

• Appendix •

SHRM 2018 Curriculum Guidebook

(Reordered and numbered for reference)

The Society for Human Resources Management (SHRM), the world's largest human resource management (HRM) association, periodically puts out guidance on college and university curricula for HRM programs (what they think we need to teach you). The latest version of their guidebook is provided below for your information and use. This guidance provides information on what SHRM considers to be critical in the study of HRM. If you choose to pursue HRM as a career choice, this information will help you with the process of certification through the Human Resource Certification Institute (HRCI) or through SHRM's SHRM-CP and SHRM-SCP accreditation programs. Even if you don't decide to pursue HRM as a career, this is the information that will be most pertinent to your success as a manager in any business field.

It makes sense that an introductory textbook would introduce you to the areas that are critical in that field of study. As a result, in this textbook we've chosen to discuss the majority of the "Required Content" for undergraduate HR programs from the most recent version (2018) of the *Curriculum Guide*. This has been done to introduce you to as many of the topics that SHRM considers to be critical as we can in a "fundamentals" text. We have reordered the information from the SHRM curriculum guide to emphasize the required content first, and then the secondary areas, but the content itself is identical to the guidelines from SHRM. You can call up the guide itself at <https://www.shrm.org>, click on "Learning & Career," then look for "HR Curriculum and Guidebook and Template" and click on that link.

This appendix is designed to link back to each of the chapters and identify where each of the required content areas is discussed within the textbook. When you see a reference in the reading (e.g., **SHRM C:17**), the alphanumeric reference ties to this appendix by section (the capital letter) and subtopic (the numeral). In the example **SHRM C:17**, it would lead you to Section C (Employee and Labor Relations), Subtopic 17 (Employee involvement). Some of the items also have subheadings; these will be identified by a lowercase letter (e.g., **D:38-b** is Unlawful harassment—Religious). Next to each of the subtopics is the page number on which the topic is discussed. This should help if you are looking for information on a particular topic within the chapters.

Required Content: Undergraduate Curriculum

A. Change Management

1. Adjusting to change within the organization
2. Building trust—ch 9, p. 224
3. Coaching—ch 9, p. 233
4. Commitment—ch 9, p. 225
5. Coping strategies for employees
6. Creating a foundation for problem solving
7. Culture—ch 14, p. 369
8. Dimensions of change
9. Experimentation
10. Implementing change
11. Involvement
12. Leading change
13. Planning change strategy
14. Stages of change management

B. Compensation and Benefits

Compensation

1. Compensation of special groups (e.g., executives, sales, contingent workers, management)—ch 10, p. 260
2. Determining pay increases—ch 10, p. 270
3. Development of a base pay system—ch 10, p. 266
4. Developing pay levels—ch 10, p. 267
5. External competitiveness strategies—ch 10, p. 256
6. Fair Labor Standards Act (FLSA)—ch 10, p. 260
7. Geographic location—ch 14, p. 376
8. Internal alignment strategies—ch 10, p. 256
9. Job evaluation point-factor system—ch 10, p. 264
10. Labor market competition—ch 10, p. 267
11. Legal constraints on pay issues—ch 10, p. 263

12. Market compensation surveys—ch 10, p. 264
13. Market pressures—ch 10, p. 267
14. Minimum wage/overtime—ch 10, p. 260
15. Monitoring compensation costs—ch 10, p. 257
16. Motivation theories: Equity theory, reinforcement theory, agency theory, expectancy theory—ch 10, p. 255
17. Pay discrimination and dissimilar jobs—ch 10, p. 263
18. Pay grades—ch 10, p. 266
19. Pay programs: Merit pay, pay-for-performance, incentives/bonuses, profit sharing, group incentives/gainsharing, balanced scorecard—ch 11, p. 284
20. Prevailing wage—ch 10, p. 268
21. Role of job analysis/job design/job descriptions in determining compensation—ch 10, p. 264
22. Skill-based pay—ch 10, p. 258
23. Team rewards—ch 11, p. 284
24. Union role in wage and salary administration—ch 10, p. 263

Employee Benefits

25. Cost-benefit analysis—ch 11, p. 282
26. Domestic partner benefits—ch 11, p. 301
27. Early retirement programs and buy-out—ch 4, p. 100
28. Educational benefits—ch 11, p. 298
29. Employee assistance/wellness programs—ch 12, p. 318
30. Family-oriented benefits—ch 11, p. 289
31. Flexible spending account
32. Family and Medical Leave Act (FMLA)—ch 11, p. 291
 - a. Child care
 - b. Elder care
33. Federal insurance programs (Old-Age, Survivor, and Disability Insurance [OASDI], Medicare)—ch 11, p. 290
34. Financial benefits (gainsharing, group incentives, team awards, merit pay/bonuses)—ch 11, p. 286
35. Global employee benefits—ch 14, p. 378

36. Health care cost containment—ch 11, p. 295
 - a. Managing employee benefits (cost control, monitoring future obligations, action planning, strategic planning)—ch 11, p. 289
37. Health care plans (multiple payer/single payer, universal health care systems, HMOs, PPOs, fee-for service, consumer-directed HSAs)—ch 11, p. 294
 - a. Affordable Care Act (2010)—ch 11, p. 292
38. Life insurance—ch 11, p. 298
39. Long-term care
40. Nonqualified plans for highly paid and executive employees
41. Outsourcing—ch 14, p. 372
42. Paid leave plans—ch 11, p. 297
43. Private group insurance
44. Regulation of health insurance programs (COBRA, HIPAA, Health Maintenance Organization Act of 1973)—ch 11, p. 292
45. Regulation of retirement plans (FLSA, ERISA, Pension Protection Act of 2006)—ch 11, p. 293
46. Sabbaticals
47. Severance pay
48. Statutory vs. voluntary benefits—ch 11, p. 289
49. Survivor's benefits—ch 11, p. 289
50. Social Security—ch 11, p. 289
51. Time off and other benefits—ch 11, p. 297
52. Types of retirement plans (defined benefit, defined contribution, hybrid plans)—ch 11, p. 296
53. Unemployment insurance—ch 11, p. 290
54. Wellness programs—ch 12, p. 318
55. Workers' compensation—ch 11, p. 290
15. Distributive bargaining
16. Employee engagement—ch 1, p. 4
17. Employee involvement—ch 1, p. 4
18. Employee records—ch 9, p. 231
19. Employee retention—ch 1, p. 9
20. Fairness—ch 9, p. 234
21. Framing
22. Grievance management—ch 9, p. 243
23. Industrial organizations (AFL-CIO)
24. Integrative negotiation
25. International negotiation
26. Investigations—ch 9, p. 235
27. Managing teams
28. Managing union organizing policies and handbooks—ch 9, p. 242
29. Managing/creating a positive organizational culture—ch 2, p. 40
30. Measuring and monitoring job satisfaction—ch 9, p. 227
31. Measuring involuntary turnover
32. Mediation and arbitration
33. Mutual adjustment
34. National Labor Relations Act (NLRA)—ch 9, p. 239
35. Negotiation skills
 - a. Interdependence
 - b. Mutual agreement
36. Posting requirements
37. Principles of justice—ch 9, p. 234
38. Procedural justice
39. Promotion
40. Recognition
41. Right-to-work laws—ch 9, p. 240
42. Service awards
43. Strikes, boycotts, and work stoppages—ch 9, p. 239
44. Unfair labor practices—ch 9, p. 239
45. Union decertification and deauthorization—ch 9, p. 243
46. Union membership—ch 9, p. 241
47. Union organizing—ch 9, p. 241
48. Union shops—ch 9, p. 240
49. Union/management relations—ch 9, p. 242
50. Union-related labor laws—ch 9, p. 239
51. Value claiming
52. Value creation
5. Employer Retirement Income Security Act of 1974 (ERISA)—ch 11, p. 293
6. Equal Pay Act of 1963—ch 3, p. 59
7. Executive Order 11246 (1965)—ch 13, p. 346
8. Fair Credit Reporting Act (FCRA)—ch 6, p. 154
9. Fair Labor Standards Act of 1938 (FLSA)—ch 10, p. 260
10. Family and Medical Leave Act of 1993 (FMLA)—ch 11, p. 291
11. Genetic Information Nondiscrimination Act (GINA)—ch 3—ch 6, p. 65, p. 146
12. Health Insurance Portability and Accountability Act (HIPAA) of 1996—ch 11, p. 292
13. Immigration Reform and Control Act (IRCA)
14. Labor Management Relations Act of 1947 (LMRA)—ch 9, p. 240
15. Labor Management Reporting and Disclosure Act of 1959 (LMRDA)
16. Lilly Ledbetter Fair Pay Act—ch 3, p. 65
17. National Labor Relations Act of 1935 (NLRA)—ch 9, p. 239
18. Occupational Safety and Health Act of 1970 (OSHA)—ch 12, p. 312
19. Pregnancy Discrimination Act of 1978—ch 3, p. 62
20. Railway Labor Act of 1926 (RLA)—ch 9, p. 239
21. Rehabilitation Act (1973)
22. Title VII of the Civil Rights Act of 1964 and 1991—ch 3, p. 59
23. Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA)—ch 3, p. 64
24. Worker Adjustment and Retraining Notification Act of 1988 (WARN Act)—ch 9, p. 241
25. Agency relationships/quasi-contracts
26. Citations and penalties
27. Contractual and tort theories
28. Disparate impact—ch 3, p. 61
29. Disparate treatment—ch 3, p. 61
30. Employee privacy—ch 9, p. 231
31. Employer unfair labor practices—ch 9, p. 239
32. Employment contracts—ch 9, p. 242
33. Employment-at-will doctrine—ch 9, p. 232
34. Enforcement agencies (EEOC, OFCCP)—ch 3, p. 66
35. Negligent hiring—ch 6, p. 139
36. Professional liability—ch 1, p. 18
37. Types of discrimination—ch 3, p. 59
38. Unlawful harassment
 - a. Sexual—ch 3, p. 68
 - b. Religious—ch 3, p. 71
 - c. Disability—ch 3, p. 62
 - d. Race
 - e. Color
 - f. Nation of origin

C. Employee and Labor Relations

1. Alternative dispute resolution
2. Alternative dispute resolution: Negotiation
3. American Federation of Labor and Congress of Industrial Organizations
4. Attendance—ch 1, p. 9
5. Attitude surveys—ch 9, p. 227
6. Closed shops—ch 9, p. 240
7. Cognitive biases—ch 8, p. 208
8. Collective bargaining issues—ch 9, p. 242
9. Collective bargaining process—ch 9, p. 242
10. Communication—ch 9, p. 224
11. Conflict
12. Conflict management
13. Contract negotiation—ch 9, p. 242
14. Disciplinary actions: Demotion, disciplinary termination—ch 9, p. 237

D. Employment Law

1. Affordable Care Act (2010)—ch 11, p. 292
2. Age Discrimination in Employment Act of 1967—ch 3, p. 62
3. Americans with Disabilities Act of 1990 and as amended in 2008—ch 3, p. 62
4. COBRA: Consolidated Omnibus Budget Reconciliation Act of 1985—ch 11, p. 292

39. Whistle blowing/retaliation
40. ADA (Reasonable accommodation)—ch 3, p. 62

E. Globalization

1. Cross-border HR management—ch 14, p. 374
 - a. Current issues in global HRM—ch 14, p. 367
 - b. Dual-career families
 - c. Family concerns related to cross-border assignment—ch 14, p. 372
 - d. Host-country nationals (HCNs)—ch 14, p. 372
 - e. Managing personal and family life for expatriates—ch 14, p. 372
 - f. Parent-country nationals (PCNs)—ch 14, p. 372
 - g. Third-country nationals (TCNs)—ch 14, p. 372
2. Cross-cultural effectiveness—ch 14, p. 375
 - a. Cultural sensitivity—ch 14, p. 369
 - b. Cultural training—ch 14, p. 369
 - c. Hofstede's cultural dimensions—ch 14, p. 369
3. European Union
4. Immigration law
5. Immigration issues
6. Global benefits—ch 14, p. 378
 - a. Compensation (balance-sheet approach; home-based pay, host-based pay, localization)—ch 14, p. 376
 - b. Global business environment—ch 14, p. 364
 - c. Global labor markets—ch 1, p. 7
 - d. Global talent shortages—ch 1, p. 8
 - e. Global security and terrorism—ch 14, p. 327
7. Managing expatriates in global markets—ch 14, p. 374
 - a. Assessing and tracking career development of expatriates
 - b. Effective repatriation—ch 14, p. 376
 - c. Inshoring, offshoring, outsourcing—ch 14, p. 373
 - d. Repatriating employees post international assignment—ch 14, p. 376
8. Managing virtual teams
9. North American Free Trade Agreement (NAFTA)—ch 14, p. 365

F. HR Career Planning

1. Balancing work and life—ch 7, p. 181
2. Career management systems
3. Career development—ch 7, p. 181
 - a. Definition of a career—ch 7, p. 181
 - b. Plateauing
 - c. Skills obsolescence
4. Company policies to accommodate work and nonwork activities

5. Coping with job loss
6. Contingency theory
7. Developing leader skills
 - a. Authentic leadership
8. Ethical decision-making—ch 13, p. 339
 - a. Leader-member exchange theory
 - b. Path-goal theory
 - c. Situational approach
 - d. Skills approach
 - e. Style approach
 - f. Team leadership
 - g. Trait approach
 - h. Transformational leadership

G. HR's Role in Organizations

1. It is expected that faculty will discuss HR's role regarding each of the individual HR disciplines whenever an individual discipline is taught. This discussion may take the form of describing HR's role in developing human capital, its effect on the organization's success, or the interplay among the various disciplines—meaning how decisions in one HR discipline affect other HR disciplines.—ch 1, p. 14

H. Human Resource Information Systems (HRIS)

1. Conducting systems needs assessments
2. Determining system specifications
3. Issues to consider when selecting HRIS software
4. Selecting an HR information system
5. Using HR data for enterprise management—ch 2, p. 44

I. Job Analysis and Job Design

1. Compliance with legal requirements
 - a. Equal employment (job-relatedness, bona fide occupational qualifications, and the reasonable accommodation process)—ch 3, p. 61
 - b. Equal pay (skill, effort, responsibility, and working conditions) and comparable worth—ch 10, p. 263
 - c. Overtime eligibility (exempt vs. nonexempt work)—ch 10, p. 260
 - d. Ergonomics and workplace safety (work hazards and mitigation)—ch 12, p. 319
2. Employment practices (recruitment, selection, and placement)—ch 6, p. 140
3. Job evaluation and compensation (grades, pay surveys, and pay setting)—ch 10, p. 264
4. Job/role design (roles, duties, and responsibilities)—ch 4, p. 90
5. HR planning (skill inventories and supply/demand forecasting)—ch 4, p. 96

6. Organization design (missions, functions, and other aspects of work units for horizontal and vertical differentiation)—ch 2, p. 39
7. Performance management (performance criteria and appraisal)—ch 8, p. 195
8. Training and development—ch 7, p. 168
 - a. Vocational and career counseling
 - b. Needs assessment—ch 7, p. 171
 - c. Career pathing—ch 7, p. 182
9. Work flow analysis
 - a. Analyzing work inputs and outputs—ch 4, p. 84
10. Work management (work processes and outsourcing)—ch 4, p. 84

J. Managing a Diverse Workforce

1. Affirmative action (AA)—ch 13, p. 345
2. Aging workforce—ch 13, p. 347
3. Business case for diversity—ch 13, p. 347
4. Cultural competence—ch 14, p. 369
5. Equal employment opportunity (EEO)—ch 3, p. 67
6. Gay, lesbian, bisexual, transgender (GLBT)/sexual orientation issues—ch 3, ch 13, p. 72, p. 347
7. Generational differences: The multigenerational workforce—ch 5, p. 115
8. Glass ceiling
9. Individuals with disabilities—ch 3, p. 62
10. Language issues—ch 14, p. 372
11. Racial/ethnic diversity—ch 13, p. 347
12. Religion—ch 3, p. 71
13. Reverse discrimination—ch 13, p. 346

K. Metrics and Measurement of HR

1. Analyzing and interpreting metrics—ch 4, p. 97
2. Balanced scorecard
 - a. HR scorecard
 - b. Organizational scorecard
 - c. HR and organization level
 - d. Measuring absenteeism
 - e. Measuring turnover
3. Benchmarking—ch 10, p. 268
4. Calculating and interpreting yield ratios—ch 5, p. 124
5. Economic value added—ch 2, p. 44
6. Forecasting—ch 4, p. 97
7. Quantitative analysis—ch 4, p. 97
8. Return on investment (ROI)—ch 2, p. 45
9. Trend and ratio analysis projections—ch 4, p. 97

L. Organizational Development

1. Coaching—ch 8, p. 195
2. Developing human resources—ch 7, p. 168
3. Emotional intelligence
4. Equipping the organization for present and future talent needs—ch 7, p. 171
5. Improving organizational effectiveness—ch 1—ch 8, p. 6, p. 195
6. Knowledge management—ch 1, p. 8
7. Leadership development
8. Managing remote staff—ch 14, p. 375
9. Measurement systems—ch 7, p. 180
10. Organizational effectiveness—ch 1, p. 6
11. Organizational learning—ch 7, p. 173
12. Organizational structure and job design—ch 2, p. 40
13. Ongoing performance and productivity initiatives—ch 1—ch 8, p. 6, p. 195
14. Outsourcing employee development—ch 7, p. 181
15. Social networking—ch 6, p. 155
16. Succession planning—ch 7, p. 170
17. Training employees to meet current and future job demands—ch 7, p. 168

M. Performance Management

1. Approaches to measuring performance—ch 8, p. 201
 - a. Performance measure criteria—ch 8, p. 199
 - b. Performance standards/goals—ch 8, p. 195
 - c. Rater errors in performance measurement—ch 8, p. 208
 - d. Reliability (interrater reliability)—ch 8, p. 197
 - e. Validity—ch 8, p. 197
2. Identifying and measuring employee performance—ch 8, p. 201
 - a. Forced distribution—ch 8, p. 204
 - b. Graphic rating scales—ch 8, p. 202
 - c. Paired comparison—ch 8, p. 204
 - d. Ranking—ch 8, p. 204
3. Performance appraisals—ch 8, p. 201
 - a. Appraisal feedback—ch 8, p. 212
 - b. Diagnosing problems—ch 9, p. 234
 - c. Electronic monitoring—ch 8, p. 214
 - d. Managing performance—ch 8, p. 198
 - e. Performance improvement programs—ch 9, p. 233
 - f. Process of performance management—ch 8, p. 195
 - g. Sources of information (e.g., managers, peers, clients)—ch 8, p. 205

N. Staffing (Recruitment and Selection)

1. Assessment methods
 - a. Ability/job knowledge tests, assessment centers—ch 6, p. 148
 - b. Contingent assessment methods: Drug testing, medical exams—ch 6, p. 148
 - c. Initial assessment methods: Résumés, cover letters, application blanks, biographical information, reference/background checks, genetic screening, initial interviews, minimum qualifications—ch 6, p. 144
 - d. Noncognitive assessments (e.g., personality assessments, integrity tests, situational judgment tests, interest inventories)—ch 6, p. 147
2. Bona fide occupational qualifications (BFOQs)—ch 3, p. 61
3. Determining labor demand and supply
 - a. External influences on staffing: Labor markets, unions, economic conditions, technology—ch 5, p. 114
 - b. Forecasting—ch 4, p. 96
4. Employment brand—ch 10, p. 257
 - a. Image advertising—ch 5, p. 122
5. Employment relationship: Employees, contractors, temporary workers—ch 4, p. 101
6. External influences on staffing: Labor markets, unions, economic conditions, technology—ch 5, p. 114
7. Internal recruitment: Promotability ratings, managerial sponsorship, self/peer assessments, panels/review boards
 - a. Internal recruitment: Timing, open/closed/targeted recruitment, bona fide seniority systems
8. Interviews: Situational, structured—ch 6, p. 151
9. Online recruiting
 - a. Electronic recruiting—ch 5, p. 117
 - b. Use of social media in recruitment—ch 5, p. 117
10. Selection decisions: Ranking, grouping/banding, random selection—ch 6, p. 157
 - a. Measurement concepts: Predictors/criteria, reliability, validity—ch 6, p. 143
 - b. Job offers: Employment-at-will, contracts, authorization to work—ch 6, ch 9, p. 15, p. 232
11. Sources
 - a. External recruitment: Recruiters, open vs. targeted recruitment, recruitment sources, applicant reactions, medium (electronic, advertisement)—ch 5, p. 118
 - b. Evaluating the quality of a source
 - c. Internal sources (employee referrals, posting, internal applicants)—ch 5, p. 117

O. Strategic HR

1. Strategic management—ch 2, p. 34
 - a. Competitive advantage—ch 2, p. 34
 - b. Competitive strategy—ch 2, p. 34
 - c. Enhancing firm competitiveness—ch 2, p. 39
 - d. External growth strategy
 - e. Internal growth strategy
 - f. Mission and vision—ch 2, p. 34
 - g. Organizational effectiveness—ch 1, p. 6
 - h. Strategy implementation—ch 2, p. 38
 - i. Strategy formulation—ch 2, p. 39
 - j. Sustainability/corporate social responsibility—ch 1, p. 11
2. HR strategies
 - a. Ethics—ch 1, p. 11
 - b. HR liaison to the board of directors
 - c. Internal consulting—ch 1, p. 14
 - d. Linking HR strategy to organizational strategy—ch 2, p. 39
 - e. Measuring HR effectiveness—ch 2, p. 44
 - f. Quality management
 - g. The role of the chief human resource officer (CHRO)—ch 1, p. 6
 - h. Trends and forecasting in HR—ch 4, p. 97

P. Training and Development

1. Business games and studies
 - a. Adventure learning
 - b. Creating a learning environment—ch 7, p. 173
2. Competency models
 - a. Learning theories: Behaviorism, constructivism, cognitive models, adult learning, knowledge management—ch 7, p. 173
 - b. Training evaluation: Kirkpatrick's model—ch 7, p. 180
3. Evaluating training programs—ch 7, p. 180
 - a. Determining return on investment (ROI)—ch 7, p. 180
4. Human/intellectual capital
 - a. Role of training in succession planning—ch 7, p. 170
5. Needs assessment—ch 7, p. 169
 - a. Employee development: Formal education, experience, assessment—ch 7, p. 182
 - b. Organizational analysis, person analysis, task analysis
 - c. Personality tests and inventories—ch 6, p. 147
6. Selecting training methods
 - a. Blended learning
 - b. Coaching—ch 9, p. 233
 - c. Cross-training
 - d. E-learning and use of technology in training—ch 7, p. 178

- e. Hands-on methods—ch 7, p. 178
- f. Internships
- g. Job rotation—ch 4, p. 94
- h. On-the-job training (OJT)—ch 7, p. 178
- i. Self-management skills
- j. Shadowing
- k. Simulations—ch 7, p. 179
- 7. Transfer of training: Design issues, facilitating transfer—ch 7, p. 180
- 8. Training resources
 - a. Outsourcing—ch 7, p. 181

Q. Workforce Planning and Talent Management

1. Downsizing/rightsizing—ch 4, p. 99
2. Labor supply and demand—ch 4, p. 99
3. Planning: Forecasting requirements and availabilities, gap analysis, action planning, core/flexible workforce—ch 4, p. 96
4. Retention: Involuntary turnover, outplacement counseling, alternative dispute resolution—ch 9, p. 237
5. Retention: Voluntary turnover, job satisfaction, withdrawal, alternatives—ch 9, p. 227
6. Retention: Measurement
7. Succession planning—ch 7, p. 170
8. Workforce dynamics

R. Workplace Health, Safety, and Security

1. Creating a healthy work environment—ch 12, p. 318
 - a. Communicable diseases—ch 12, p. 317
 - b. Corporate wellness programs—ch 12, p. 318
 - c. Employee health—ch 12, p. 318
 - d. Job stress and burnout—ch 12, p. 321
 - e. Protection from retaliation—ch 12, p. 315
 - f. Reducing workforce violence—ch 12, p. 325
 - g. Work-life balance—ch 12, p. 319
2. OSHA citations and penalties—ch 12, p. 317
 - a. Data security—ch 12, p. 325
 - b. Inspection—ch 12, p. 314
 - c. Investigating and reporting accidents
 - d. Material Safety Data Sheets (MSDSs)—ch 12, p. 316
 - e. Monitoring, surveillance, privacy
 - f. Security concerns at work—ch 12, p. 324

3. Safety management—ch 12
 - a. Alcoholism, drug abuse—ch 12, p. 318
 - b. Crisis management teams—ch 12, p. 327
 - c. Disaster preparation, continuity, and recovery planning—ch 12, p. 327
 - d. Distracted driving
 - e. Enforcing safety rules—ch 12, p. 312
 - f. Ergonomics—ch 12, p. 319
 - g. Proactive safety programs—ch 12, p. 319
 - h. Testing for substance abuse—ch 6, p. 149

Secondary HR Content Areas

S. Downsizing/Rightsizing

1. Alternatives to employment downsizing—ch 4, p. 100
2. Approaches to reducing staff size—ch 4, p. 99
3. Consequences of employment downsizing—ch 4, p. 99
4. Effectively managing a downsizing effort
5. Employment downsizing—ch 4, p. 99
6. Identifying and eliminating unnecessary work
7. Identifying selection criteria for making downsizing/rightsizing decisions
8. Importance of focusing on individual jobs vs. individual staff members—ch 4, p. 99
9. Layoffs—ch 4, p. 99
10. Prioritizing jobs for combining, streamlining, or eliminating
11. Reductions in force—ch 4, p. 99
12. Strategies for long-term success
13. Why downsizing happens—ch 4, p. 99
14. When downsizing is the answer—ch 4, p. 99

T. Mergers and Acquisitions

1. Cultural compatibility
 - a. Adaptability
 - b. Assimilating work cultures
 - c. Cultural differences
 - d. Conducting HR due diligence
 - e. Degree of internal integration
 - f. Merging workplace cultures
2. Integrating HR systems
 - a. Integrating compensation and benefits structures
 - b. Integrating performance management systems
3. Integration
 - a. Autonomy

- b. Communication
- c. Diversity
- d. Downsizing
- e. Employee anxiety
- f. Employee trust
- g. Morale
- h. Redundancy
- i. Rumors

U. Outsourcing

1. Conducting cost-benefit analyses
2. Creating an outsourcing strategy
3. Evaluating effectiveness of outsourcing efforts
4. Evaluating proposals from contractors
5. Identifying third-party providers (contractors)
6. Importance of legal review of contracts
7. Managing communications and deliverables
8. Managing vendor/staff relationships
9. Managing a vendor's performance under the contract terms
10. Negotiating contract terms
11. Preparing a request for information (RFI) or request for proposal (RFP)
12. Retaining management rights

V. Sustainability/Corporate Responsibility

1. Corporate philanthropy
 - a. Accountability and transparency—ch 13, p. 342
 - b. Business case for CSR—ch 13, p. 350
 - c. Community/employee (engagement)—ch 13, p. 350
 - d. Ethics—ch 13, p. 336
 - e. Linking organizational culture and corporate values—ch 13, p. 341
 - f. Management commitment to CSR—ch 13, p. 350
 - g. Reputation and brand enhancement—ch 13, p. 344
2. Employee relations and employment practices—ch 9, p. 224
3. Financial transparency
4. Governance
5. Risk management
6. Sustainability practices—ch 13, p. 351
 - a. Green management—ch 13, p. 352
 - b. Supply chain management