

Managing Human Resources

Productivity, Quality of Work Life, Profits

Twelfth Edition

Wayne F. Cascio

The Business School
University of Colorado Denver





MANAGING HUMAN RESOURCES:
PRODUCTIVITY, QUALITY OF WORK LIFE, PROFITS, TWELFTH EDITION

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To TANNI LEE
Endless Joy

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PREFACE

I did not write this book for students who aspire to be specialists in human resource management (HRM). Rather, I wrote it for students of general management whose jobs inevitably will involve responsibility for managing people, along with capital, material, and information. A fundamental assumption, then, is that all managers are accountable to their organizations in terms of the impact of their HRM activities, and they are expected to add value by managing their people effectively. They also are accountable to their peers and to their subordinates in terms of the quality of work life that they are providing.

As a unifying theme for the text, I have tried to link the content of each chapter to three key outcome variables—productivity, quality of work life, and profits. This relationship should strengthen the student’s perception of HRM as an important function affecting individuals, organizations, and society.

Each chapter incorporates the following distinguishing features:

- In keeping with the orientation of the book toward general managers, each chapter opens with “Questions This Chapter Will Help Managers Answer.” This section provides a broad outline of the topics that each chapter addresses.
- Following the chapter opener is a two-part vignette, often from the popular press, that illustrates “Human Resource Management in Action.” Events in the first part of the vignette are designed to sensitize the reader to the subject matter of the chapter. The events lead to a climax, but then the vignette stops—like a two-part television drama. The reader is asked to predict what will happen next and to anticipate alternative courses of action.
- Then the text for the chapter appears—replete with concepts, research findings, court decisions, “HR Buzz” boxes, and international comparisons.
- Each chapter includes an “Ethical Dilemma.” Its purpose is to identify issues relevant to the topic under discussion where different courses of action may be desirable and possible. The student must choose a course of action and defend the rationale for doing so.
- As in the 11th edition, “Implications for Management Practice” provide insights into the ways in which issues presented in the chapter affect the decisions that managers must make. “Impact” boxes in each chapter reinforce the link between the chapter content and the strategic objectives—productivity, quality of work life, and the bottom line—that influence all HR functions.
- Near the end of the chapter, the vignette introduced at the outset continues, allowing the reader to compare his or her predictions with what actually happened.

Ultimately, the aim of each chapter is to teach prospective managers to *make decisions* based on accurate diagnoses of situations that involve people—in domestic as well as global contexts. Familiarity with theory, research, and practice enhances the ability of students to do this. Numerous real-world applications of concepts allow the student to learn from the experiences of others, and the dynamic design of each chapter allows the student to move back and forth from concept to evidence to practice—then back to evaluating concepts—in a continuous learning loop.

WHAT'S NEW IN THE TWELFTH EDITION?

HR texts have sometimes been criticized for overemphasizing the HR practices of large organizations. There is often scant advice for the manager of a small business who “wears many hats” and whose capital resources are limited. To address this issue explicitly, I have made a conscious effort to provide examples of effective HRM practices in small businesses in almost every chapter.

This was no cosmetic revision. I examined every topic and every example in each chapter for its continued relevance and appropriateness. I added dozens of new company examples and “HR Buzz” boxes to illustrate current practices, updated legal findings from each area, and cited the very latest research findings in every chapter. I added hundreds of new references since the previous edition of the book, and I removed older ones that are less relevant today. As in previous editions, I tried to make the text readable, neither too simplistic nor too complex.

The book still includes 16 chapters, but in light of the coronavirus pandemic of 2020, I added lots of new material related to its effects on work, workplaces, and workers. As in previous editions, and to provide more topics for class discussion, the average number of discussion questions in each chapter is 10. In each chapter, I reviewed, and in many cases revised, “Applying Your Knowledge” cases and exercises, and although many of the chapter-opening vignettes (“Human Resource Management in Action”) retain the same titles, I have updated each one to reflect current information and content. Key terms are boldfaced as they are discussed in the text and they are linked to the Glossary so that students can locate definitions quickly. Each chapter also includes a consolidated list of key terms.

A final consideration is the treatment of international issues. Although there are merits to including a separate chapter on this topic, as well as to interspersing international content in each chapter, I do not see this as an either-or matter. I have done both, recognizing the need to frame domestic HR issues in a global context (e.g., recruitment, staffing, compensation, labor-management relations). At the same time, the book covers international issues (e.g., cultural differences, recruiting, staffing, training, performance management, and compensation of expatriates) in more depth in a separate chapter.

NEW TOPICS IN THE TWELFTH EDITION

Chapter 1—I’ve updated the chapter-opening case: “Globalization at Work: Wealth, Jobs, and Worker Displacement,” to emphasize that free trade and globalization are not good for everyone. In the section on responses of firms to the competitive business environment, I added a new HR Buzz box, “Working Post Pandemic.” This is