



Managing Human Resources

By Susan E. Jackson, Randall S. Schuler, Steve Werner

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Managing Human Resources (11th Edition) explains how successful companies manage human resources in order to compete effectively in a dynamic, global environment. Long known and respected as a tightly integrated, clear, higher-level text, *Managing Human Resources* (11th Edition) presents strong organizing themes: teams, diversity, global issues, corporate social responsibility/ethics/sustainability, and metrics/analytics. These themes are highlighted in interesting boxed features throughout the 11th edition. The text also follows an organizational structure that emphasizes the HR Triad (employee, line manager, HR manager) with the understanding that effective human resource management requires mutual understanding and collaboration among HR professionals, managers, and all other employees. New to the 11th edition is an emphasis on preparation for the PHR/SPHR certification exam. Because organizations differ from each other in so many ways--including their locations, competitive strategies, products and services, and corporate cultures--these experienced authors use many different companies to illustrate how employers address the challenge of managing human resources effectively. This new edition includes examples of companies in many different industries, sizes, and countries. The authors selected these organizations because they successfully combine a respect for established principles of human resource management with a willingness to experiment and try new approaches, allowing them to succeed year after year.

About This Edition

New Features

- *Managing Human Resources* has always had a strong emphasis on ethics, but this construct has been expanded in the 11th edition to address all facets of Corporate Social Responsibility: Ethics, Sustainability, and Environmental Issues. Numerous boxed features and other examples will support this new

emphasis.

- One of the five themes of the text, Metrics, has now been broadened to include Analytics, giving users the ability to measure how effectively HR policies are functioning. Users will find additional material in the Metrics and Analytics boxed features and woven throughout the text.
- Many new and updated cases and examples reflect the very latest, most critical issues in HR. Among these issues are the recent economic crisis, BP's response to the Gulf oil spill, the controversy surrounding executive pay and bonuses, new legislation, and new technologies being used in the HR process. In addition, at least one new Current Issue, found in the final section of each chapter, has been updated or revised with new material.
- In this age of ever-increasing globalization, the 11th edition includes more examples of HR issues pertaining to multinational and international businesses.
- In response to users' requests, the 11th edition also features a new focus on preparation for the PHR/SPHR certification exam. The sequence of the chapters has been adjusted and the chapters have then been organized into parts to correlate with the exam, and the authors have added new material to many chapters that will help users prepare for this certification process.

Additional Features

- A section called Current Issues appears in every chapter (similar to the Human Resources Triad), addressing two current issues pertinent to that chapter's topic.
- Five key themes are emphasized throughout the text: Teams, Diversity, Global Issues, Corporate Social Responsibility/Ethics/Sustainability, and Metrics/Analytics. These themes are integrated throughout the chapters where appropriate to emphasize their importance as they relate to chapter material. The themes are reinforced through boxed features.
- Fast Facts appear in the margins to offer tidbits of information that are interesting and sometimes surprising, giving students access to important human resources information while increasing their interest in each chapter's content. Quotes illustrate the perspectives of real managers and human resources professionals, offering personal insight into the human resources field.
- Integrative Cases and Projects to Extend Learning encourage users to apply what they've learned from the previous chapters' integrative cases and Internet research.
- The 11th edition's emphasis on the global/international aspects of human resource management reflects the current trend of globalization in today's business environment.
- The book has been updated with new cases at the end of the chapters as well as additional examples scattered throughout the book. This gives users an opportunity to apply their knowledge and makes the information more relevant.
- Exciting topic coverage addresses the most critical issues in HR today: outsourcing and off-shoring; wage levels in different countries; new technologies; the recent economic crisis; ethics and social responsibility; and how to measure the effectiveness of human resources practices. Users will benefit by learning the most salient concerns in the field of human resources

management.

- The Human Resource Triad feature describes the different roles of HR professionals, managers, and employees, and how they affect the design and implementation of HR practices.

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Managing Human Resources By Susan E. Jackson, Randall S. Schuler, Steve Werner Bibliography

- Sales Rank: #400889 in Books
- Brand: Cengage Learning
- Published on: 2011-06-16
- Ingredients: Example Ingredients
- Original language: English
- Number of items: 1
- Dimensions: 10.00" h x 1.30" w x 8.20" l, 3.05 pounds
- Binding: Hardcover
- 696 pages

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Editorial Review

About the Author

Susan E. Jackson is Distinguished Professor of Human Resource Management in the School of Management and Labor Relations, Rutgers University--New Brunswick, NJ. She received her doctoral degree from the University of California at Berkeley and previously held positions on the faculties of New York University, University of Michigan, and University of Maryland. She is an active member and Past President of the Academy of Management and founder of greeenHRM.org, which is an online resource for students, teachers, and scholars interested in managing human resources in environmentally sustainable organizations. In addition to green HRM, she is an expert in strategic human resource management and the social dynamics of effective work teams. She has published dozens of articles and book chapters on these and related topics. She is the author or editor of several books, including, *Managing Knowledge for Sustainable Competitive Advantage* (with Michael Hitt and Angelo DeNisi), *Managing Human Resources in Cross-Border Alliances* (with Randall Schuler and Yadong Luo), *Diversity in Work Teams*, and *Managing Human Resources in Environmentally Sustainable Organizations* (forthcoming, with Deniz Ones and Stephan Dilchert). Professor Jackson also serves as a Book Editor for the Routledge Series in Global Human Resource Management.

Randall S. Schuler is Distinguished Professor of International Human Resource Management and Human Resource Strategy, Past Director of the Masters in HRM Program, and Founder and Past Director of the Center for Global Strategic Human Resource Management in the Department of Human Resource Management in the School of Management and Labor Relations at Rutgers University. He is also on the faculty of the Lorange Institute of Business Zurich as a Research Fellow and the faculty of Lancaster Management School as a Visiting Fellow. His interests are global human resource management, strategic human resource management, the human resource management function in organizations and the interface of business strategy and human resource management. He has authored or edited over forty-five books. In addition, he has contributed over sixty chapters to reading books and has published over one-fifty hundred articles in professional journals and academic proceedings. Presently, he is Chief Editorial Consultant for the European Journal of International Management and is on the Editorial Boards of several journals including the Cross Cultural Management, Organizational Dynamics, Journal of World Business, The International Journal of Human Resource Management, and Asia Pacific Journal of Human Resources. Currently he is co-editing a GLOBAL HRM Series for Routledge Publishing, London England, with P. Sparrow, S. Jackson and M. Poole. It is comprised of more than twenty books and involves more than 300 authors from around the world. He is a Fellow of the American Psychological Association, a Fellow of the British Academy of Management, a Fellow of the Society for Industrial and Organizational Psychology, and a Fellow of the Academy of Management.

Steve Werner is Associate Professor and Doctoral Coordinator of the Management Department at the University of Houston. His primary areas of expertise are compensation and international HRM. He is editor of the books *MANAGING HUMAN RESOURCES IN NORTH AMERICA: CURRENT ISSUES* and *PERSPECTIVES AND GLOBAL COMPENSATION*. He has published in academic and practitioner publications such as *ACADEMY OF MANAGEMENT JOURNAL*, *JOURNAL OF APPLIED PSYCHOLOGY*, *STRATEGIC MANAGEMENT JOURNAL*, *JOURNAL OF INTERNATIONAL BUSINESS STUDIES*, *JOURNAL OF MANAGEMENT*, *JOURNAL OF BUSINESS RESEARCH*, *HUMAN RELATIONS*, *HUMAN PERFORMANCE*, *HUMAN RESOURCE MANAGEMENT REVIEW*, *INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT*, *JOURNAL OF INTERNATIONAL MANAGEMENT*, *BRITISH JOURNAL OF MANAGEMENT*, *INTERNATIONAL*

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