

# 人力资源管理



[人力资源管理\\_下载链接1](#)

著者:(美)德斯勒

出版者:清华大学出版社

出版时间:1997-10

装帧:平装

isbn:9787302027201

## 内容提要

这是一部介绍美国人力资源管理的理论与方法的教材。该书包括绪论共五部分十八章。绪论包括两章，主要介绍人力资源管理的战略作用以及有关美国法律。正文第一部分（共四章）介绍招聘的整个过程包括工作分析、录用计划、招聘测试和筛选、面试等主要环节。第二部分（共五章）详述职员的培训和发展。包括入门培训、管理人才的培养、质量和生产效率的提高、表扬和个人事业发展等内容。第三部分（共三章）主要谈报酬，包括建立报酬制度、按劳付酬和经济激励、福利和服务等内容。第四部分则涉及劳动关系和保障问题，包括集体谈判、确保公平待遇、雇员安全和健康保障、以及跨国企业的人力资源管理等问题。

全书内容丰富、图文并茂，每章都有微型案例和相关练习，并将练习内容搬到了国际互联网上，使本书显得更具时代特色。由于本书具有非常强的实务性，因此不仅适合作为大学教材，也适宜于企业人事经理参考使用。

作者介绍:

目录: Chapter 1:

Andy Levin/Photo Researchers, Inc.

Ted Horowitz/Stock Market

Charles Gupturn/Stock Market

Jose L. Pelaez/Stock Market

Seth Resnick/Gamma-Liaison, Inc.

Michael Newman/PhotoEdit

Chapter 2

Howell-Liaison/Gamma Liaison, Inc.

Mugshots/Stock Market

Stacy Pick/Stock Boston

Chapter 3

M. Douglas/The Image Works

IBM

Chapter 4

Bob Daemmrich/Stock Boston

B. Daemmrich/The Image Works

Bob Daemmrich/Stock Boston

Chapter 5

Bob Daemmrich/Stock Boston

John Coletti/Stock Boston

W.B. Spunbarg/Picture Cube, Inc.

Chapter 6

Jim Pickerell/Stock Boston

Jose L. Peleaz/Stock Market

Dayna Cooper/Toyota

Chapter 7

Miro Vintoniv/Stock Boston

L. Skoogfors/Woodfin Camp & Associates

NASA/The Image Works

Chapter 8

Harvard Business School

Bob Gomel/Stock Market

Chapter 9

William Taufic/Stock Market

Gabe Palmer/Kane/Stock Market

Chapter 10

PBJ Pictures/Gamma-Liaison, Inc.

Richard Pasley/Stock Boston

Edward L. Miller/Stock Boston

Chapter 11

Jon Feingersh/Stock Market

Jim Bourg/Gamma-Liaison, Inc.

Randy Taylor/Sigma

Chapter 12

J.D. Sloan/Picture Cube, Inc.

Sam Sargent/Gamma-Liaison, Inc.

Ken Straitor/Stock Market

Chapter 13

Stan Godlewski/Gamma-Liaison, Inc.

E.I. Du Pont De Nemours & Co., Inc.

Thomas Craig/Picture Cube, Inc.

Chapter 14

Stephen Frisch/Stock Boston

Bob Daemmrich/The Image Works

Arnold Zann/Black Star

Chapter 15

Charles Gupton/Stock Boston

David H. Wells/The Image Works

John Bazemore/AP/Wide World Photos

Chapter 16

Ferguson and Katzman Photography, Inc.

David Sams/Stock Boston

Toyota

Chapter 17

Joe Carini/The Image Works

Frank Fisher/Gamma-Liaison, Inc.

Phil Savoie/Picture Cube, Inc.

Chapter 18

Owen Frankern/Stock Boston

Will & Deni McIntyre/photo Researchers, Inc.

Dave Bartruff/Stock Boston

Preface xvii

Chapter 1 The Strategic Role of Human Resource Management

Chapter 1 Equal Opportunity and the Law

Part One: Recruitment and Placement

Chapter 3 Job Analysis

Chapter 4 Personnel Planning and Recruiting

Chapter 5 Employee Testing and Selection

Chapter 6 Interviewing Candidates

Part TWO: Training and Development

Chapter 7 Orientation and Training

Chapter 8 Developing Managers

Chapter 9 Managing Quality and Productivity

Chapter 10 Appraising Performance

Chapter 11 Managing Careers

Part Three: Compensation

Chapter 12 Establishing Pay Plans

Chapter 13 Pay-for-Performance and Financial Incentives

470

Chapter 14 Benefits and Services

Part Four: Labor Relations and

Employee Security

Chapter 15 Labor Relations and Collective Bargaining

Chapter 16 Guaranteed Fair Treatment

Chapter 17 Employee Safety and Health

Chapter 18 Managing Human Resources in an International

Business  
Name and Organization Index  
Subject Index  
Preface xvii  
Chapter 1: The Strategic Role of Human Resource Management  
HUMAN RESOURCE MANAGEMENT AT WORK  
THE CHANGING ENVIRONMENT OF HUMAN RESOURCE MANAGEMENT  
TOMORROW'S HR TODAY  
HR AND THE RESPONSIVE ORGANIZATION: ABB  
ASEA BROWN BOVERI  
STRATEGIC PLANNING AND HR MANAGEMENT  
THE PLAN OF THIS BOOK  
CHAPTER REVIEW  
APPLICATION EXERCISES  
TAKE IT TO THE NET  
NOTES  
Chapter 2: Equal Opportunity and the Law  
INTRODUCTION  
EQUAL EMPLOYMENT OPPORTUNITY  
1964-1991  
DIVERSITY COUNTS: IN SEXUAL HARASSMENT  
EQUAL EMPLOYMENT OPPORTUNITY 1991  
PRESENT  
GLOBAL HRM: ENFORCING THE 1991 CIVIL RIGHTS ACT ABROAD  
DEFENSES AGAINST DISCRIMINATION  
ALLEGATIONS  
ILLUSTRATIVE DISCRIMINATORY EMPLOYMENT PRACTICES  
THE EEOC ENFORCEMENT PROCESS  
INFORMATION TECHNOLOGY AND HR: EQUAL EMPLOYMENT: UTILIZATION ANALYSIS  
DIVERSITY MANAGEMENT AND AFFIRMATIVE ACTION PROGRAMS  
CHAPTER REVIEW  
APPLICATION EXERCISES  
TAKE IT TO THE NET  
NOTES  
PART ONE: Recruitment and Placement  
Chapter 3: Job Analysis  
THE NATURE OF JOB ANALYSIS  
METHODS OF COLLECTING JOB ANALYSIS INFORMATION  
INFORMATION TECHNOLOGY AND HR: COMPUTERIZED SKILLS INVENTORIES  
WRITING JOB DESCRIPTIONS  
SMALL BUSINESS APPLICATIONS: A PRACTICAL APPROACH  
WRITING JOB SPECIFICATIONS  
JOB ANALYSIS IN A "JOBLESS" WORLD  
HR AND THE RESPONSIVE ORGANIZATION

JOB ANALYSIS, HR, AND THE DE-JOBBED  
COMPANY  
CHAPTER REVIEW  
APPLICATION EXERCISES  
TAKE IT TO THE NET  
NOTES

Chapter 4: Personnel Planning and Recruiting  
THE RECRUITMENT AND SELECTION  
PROCESS

EMPLOYMENT PLANNING AND  
FORECASTING

BUILDING EMPLOYEE COMMITMENT:  
PROMOTION FROM WITHIN

RECRUITING JOB CANDIDATES

SMALL BUSINESS APPLICATIONS

DIVERSITY COUNTS: RECRUITING SINGLE  
PARENTS

GLOBAL HRM: THE GLOBAL TALENT SEARCH  
DEVELOPING AND USING APPLICATION  
FORMS

INFORMATION TECHNOLOGY AND HR:  
RECRUITING ON THE INTERNET

CHAPTER REVIEW

APPLICATION EXERCISES

TAKE IT TO THE NET

NOTES

Chapter 5: Employee Testing and Selection

THE SELECTION PROCESS

BASIC TESTING CONCEPTS

ETHICAL AND LEGAL QUESTIONS IN  
TESTING

TYPES OF TESTS

WORK SAMPLES AND SIMULATIONS

INFORMATION TECHNOLOGY AND HR:

COMPUTER-INTERACTIVE PERFORMANCE  
TEST

OTHER SELECTION TECHNIQUES

SMALL BUSINESS APPLICATIONS: TESTING

CHAPTER REVIEW

APPLICATION EXERCISES

TAKE IT TO THE NET

APPENDIX 5.1

SPECIAL TOPICS IN TESTING

NOTES

Chapter 6: Interviewing Candidates

INTRODUCTION: BASIC FEATURES OF  
INTERVIEWS

INFORMATION TECHNOLOGY AND HR:

COMPUTER APPLICATIONS IN INTERVIEWING: THE  
COMPUTER-AIDED INTERVIEW

COMMON INTERVIEWING MISTAKES

DIVERSITY COUNTS: DRESSING FOR THE  
INTERVIEW

DESIGNING AND CONDUCTING THE EFFECTIVE

INTERVIEW  
SMALL BUSINESS APPLICATIONS  
BUILDING EMPLOYEE COMMITMENT: A TOTAL  
SELECTION PROGRAM  
CHAPTER REVIEW  
APPLICATION EXERCISES  
TAKE IT TO THE NET  
APPENDIX 6.I  
GUIDELINES FOR THE INTERVIEWEES  
NOTES  
PART TWO: Training and Development  
Chapter 7: Orientation and Training  
ORIENTING EMPLOYEES  
BUILDING EMPLOYEE COMMITMENT:  
ORIENTATION AND SOCIALIZATION  
THE TRAINING PROCESS  
TRAINING NEEDS ANALYSIS  
TRAINING TECHNIQUES  
SMALL BUSINESS APPLICATIONS: TRAINING  
TRAINING FOR SPECIAL PURPOSES  
GLOBAL HRM: TRAINING  
EVALUATING THE TRAINING EFFORT  
INFORMATION TECHNOLOGY AND HR: TRAINING  
VIA THE INTERNET  
CHAPTER REVIEW  
APPLICATION EXERCISES  
TAKE IT TO THE NET  
NOTES  
Chapter 8: Developing Managers  
NATURE AND PURPOSE OF MANAGEMENT  
DEVELOPMENT  
HR AND THE RESPONSIVE ORGANIZATION: THE  
RESPONSIVE MANAGER  
MANAGERIAL ON-THE-JOB TRAINING  
GLOBAL HRM: GLOBAL JOB ROTATION AND  
MANAGEMENT  
OFF-THE-JOB MANAGEMENT DEVELOPMENT  
TECHNIQUES  
DIVERSITY COUNTS: DO WOMEN MAKE BETTER  
MANAGERS?  
INFORMATION TECHNOLOGY AND HR: A  
COMPUTERIZED MANAGERIAL ASSESSMENT AND  
DEVELOPMENT PROGRAM  
USING HR TO BUILD A RESPONSIVE LEARNING  
ORGANIZATION  
INFORMATION TECHNOLOGY AND HR:  
MANAGEMENT DEVELOPMENT AND  
CD-ROMS  
EXECUTIVE DEVELOPMENT: KEY FACTORS FOR  
SUCCESS  
SMALL BUSINESS APPLICATIONS  
CHAPTER REVIEW  
APPLICATION EXERCISES  
TAKE IT TO THE NET

## NOTES

### Chapter 9: Managing Quality and Productivity

#### INTRODUCTION

#### ALTERNATIVE WORK ARRANGEMENTS

#### USING QUALITY CIRCLE PROGRAMS

#### TOTAL QUALITY MANAGEMENT PROGRAMS

#### INFORMATION TECHNOLOGY AND HR: ATTITUDE

#### SURVEYS

#### CREATING SELF-DIRECTED TEAMS

#### BUILDING EMPLOYEE COMMITMENT:

#### EMPOWERING WORK TEAMS

#### GLOBAL HRM: EXTENDING PARTICIPATIVE

#### DECISION MAKING ABROAD

#### HR AND BUSINESS PROCESS REENGINEERING

#### CHAPTER REVIEW

#### APPLICATION EXERCISES

#### TAKE IT TO THE NET

## NOTES

### Chapter 10: Appraising Performance

#### WHY SHOULD YOU APPRAISE

#### PERFORMANCE?

#### HOW TO DEFINE THE JOB

#### THE APPRAISAL ITSELF: APPRAISAL METHODS

#### INFORMATION TECHNOLOGY AND HR:

#### COMPUTERIZED PERFORMANCE APPRAISALS

#### APPRAISING PERFORMANCE: PROBLEMS AND

#### SOLUTIONS

#### DIVERSITY COUNTS: IN PERFORMANCE

#### APPRAISAL

#### THE APPRAISAL INTERVIEW

#### PERFORMANCE APPRAISAL IN PRACTICE

#### THE ROLE OF APPRAISALS IN MANAGING

#### PERFORMANCE

#### CHAPTER REVIEW

#### APPLICATION EXERCISES

#### TAKE IT TO THE NET

## NOTES

### Chapter 11: Managing Careers

#### INTRODUCTION: HR CAREER MANAGEMENT

#### FACTORS THAT AFFECT CAREER CHOICES

#### CAREER MANAGEMENT RESPONSIBILITIES OF THE

#### MANAGER AND THE EMPLOYER

#### INFORMATION TECHNOLOGY AND HR: CAREER

#### COUNSELLING

#### MANAGING PROMOTIONS AND TRANSFERS

#### DIVERSITY COUNTS: IN PROMOTION AND CAREER

#### MANAGEMENT

#### BUILDING EMPLOYEE COMMITMENT: HELPING

#### EMPLOYEES TO SELF-ACTUALIZE

#### CHAPTER REVIEW

#### APPLICATION EXERCISES

#### TAKE IT TO THE NET

#### APPENDIX 11.1

#### FINDING THE RIGHT JOB

INFORMATION TECHNOLOGY AND HR: FINDING A  
JOB ON THE INTERNET

NOTES

PART THREE: Compensation

Chapter 12: Establishing Pay Plans

BASIC ASPECTS OF COMPENSATION

BASIC FACTORS IN DETERMINING PAY RATES

ESTABLISHING PAY RATES

CURRENT TRENDS IN COMPENSATION

HR AND THE RESPONSIVE ORGANIZATION:

BROADBANDING

INFORMATION TECHNOLOGY AND HR:

COMPUTERIZED JOB EVALUATIONS

BUILDING EMPLOYEE COMMITMENT:

COMPENSATION MANAGEMENT

PRICING MANAGERIAL AND PROFESSIONAL

JOBS

CURRENT ISSUES IN COMPENSATION

MANAGEMENT

DIVERSITY COUNTS: IN JOB EVALUATION

GLOBAL HRM: THE ISSUES OF COMPENSATING

EXPATRIATE EMPLOYEES

SMALL BUSINESS APPLICATIONS

CHAPTER REVIEW

APPLICATION EXERCISES

TAKE IT TO THE NET

APPENDIX 12.1

QUANTITATIVE JOB EVALUATION METHODS

NOTES

Chapter 13: Pay-for-Performance and Financial  
Incentives

MONEY AND MOTIVATION: BACKGROUND AND  
TRENDS

INCENTIVES FOR OPERATIONS EMPLOYEES

INCENTIVES FOR MANAGERS AND

EXECUTIVES

INCENTIVES FOR SALESPeople

INCENTIVES FOR OTHER PROFESSIONALS

ORGANIZATIONWIDE INCENTIVE PLANS

DEVELOPING EFFECTIVE INCENTIVE PLANS

INFORMATION TECHNOLOGY AND HR: APPRAISAL

STATISTICS

SMALL BUSINESS APPLICATIONS

BUILDING EMPLOYEE COMMITMENT: EXAMPLE  
OF A TOTAL COMPENSATION PROGRAM

CHAPTER REVIEW

APPLICATION EXERCISES

TAKE IT TO THE NET

NOTES

Chapter 14: Benefits and Services

INTRODUCTION

PAY FOR TIME NOT WORKED

INSURANCE BENEFITS

RETIREMENT BENEFITS



EMPLOYEE SERVICES BENEFITS  
DIVERSITY COUNTS: IN BUILDING A FAMILY-  
FRIENDLY BENEFITS PACKAGE  
FLEXIBLE BENEFITS PROGRAMS  
INFORMATION TECHNOLOGY AND HR: BENEFITS  
SPREADSHEET  
SMALL BUSINESS APPLICATIONS: BENEFITS AND  
EMPLOYEE LEASING  
BUILDING EMPLOYEE COMMITMENT: EXAMPLE  
OF A BENEFITS PROGRAM  
CHAPTER REVIEW  
APPLICATION EXERCISES  
TAKE IT TO THE NET  
NOTES  
PART FOUR: Labor Relations and Employee  
Security  
Chapter 15: Labor Relations and Collective Bargaining  
INTRODUCTION: THE LABOR MOVEMENT  
UNIONS AND THE LAW  
GLOBAL HRM: UNIONS GO GLOBAL  
THE UNION DRIVE AND ELECTION  
INFORMATION TECHNOLOGY AND HR:  
COMPUTERS ASSIST BOTH LABOR AND  
MANAGEMENT  
THE COLLECTIVE BARGAINING PROCESS  
INFORMATION TECHNOLOGY AND HR:  
ESTIMATING OFFERS COSTS WITH  
COMPUTERS  
CONTRACT ADMINISTRATION: GRIEVANCES  
DIVERSITY COUNTS: GENDER DIFFERENCES IN  
DISPUTES AND DISPUTE RESOLUTION  
THE FUTURE OF UNIONISM  
BUILDING EMPLOYEE COMMITMENT  
CHAPTER REVIEW  
APPLICATION EXERCISES  
TAKE IT TO THE NET  
NOTES  
Chapter 16: Guaranteed Fair Treatment  
INTRODUCTION  
BUILDING TWO-WAY COMMUNICATIONS  
GUARANTEED FAIR TREATMENT AND EMPLOYEE  
DISCIPLINE  
DIVERSITY COUNTS: GUARANTEED FAIR  
TREATMENT: "COMPARING MALES AND FEMALES  
IN A DISCIPLINE SITUATION."  
MANAGING DISMISSALS  
MANAGING SEPARATIONS: LAYOFF AND  
RETIREMENT  
BUILDING EMPLOYEE COMMITMENT: LIFETIME  
EMPLOYMENT WITHOUT GUARANTEES  
CHAPTER REVIEW  
APPLICATION EXERCISES  
TAKE IT TO THE NET  
NOTES

Chapter 17:Employee Safety and Health  
WHY EMPLOYEE SAFETY AND HEALTH ARE  
IMPORTANT  
BASIC FACTS ABOUT OCCUPATIONAL SAFETY  
LAW  
SMALL BUSINESS APPLICATIONS: OSHA AND THE  
SMALL BUSINESS  
THE SUPERVISOR'S ROLE IN SAFETY  
WHAT CAUSES ACCIDENTS?  
HOW TO PREVENT ACCIDENTS  
HR AND THE RESPONSIVE ORGANIZATION:  
EMPLOYEE SAFETY AND HEALTH  
EMPLOYEE HEALTH: PROBLEMS AND  
REMEDIES  
INFORMATION TECHNOLOGY AND HR: USING  
COMPUTERS TO MONITOR SAFETY  
DIVERSITY COUNTS: IN OCCUPATIONAL SAFETY  
AND HEALTH  
CHAPTER REVIEW  
APPLICATION EXERCISES  
TAKE IT TO THE NET  
APPENDIX 17-1  
NOTES  
Chapter 18:Managing Human Resources in an International  
Business  
INTRODUCTION: THE INTERNATIONALIZATION  
OF BUSINESS  
IMPROVING INTERNATIONAL ASSIGNMENTS  
THROUGH SELECTION  
DIVERSITY COUNTS: SENDING WOMEN  
MANAGERS ABROAD  
TRAINING AND MAINTAINING INTERNATIONAL  
EMPLOYEES  
CHAPTER REVIEW  
APPLICATION EXERCISES  
TAKE IT TO THE NET  
APPENDIX 18-1  
A FINAL WORD: TOWARD AN HR PHILOSOPHY,  
AND AUDITING THE HRM FUNCTION  
BUILDING EMPLOYEE COMMITMENT: A  
RECAP  
NOTES  
Name and Organization Index  
Subject Index  
• • • • • (收起)

[人力资源管理\\_下载链接1](#)

标签

评论

-----  
[人力资源管理\\_下载链接1](#)

书评

-----  
[人力资源管理\\_下载链接1](#)