



Fundamentals of Human Resource Management, 8th edition

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Content Changes in the New Edition Three new features have been added to the Eighth Edition of Fundamentals:

Video Conversations with Chief HR Officers (CHROs): Created by the Center for Executive Succession at the Darla Moore School of Business, University of South Carolina, video conversations with CHROs from top organizations such as Accenture, Bank of America, Boeing, GE, HP, Merck, and others are tied in to pertinent chapters. In addition, the videos are featured in Connect, along with questions related to chapter content.

HR Analytics & Decision Making: These new features throughout the book highlight an evidence-based approach to HR management and focus on people, employees, and human capital.

Self-Assessment Exercises: Appearing at the end of the chapter and in Connect, these exercises help students gather information about themselves as it relates to topics covered in each chapter.

Chapter-by-Chapter Changes

Chapter 1

- Includes a detailed discussion on the skills required for HRM professionals as defined by the Society for Human Resource Management (SHRM) and an expanded discussion on HR certification programs and professional HR development programs by various professional organizations. Table 1.2 has been updated to highlight the top qualities employers are now looking for when recruiting potential employees. Figure 1.6 has been revised to reflect current median salaries for various HRM positions.

Chapter 2

- Provides current workforce statistics, including projections for the number of workers over the next several years, as well as a discussion on various age, gender, and ethnic groups within the U.S. labor force. Illustrations have been updated to reflect current labor force data. Other trends discussed include the increased use of teams within the service sector to foster a flexible approach to work; the top occupations expected to gain the most jobs in the coming decade; the significant slowdown in layoffs as the economy continues to thrive; and the increased use of technology to automate various HR tasks. In addition, a new section on People Analytics has been added that highlights important advances in artificial intelligence, which may impact various components of HRM within organizations large and small.

Chapter 3

- Updated to include discussions and features on sexual harassment (including the #MeToo movement); the impact of the opioid crisis on federal occupational safety and health standards; and protection from gun violence in the workplace. In addition, illustrations have been updated to reflect current statistics on age discrimination, types of charges filed with the EEOC, and rates of occupational injuries and illnesses.

Chapter 4

- Includes new discussions on the emergence of bots in the workplace to do monotonous tasks so freed-up workers can focus their time on resolving problems, and on the increasing importance of automation in everyday work tasks that can help enhance—not eliminate—workers' jobs.

Chapter 5

- Covers the process of HR planning, which includes forecasting, goal setting, and strategic planning. A new discussion about trends affecting labor demand today includes advances in technology such as robots, 3D printing, and artificial intelligence, which are making it possible for businesses to increase productivity. The section on recruiting human resources has been refreshed to include a discussion about the importance of building an organization's positive image as a way to attract and retain key professionals. In addition, the section on job search and networking platforms has been revised and expanded.

Chapter 6

- Includes a new table that provides examples of the kinds of questions appropriate for both a situational interview and a behavior description interview, as well as coverage of how some companies are using AI as part of the interview process and analysis.

Chapter 7

- Provides an updated discussion on the increased use of simulations in employee training; the need for additional training when it comes to basic skills; and how LinkedIn Learning has become the corporate training center with short, video-based courses in several languages.

Chapter 8

- Includes a detailed discussion on engaging male employees to consider their role in maintaining a workplace that draws fully on the contributions of female as well as male workers. In addition, a look at why today's fast-paced business environment is forcing organizations to take a different approach to succession planning over a shorter timeline has been added.

Chapter 9

- Opens with a feature on how Amazon introduced employee surveys whose statistics are used by managers to help improve the work environment. In addition, a discussion has been added about the significance of critical thinking and knowledge sharing as more routine worker tasks become automated.

Chapter 10

- Provides an expanded discussion about how some organizations are rethinking their approach to performance reviews—emphasizing ongoing performance feedback conversations between employees and their supervisors rather than an annual recap.

Chapter 11

- Includes a new table highlighting the HR practices that support effective separation and retention of employees. In addition, new real-world examples underscore the importance of employers recognizing that even their top employees may be looking for new jobs elsewhere and how to retain them.

Chapter 12

- Provides updated earning data for women, men, and minorities and suggests strategies companies can use to close the pay gaps. In addition, a new section highlights the legal requirement that companies must report the ratio of CEO pay to the pay of a typical worker in the organization.

Chapter 13

- Focuses on recognizing employee contributions with pay, including new examples of how businesses are rethinking their approach to bonuses and tying them to company performance.

Chapter 14

- Updates information on employee benefits as a percentage of total compensation, Social Security information, and taxes paid by both employers and employees.

Chapter 15

- Presents information on current trends and statistics in union membership and discusses the recent U.S. Supreme Court decision on whether unions infringe on individual rights when they require membership and/or dues.

Chapter 16

- Highlights trends in managing human resources globally, including the impact of recent tariffs imposed by the United States that will affect both domestic and foreign businesses, as well as the U.S. immigration plan that may prevent much-needed foreign workers from coming to the United States. In addition, an updated discussion on the Brexit plan, the UK's departure from the European Union, highlights some of the issues that will affect human resources both in the UK and elsewhere.