

Human Resource Management

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This book was published in the United States of America in 2010 by Prentice Hall. The book contains eight chapters, all of which are relevant to human resource management.

Despite the fact that the book is written with a view to meeting the needs of students majoring in business, in my view, it can serve the needs of students majoring in other fields as well such as public administration, educational administration, social administration and so on.

Because of time restraint, I cannot comment on every chapter of the book. Therefore, I will focus on some topics or chapters deemed highly useful for the readers.

First of all, keep in mind that the book is written for business students, no doubt virtually all the material concerns business.

Now I will begin to review the book. The author discusses the ethics of the organization and its employees (Chapter Two). I strongly concur that the author gives prominence to ethics. From my perspective, all business organizations should adhere to the code of ethics if they do not want a

well-known saying-"The nature of business is swindling". -to come true. Also, the author elucidates various dimensions of ethics, such as legislating ethics, code of ethics, human resource ethics, training ethics and so on.

With regard to training ethics, it is highly regrettable that the author fails to mention the topics that should be included in the ethics training program for the business organizations' employees.

As a matter of fact, there is a wide variety of topics that should be covered in the ethics training program; they are, among others, the following: conflict of interest, quality control, environmental pollution, inaccuracy of books and records, receiving excessive gifts and entertainment, kickbacks, bribery, and improper relations with government representatives.

Furthermore, the author seems to overlook the benefits of employee training. As a rule, employees' failure to appreciate the benefits of training makes them reluctant to take part in the employee training program except that they are forced to do so. Thus to keep the employees well-informed about the benefits of employee training is a must if we want the employee training program to

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meet with a great success. In fact, the benefits of employee training are varied and many, some of which are specified below.

- Helps the individual in making better decisions and effective problem solving.
- Aids in encouraging and achieving self-development and self-confidence.
- Helps a person handle stress, tension, frustration and conflict.
- Increases job satisfaction and recognition.
- Moves a person toward personal goals while improving interaction skills.
- Satisfies personal needs of the trainee.
- Provides the trainee an avenue for growth.
- Develops a sense of growth in learning.
- Helps eliminate fear in attempting new tasks.

It is praiseworthy that the author discusses corporate social responsibility in great detail. I am of the view that social responsibility on the part of companies is of vital importance to the survival of the world. That is, if all companies in the world make all possible efforts to prevent pollution of all kinds, people throughout the world will live more happily and live longer.

Interesting enough, the author touches on the implementation of a corporate social responsibility program as well as the steps to be taken in establishing and implementing

a corporate social responsibility program.

Regarding the implementation of the program, the author makes the following recommendations: First, a person should be assigned the responsibility for the program. Second, a review of what the company is currently doing with regard to corporate social responsibility should be ascertained. Third, shareholders' expectations and perspectives are determined. Fourth, a policy statement is written covering corporate social responsibility areas such as environmental, social, and community issues. Fifth, a set of corporate objectives and an action plan to implement the policies should be developed. Sixth, company-wide qualitative and quantitative targets and key performance indicators should be created. Seventh, communicate to shareholders and fund managers the direction of corporate social responsibility for the company. Eighth, the progress of the corporate social responsibility should be determined. Finally, the corporate social responsibility should be reported.

As I see it, all these recommendations are tantamount to asking for the moon; in practice, only some companies are likely to make use of them.

On human resource development, the author focuses on training and development (Chapter Four). The author explains the difference between the training and development. But the author ignores the explanation of "education" which is closely

related to training. Training can be distinguished from "education" by its characteristics of practicality, specificity, and immediacy. Training should relate specifically to the job performed by those being trained, and it should have immediate practical application on the job. "Education" is a broader term, training is a subset of education. Also, education tends to be more philosophical and theoretical and less practical than training.

On the whole, I would like to say that the author provides the readers with several interesting aspects of training and education. The author explains the following in great detail: strategic training and development, factors influencing training and development, and training and development process.

With respect to the training and development process, the author points out that the process includes the following five steps:

- Determine specific training and development needs.
- Establish specific training and development objectives.
- Select training and development methods and delivery systems.
- Implement training and development program.
- Evaluate training and development program.

From my standpoint, the steps are

listed in the appropriate order. Nevertheless, several training and development delivery systems, in my opinion, cannot be put into use in many less developed countries. As can be seen, it is rather difficult for quite a few developing countries to resort to community colleges, a vestibule system, corporate universities, and e-learning for training and development purposes.

Of special interest is the fact that the author attaches great importance to "orientation." The author gives a clear-cut definition of orientation and lists the purposes of orientation including the employment situation, company policies and rules, compensation, corporate culture, team membership, employment development and socialization.

I agree with the author on what he explains. However, I am somewhat surprised as to why the author does not give any detail about orientation. For a case in point, the author does not say anything about the possible topics for organizational orientation programs which are far too numerous to mention. As far as I know, the complete employee orientation programs should cover the following main topics: company overview, policies and procedures review, compensation, benefits, safety and accidental prevention, employees and union relations, physical facilities and economic factors.

It is worth mentioning that the author also shed light on "safety and health." The

author gives a full explanation of a safe and healthy work environment including the following: occupational safety and health administration, safety programs, repetitive stress injuries, workplace violence, nature of stress, managing stress, burnout, wellness programs, physical fitness programs, smoke-free workplaces, and so forth.

From my point of view, good health is of paramount importance to all managers and employees. The fact that the author provides the readers with the knowledge of safety and health is praiseworthy.

I am of the persuasion that good health is far more important than anything including wealth. This is why the author deserves great admiration for his explication of safety and health.

As is widely known, in many developing countries the working conditions of workers are desperately terrible. I have high hope that all the managers working in the private sector would make great use of the knowledge of safety and health gained from the book to enhance the safety and health of their workers. If so, the workers will not suffer from too many chronic diseases after their retirement or in their sunset years any longer.

Taking all factors into account, I would like to say with conviction that the book written by Mondy is of great help to business students, business managers, public administrators, and all scholars who are hungry for business knowledge.