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## UNIT 1 Human Resource Management in Perspective

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### Part A. *Human Resource Management in Perspective*

- 1. Are You a Leader or a Laggard?: HR's Role in Creating a Sustainability Culture**, Robert Sroufe, Jay Liebowitz, and Nagaraj Sivasubramaniam, *People and Strategy*, vol. 33, no. 1, 2010  
How can HR be involved and lead in the quest for sustainability? It starts with a guiding philosophy to minimize the organization's impact on the planet, which recognizes the role of human capital in that effort. HR can facilitate that effort through a strategic rather than a piecemeal approach that will assist, if not lead, the organization's sustainability effort. **3**
- 2. Building Sustainable Organizations: The Human Factor**, Jeffrey Pfeffer, *Academy of Management Perspectives*, February 2010  
There has been much talk and research on the sustainability of the physical environment. Corporations are going to great lengths to "GO GREEN." But there has been relatively little discussion about how to sustain the organization's single greatest asset—its human resources. This is explored here. **12**

### Part B. *Human Resources and Corporate Strategy*

- 3. The Leadership Challenges Facing HR: Top CHROs Share Learnings and Advice on What's Next**, Steve Steckler, *People and Strategy*, vol. 33, no. 4, 2010  
This is a report of a round-table discussion of several current and past Chief Human Resource Officers and what they consider to be their most difficult challenges. **21**
- 4. Grooming the Next Generation**, Kasthuri V. Henry, CTP, *Strategic Finance*, January 2011  
The workforce is changing and the baby boomers are retiring. Organizations need to be prepared for this eventuality by being proactive in hiring individuals in the labor force. Hiring the best people means going after the best people and this article presents one company's strategy for doing that. **29**
- 5. Engaged Employees = High-Performing Organizations**, Bob Kelleher, *Financial Executive*, April 2011  
Right now the economy is down, but eventually the economy will not be. Turnover has been low because jobs have been scarce. When the economy starts to pick up, that will change and many companies will find their employees leaving for other firms. But, there are smart firms that have treated their employees better and will not face the eventual talent drain. **33**

**Part C. Americans with Disabilities Act**

**6. HR Plays Pivotal Role in Adapting Policies to ADA Amendments Act Rules**, *HR Focus*, May 2011

The new ADA Amendments Act has made the administration of the ADA much more difficult by expanding the definition of what constitutes a disability. Addressing this issue and preparing managers to deal with the changes brought on by these amendments is the topic here.

36

**7. Is Everyone Disabled under the ADA? An Analysis of the Recent Amendments and Guidance for Employers**, A. Dean Bennett and Scott E. Randolph, *Employee Relations Law Journal*, Spring 2011

There have been some major changes in the American with Disabilities Act (ADA) with the passage of the American with Disabilities Act Amendments Act of 2008 (ADAAA). The new act greatly expands the ADA and addresses some Supreme Court decisions that limited its application.

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**Part D. Sexual Harassment**

**8. The “Equal Opportunity Harasser”: The Slow Demise of a Strange Concept?**, John D. Bible, *Labor Law Journal*, Summer 2010

How can someone actually get away with sexually harassing his or her employees? Strange as it may sound, there is a way, but fortunately, it is dying, although the death would appear to be a little slow.

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## **UNIT 2**

### **Meeting Human Resource Requirements**

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**Part A. Job Requirements**

**9. Beat the Overqualified Rap**, Julie Ann Sims, *How Magazine*, November 2010

In this economy, it is difficult to be looking for a job when you are unemployed. It is particularly difficult for many people with a great deal of experience. These people are often viewed as being overqualified for many of the positions that are available. Overcoming this perception is the topic of this article.

59

**Part B. Human Resources Planning, Selection, and Recruitment**

**10. Internships and Federal Law: Are Interns Employees?**, Matthew H. Nelson, *Employee Relations Law Journal*, Autumn 2010

When is an employee not an employee? When the employee is an intern. But, then again, maybe not. This can get complicated.

62

**11. Hiring Right**, Carolyn Heinze, *EquiManagement*, Summer 2011

Hiring is a difficult and time-consuming process that is often given inadequate resources. Knowing what you are looking for in a hire, knowing what is really important for that hire to be successful, even among professionals like veterinarians, is discussed here.

66

**Part C. Human Resource Information Systems**

**12. Playing IT Big Brother: When Is Employee Monitoring Warranted?**, Bruce Gain, *Canadian Manager*, Spring 2009

What is the appropriate use of monitoring when it comes to the personal use of IT equipment by employees? With few exceptions, employees have little in the way of rights when it comes to the personal use of corporate property, including computers. But many of them still use them and often for reasonable purposes. What is the appropriate policy?

69

**13. Make Your HR Portal a Destination Location**, Dave Zielinski, *HR Magazine*, June 2010

Hershey Foods is a lot more than just chocolate. It is a major international company with employees all over the world. Using human resource information systems has been a boon to Hershey, and as the technology has progressed, the systems have gotten better and their use has gotten easier and wider spread.

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## **UNIT 3**

### **Creating a Productive Work Environment**

#### **Unit Overview**

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#### **Part A. Motivating Employees**

**14. The “Brain Drain”: How to Get Talented Women to Stay**, Jennifer Millman, *DiversityInc*, March 2008

Getting young, talented women to stay in an organization is a challenge. This article is the story of several female executives and some of the things they have done to be successful in their careers.

76

**15. Rewarding Outstanding Performance: Don’t Break the Bank**, Elizabeth (Betsy) Murray and Robyn Rusignuolo, *Franchising World*, January 2010

There are many ways to reward outstanding performance other than money. This article presents some interesting, low-cost ways to reward outstanding employee performance.

80

#### **Part B. Facilitating Communication**

**16. Employers Use Facebook Too, for Hiring**, Mary Oleniczak et al., *Advances in Management*, January 2010

What is it that you want to say and how is it that you want to be known? In today’s world of the Internet and instantaneous communication, one has to be careful about how one presents oneself to the rest of the world. It can make a real difference. What goes on the Internet never goes away, and you will be communicating it for the rest of your life.

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## **UNIT 4**

### **Developing Effective Human Resources**

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#### **Part A. Training Employees**

**17. Your Co-Worker, Your Teacher: Collaborative Technology Speeds Peer-Peer Learning**, Ed Frauenheim, *Workforce Management*, January 27, 2007

How do people really learn? In formal classes or on the Internet, or from their peers in informal settings on a need-to-know basis? Perhaps they learn in all these ways.

91

#### **Part B. Diversity in the Workplace**

**18. Strategic Organizational Diversity: A Model?**, Frederick Tesch and Frederick Maidment, *The International Journal of Diversity in Organizations, Communities and Nations*, vol. 6, no. 6, August 6, 2009

Contemporary organizations pursue diversity for many reasons—for example: economic, ethical, regulatory, legal, and social. Ideally, an organization’s human diversity matches its strategic goals. Little attention has been given, however, to a theoretical basis for diversity as an organizational goal. Modigliani’s theory of diversity in investments might provide a model for managing an organization’s human diversity and reducing its business risks.

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**Part C. Job Security**

- 19. The Broken Psychological Contract: Job Insecurity and Coping**, Courtney Keim and Amy Wilkinson, *Business Perspectives*, Fall 2011/Winter 2010  
“The delicate balance that exists between an employee’s hard work and efforts and employer’s offerings of security and pay which can be thought of as the psychological contract” has been broken! Coping with this fact, this change in the working relationship is discussed here.

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## **UNIT 5**

### **Implementing Compensation, Benefits, and Workplace Safety**

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**Part A. Managing Employee Compensation**

- 20. Where Have All the High-Paying Jobs Gone?**, James C. Cooper, *The Fiscal Times*, May 16, 2011  
Jobs are being created and jobs are being lost in the United States every day. But, the real question is what kind of jobs are being created and what kind of jobs are being lost. This is a long-term problem for the country.

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**Part B. Incentive Compensation**

- 21. Bonus and Incentive Compensation Awards—Navigating Section 409A, \$1 Million Limit, and Golden Parachute Rules**, Edward E. Bintz and Douglas S. Pelley, *Employee Benefits Plan Review*, June 2010  
Here is a discussion of the rules that govern incentive compensation and some of the recent changes that have been made to those rules. It is very obvious that just giving someone a bonus is a lot more complicated than it sounds.

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- 22. Opening Keynote: Rethinking Pay for Performance**, Debra Perry, *Directors and Boards*, Spring 2009  
Boards of directors need to rethink how they incentivize their senior executives, especially in light of the recent downturn in the economy. They also need to consider how they develop talent in their own organizations rather than going out and paying top dollar for executives to run their businesses who know little about their businesses.

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**Part C. Executive Pay**

- 23. The Politics of Executive Pay**, Jerry W. Markham, *Regulation*, Spring 2011  
“Tax the Rich!” But the rich already pay most of the taxes and have become very creative in hiding their wealth from the tax man, all legally, of course. So the problem becomes what can be done to get more money for those who do not have it?

114

**Part D. Health and Safety**

- 24. Putting the Hurt On**, Jonathan L. Snare, *Corporate Counsel*, April 2010  
The Occupational Safety and Health Administration (OSHA) has been reinvigorated under the Obama Administration. It means more aggressive enforcement of the already existing laws and stiffer fines.

120

**25. Workplace Bullying Threatens Employers**, Judy Greenwald, *Business Insurance*, June 14, 2010  
 Bullying is the new sexual harassment. Legislation is pending in a variety of states, and in some states has passed, to make bullying illegal. Like sexual harassment when it was first made illegal, bullying in the workplace is ill defined, and many companies paid a high price for the privilege of helping to define it. So it will be with bullying, and many companies are destined to pay that price. **122**

**26. Demystifying Health Reform Legislation**, James C. Pyles, *Psychiatric Times*, March 2011  
 There is a lot of controversy about the “Patient Protection and Affordable Care Act,” and the Accompanying “Health Care and Education Reconciliation Act,” also known as “Obamacare.” But what is really in “Obamacare” and why is it so controversial? This article boils it down. **124**

**Part E. Benefits**

**27. Making Benefits Matter**, Torry Dell, *Management Accounting Quarterly*, Summer 2010  
 It is not just salary that will attract and keep employees. The total compensation package becomes important, and a big part of that package is the benefits offered by the employer. Health care, retirement, and life insurance all play a role in the total compensation package, and more and more, workers look at the total picture. **130**

**Part F. Retirement Programs**

**28. Ways to Phase Retirement**, Eric Krell, *HR Magazine*, October 2010  
 The retirement of a worker is a very big step both for the employee and the employer. Phasing into retirement is one way both the employer and the employee can ease the transition. **135**



## **UNIT 6**

### **Fostering Employee/Management Relationships**

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**Part A. Disciplinary Action**

**29. Finding and Fixing Corporate Misconduct**, Dan Currell and Tracy Davis Bradley, *Risk Management Magazine*, April 2010  
 One of the chief conditions concerning corporate misconduct is the corporate culture. A corporate culture that turns a blind eye to misconduct will have misconduct. A culture that does not tolerate misconduct is far less likely to have it. **141**

**30. Harassment Goes Viral—What Can HR Do to Prevent It?**, Lynn D. Lieber, *Employment Relations Today*, Summer 2010  
 Twenty years ago harassment usually meant sexual harassment, but today it can mean a variety of things. Also, it doesn't have to be personal. It can be on the Internet, on Facebook, or nearly anywhere. Dealing with this kind of behavior, when it enters the workplace, is an issue for human resources. **144**

**Part B. Temporary and Part-Time Employees**

**31. The Expanding Role of Temporary Help Services from 1990 to 2008**, Tian Luo, Amar Mann, and Richard Holden, *Monthly Labor Review*, August 2010  
 The use of temporary workers is expanding in all regions of the country in virtually all types of occupations. While the use of temporary workers is highly sensitive to the state of the economy, the general trend has been to increase their usage. **148**

- 32. Sharing Work—and Unemployment Benefits**, Diane Cadrain, *HR Magazine*, July 2009  
Eighteen states have a program where workers' hours are cut to part-time, then they become eligible for unemployment benefits. This program has been very successful in avoiding layoffs and in keeping employees through difficult times. **162**

**Part C. Ethics**

- 33. Fighting the Good Fight**, Russell A. Jackson, *Internal Auditor*, June 2010  
Harry Markopolos was the man who attempted to blow the whistle on Bernie Madoff for years and nobody would listen to him. Finally, he was proven correct, but it took years of work and great patience. **165**

- 34. Strategic Human Resource Management as Ethical Stewardship**, Cam Caldwell et al., *Journal of Business Ethics*, 2011  
Research indicates that organizations that pursue ethical and socially responsible goals and behaviors are clearly more profitable in the long run than organizations that do not. Human resource professionals can play a key role in helping their organizations achieve long-run profitability by assuming the role of ethical steward for the organization. **168**



## **UNIT 7**

# **International Human Resource Management**

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**Part A. The Global Picture**

- 35. Global Outsourcing**, Sheryl Nance-Nash, *Insight: The Magazine of the Illinois CPA Society*, August 2010  
Global outsourcing has hit the \$4-trillion mark in the United States and is \$6 trillion globally according to the International Association of Outsourcing Professionals. This is a trend that is only going to grow and is indicative of the global economy. **181**

**Part B. Managing International Human Resources**

- 36. America's Other Immigration Crisis**, Vivek Wadhwa, *The American*, July/August 2008  
There is a lot of talk about illegal immigration, but there is another immigration crisis. This is the crisis facing American industry as it attempts to compete for global talent through the maze of the American immigration system. The United States is losing some of the world's best talent, who are being trained in U.S. universities because the U.S. immigration system will not let them stay. **184**

- 37. Trends Shaping Tomorrow's World: Forces in the Natural and Institutional Environments**, Marvin J. Cetron and Owen Davies, *The Futurist*, July/August 2010  
What are some of the likely trends that are going to be facing the United States and the world economy over the next several years and decades? These trends are bound to impact organizations and their human resources on a global scale. **189**

- 38. Offshored Headquarters**, Allen Smith, *HR Magazine*, November 2009  
One of the trends in the global economy is the purchase of U.S. firms by non-U.S. firms. When this happens, the human resource problems are often compounded by cultural as well as the normal problems that would occur in a domestic business merger. **205**

<b>39. Multiple Choice</b> , Lori Chordas, <i>Best's Review</i> , March 2009 A one-size-fits-all approach to benefits is not going to work for a company with employees in different countries. Each nation and the employees in that nation will have different requirements and expectations. While the home office can provide general guidelines, the benefits required for employees in each country will be somewhat unique.	<b>208</b>
<b>40. Business Is Booming</b> , Harold Meyerson, <i>Prospect</i> , March 2011 American's great corporations are doing very well, but the U.S. economy remains in the grip of a great jobs recession. Fourteen million are officially unemployed, and real unemployment is nearly double that figure. How can this be? Here are at least some of the answers.	<b>211</b>
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