

PERSONNEL

**Human Resource
Management:**

A Diagnostic Approach

Fourth Edition

MILKOVICH • GLUECK

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Human Resource Management:

A Diagnostic Approach

Fourth Edition

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*To all our students,
especially the bright ones*

PREFACE

The field of human resources management makes for a challenging and exciting course. Human resource decisions are among the most complex and challenging that managers face. Managers are becoming increasingly aware of the key role employees play in the success of any organization's endeavors. Faced with serious economic pressures to improve productivity, boost quality, and control costs, as well as social pressures from shifting employee expectations and continued government regulations, managers are paying increased attention to their human resource decisions. As a result, traditional, often bureaucratic, approaches to personnel management are being reexamined, and new approaches are being tested. All this dynamism makes this an exciting time to study human resource management.

Three central tasks are undertaken by this book. The first is to examine the current theoretical and research developments related to human resources management. This analysis of pertinent theory and research is supported by an extensive and up-to-date set of references at the end of each chapter.

The second task is to examine the current state of human resource practices. Here we draw upon practices actually used by a wide variety of employers. These practices illustrate new developments as well as established approaches to personnel decisions. They should be readily transferable to various job settings.

Finally, an opportunity for you to develop your own decision making skills is provided through a series of cases drawn from the real world. You will find considerable emphasis on using the concepts and techniques found in the chapters for analysis and evaluation in these cases. Completing them should help you develop skills readily transferable to future jobs.

All three tasks are accomplished through the use of a diagnostic approach to human resource management. The diagnostic approach considers characteristics of the environment, the organization, the work being done, and the individual employees in making personnel decisions. How these decisions affect the well-being and effectiveness of both employees and organizations is the primary consideration. This approach suggests

the futility of pursuing a single correct answer to managing human resources. Rather, multiple answers are more or less viable, depending on a diagnosis of the individuals, jobs, environment, and organizational circumstances, all of which are constantly changing.

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George T. Milkovich

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