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Autore	Martocchio Joseph J.
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Nota di contenuto	Cover -- Title -- Copyright -- Contents -- Preface -- Part I Setting the Stage for Strategic Compensation -- Chapter 1 Strategic Compensation -- A Component of Human Resource Systems -- Exploring and Defining the Compensation Context -- What Is Compensation? -- Core Compensation -- Employee Benefits -- A Historical Perspective on Compensation: The Road Toward Strategic Compensation -- Strategic Versus Tactical Decisions -- Competitive Strategy Choices -- Tactical Decisions that Support the Firm's Strategy -- Compensation Professionals' Goals -- How HR Professionals Fit into the Corporate Hierarchy -- How the Compensation Function Fits into HR Departments -- The Compensation Department's Main Goals -- Stakeholders of the Compensation System -- Employees -- Line Managers -- Executives -- Unions -- U.S. Government -- COMPENSATION IN ACTION -- Summary -- Key Terms -- Discussion Questions -- CASE: Competitive Strategy at Sportsman Shoes -- Endnotes -- Chapter 2 Contextual Influences on Compensation Practice -- Employment Laws that Influence Compensation Tactics -- Income Continuity, Safety, and Work Hours -- Pay Discrimination -- Civil Rights Act of 1964 -- Accommodating Disabilities and Family Needs -- Prevailing Wage Laws -- Laws that Guide Discretionary Employee Benefits -- Internal Revenue Code -- Employee Retirement Income Security Act of 1974 (ERISA) -- Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA) -- Continuation of Coverage under COBRA -- Health Insurance Portability

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Endnotes -- Part II Bases for Pay -- Chapter 3 Traditional Bases for Pay -- Seniority and Merit -- Seniority and Longevity Pay -- Historical Overview -- Who Participates? -- Effectiveness of Seniority Pay Systems -- Design of Seniority Pay and Longevity Pay Plans -- Advantages of Seniority Pay -- Fitting Seniority Pay with Competitive Strategies -- Merit Pay -- Who Participates? -- Exploring the Elements of Merit Pay -- Performance Appraisal -- Types of Performance Appraisal Plans -- Exploring the Performance Appraisal Process -- Strengthening The Pay-For-Performance Link -- Link Performance Appraisals to Business Goals -- Analyze Jobs -- Communicate -- Establish Effective Appraisals -- Empower Employees -- Differentiate among Performers -- Possible Limitations of Merit Pay Programs -- Failure to Differentiate among Performers -- Poor Performance Measures -- Supervisors' Biased Ratings of Employee Job Performance -- Lack of Open Communication between Management and Employees -- Undesirable Social Structures -- Factors Other than Merit -- Undesirable Competition -- Little Motivational Value --

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