop and retain Millennial employees.
• CarMax provides employees with a Career Conversation Guide including competency self-assessment that helps them take ownership of their development.
• IBM uses AI to provide employees with personalized recommendations about job openings based on data from their résumé, assessments, and they type of work that excites them.
• GE uses an app to increase the effectiveness of development conversations between employees and their managers.
• Procter & Gamble’s promotion from within policy is supported by development plans completed by every employee.
• 3M and Penn Station EastCoast Subs career management and development systems.
• Telus International development programs for employees at different career stages.
• NBA leadership development programs.
• TELUS employees attend an MBA program customized to the company and industry leadership and strategy issues.
• Guckenheimer use of DiSC for managers to understand their communications style.
• CHG Healthcare and Lupin use of 360-degree feedback.
• H&M and Haskell’s use of job rotation for employee development.
• Use of promotions at PepsiCo.
• Sabbaticals at Morris Financial Concepts and Edelman Financial Services.
• General Mills and Prudential’s support for employees to take volunteer assignment in local communities and abroad.
• Cisco Systems and Michigan Medical mentoring programs.
• U.S. Government Accountability Office use of orientation and mentor training.
• Benefits of UnitedHealthcare reverse mentoring program for Millennial mentor and more senior manager protégé.
• Role of coaches at PwC Coaching as part of managers role at Procter & Gamble.
• Coaching improves employees skills and performance especially when an internal coach is used (manager who has been trained in coaching).
• Data on women in executive positions.
• How companies are engaging men to consider their role in creating a workplace that allows both men and women to contribute and maximize their potential.
• Use the 9-box grid but actively manage employees to help them improve.
• Difficulties in following the succession planning process and how companies are changing their process to address them. • Succession planning at ITU AbsorbTech.

Chapter 10: New Opening Vignette: Discusses how “pass the trash” policies related to sexual harassment claims at Google led 20,000 employees to stage a mass protest, and what this means for HR going forward when it comes to handling such complaints.

New Boxes:
• The concept of “flexicurity” and the challenges confronting France as it tries to rewrite its labor code to be more business-friendly.
• How the culture at Uber, as operationalized via its sour guiding values, needed to be overhauled due to numerous scandals that were enabled by those values.
• How new technology related to “predictive scheduling” is being used by Walmart to limit last-minute changes to employee’s work schedules.
• 2018 was the first year that large corporations had to report the ratio of their CEO’s pay, to the median worker pay in a public format, and we describe what this revealed and how people reacted.
• New evidence from rigorous experimental research that suggests that past evidence regarding the positive effect of such programs is inflated.

New Text Material:
• How, rather than being the champion for employees, HR was often the villain when it came to handling sexual harassment charges at some large companies.
• How Microsoft’s recent experience with employees trying to establish a collective bargaining unit informs the rules related to what constitutes “wrongful discharge.”
• How recent legislation is challenging the use of “non-compete” contracts and what this means for employee retention programs.
• New rules for Employee Assistance Programs when it comes to testing for and treating people with certain legal prescription drugs.
• How and why organizations like IBM are moving away from programs that allow employees to work off site, and instead, are placing a renewed emphasis on colocation.

Chapter 11: New Opening Vignette: Looks at how companies such as Walmart, Amazon, Starbucks, and CVS are increasing pay levels and offering new benefits such as paid family leave to help them compete for workers in the face of low unemployment rates (and correspondingly high rates of employee turnover) to help them attract and retain talent to improve their customer experience and business strategy execution. It also talks about how some companies are automating to reduce their dependence on employees.

New Boxes:
• How automobile production has shifted to low labor cost countries over time.
• How Tesla has had to reduce labor costs to control the costs of its cars.
• How Amazon is using automation and technology to reduce hiring of workers.
• Why an increasing number of companies do not ask applicants about their salary histories.
• How some companies are helping their lower income employees deal with financial “precarity” (income insecurity), including helping these employees be less vulnerable to high interest short-term loans.
• 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.

New Text Material:
• New examples of how much different companies (including airlines and professional baseball teams) spend on labor costs.
• Updated examples of pay differences, including by job type, across countries.
• Updated data on international worker productivity differences.
• Updated data on executive pay and how it compares to employee pay.
• Update on change in salary test under the Fair Labor Standards Act.
• Regulatory challenges for employers in using workers in the sharing and gig economy.
• The search for lower fees in the wealth management industry and how that affects investment advisor compensation.

Chapter 12: New Opening Vignette: Examines how U.S. companies are balancing the goal of avoiding increases to fixed labor costs (salaries and benefits) by using bonuses against the effectiveness of salaries and benefits in attracting and retaining workers in the current low unemployment rate environment.

New Boxes:
• How financial services firms are increasingly relying on social media and automation to compete.
• How Japanese companies are increasingly competing head to head for workers by paying for performance (rather than seniority, the tradition).
• How Royal Dutch Shell is using pay for performance incentives to better achieve carbon emissions control targets.
• How Novartis is modifying its pay for performance strategy in an effort to reward employees not only for achieving financial goals, but holding them responsible for how such goals are achieved.

New Text Material:
• How pay for performance incentives “went wrong” at Wells Fargo and Volkswagen.
• A new example of a balanced scorecard (from Tenet Healthcare).
• 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).
• How pay for performance “down under” at Australia and New Zealand Banking Group also “went wrong” and how it is working to fix it.

Chapter 13: New Opening Vignette: Discusses why balancing work and family in high tech, finance, and consulting is becoming increasingly necessary to attract and retain top talent and how Millennials “speaking up” about their views on this matter have contributed to such changes.

New Boxes:
• Why employers like Fiat Chrysler are providing health care, sometimes for free, directly to their employees.
• How companies are forming alliances and using technology (including big data and telemedicine) to control costs and improve quality of health care for their employees.
• How the worker experience depends on whether they are employees or contractors (gig workers).
• How employers are improving expatriate access to health care, including through telemedicine and apps, and how this helps deal with different health care systems and language barriers.

New Text Material:
• Updates on benefits costs and benefits coverage generally.
• Updates on how companies differentiate themselves by using unique benefits.
• Update on the number and percentage of people without health insurance in the United States.
• Update on how hours worked continues to be higher in the United States than in other advanced economies.
• New return on investment data for employee wellness programs.
• How companies are working to control health care costs by reducing emergency room visits.
• How some companies have evaluated the return on investment to new paid family leave policies.
• New data on which benefits communication methods employers find to be most effective.
• Update on the employer mandate under the Affordable Care Act.
• How some employers are controlling health care costs by passing more costs on to workers while others are using big data or improving access to more efficient care delivery.
Chapter 14: New Opening Vignette: Describes how the airline, JetBlue, although nonunion for two decades, has recently had its pilots unionize and may be facing similar unionization by other employee groups. Additionally, considers the implications of this new unionization for costs and operating income.

New Boxes:
- Update on the Alliance for Bangladesh Worker Safety in the garment industry.
- Update on nontraditional representation for nonunion employees at Uber in New York City, including a new minimum hourly wage.
- How employees use social media apps for union organizing efforts at Walmart and other companies (and how Walmart has now responded with its own app).
- President Macron’s attempt to bring labor reform to France and the unique challenges he faces in doing so.

New Text Material:
- Updated data on unionization levels in the United States and the largest labor unions.
- Updates on unfair labor practice rates and related indicators of employer resistance to union organizing efforts.
- New exhibit on employer actions to support versus resist union organization efforts.
- New section on legal protection for concerted activity by workers.
- Update on how the new presidential administration will affect NLRB rulings that influence success of union organizing efforts.
- Update of exhibit on when teams or employee participation may be illegal.
- Update on work stoppages (e.g., strikes) and the number of workers involved.
- Updates on union–nonunion differences in wages and benefits.
- Challenges faced by foreign companies operating in the United States.
- Updates on international differences in union membership and coverage.
- Comparison of labor–management relations at Verizon, Kaiser Permanente, and Boeing.

Chapter 15: New Opening Vignette: Changing the Offshoring Game discusses how firms are hesitant to locate operations in China, and are now looking to diversify the geographic locations within their supply chains.

New Boxes:
- Amazon Faces Integrity Issues in China
- The Need for Hybrid Skills
- Company Solutions to the Environmental Challenge
- Scandal in South Korea

New Text Material:
- Updated discussion of the European Union/Brexit, and the U.S., Mexico, Canada Free Trade Agreement as developments impacting global business.
- Expanded discussion about the importance or unimportance of culture in the Evidence-Based HR box.
- Updated table of Fortune’s global largest companies.
- Updated hourly compensation costs across countries.
- Updated information on world’s costliest cities.
- New example of an expatriate balance sheet from Abbvie.
Chapter 16: New Opening Vignette: Rebuilding Wells Fargo discusses Wells Fargo’s troubles after the scandal of creating fake customer accounts, and the departure of two CEOs in two years.

New Boxes:

- IKEA Enters India
- Robots Are in Charge of Hiring
- The CHRO’s Role in Environmental, Social, and Governance Practices
- CBS’s Moonves Needed CHRO Help

New Text Material:

- New discussion about the use of AI and bots in HR.
- New discussion of how Hershey has created a predictive analytics program to predict potential turnover.
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