

De Cenzo / Robbins

Human Resource Management

Fifth Edition



HUMAN RESOURCE MANAGEMENT

Fifth Edition

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Preface

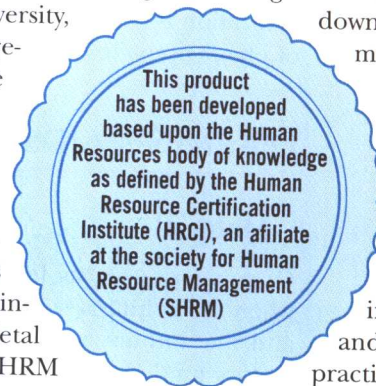
Welcome to the fifth edition of our Human Resource Management text. We're glad you're taking the time to read this preface so as to get a better overview of this book. We'll use this section to address three important things: what this book is about, the important in-text learning aids, and who, besides the authors named on the cover, were instrumental in the book's development.

ABOUT THE BOOK

When we began discussing how to revise the fourth edition, we set a number of goals for ourselves. Our primary goal was to write a text that addressed the most critical issues in Human Resource Management (HRM). Over the past decade, management practice has gone through some dramatic changes. Those include work force diversity, downsizing, reengineering, total quality management (TQM), outsourcing, and rediscovering the importance of satisfying the customer. These changes have implications for HRM. For example, as more organizations reengineer their processes, many have replaced fulltime employees with contingent workers. A contingent work force presents new HRM challenges in areas such as training, career development, and motivation. Societal and organizational change means that traditional HRM practices need to also change accordingly. A text for the late 1990s must reflect these changes while simultaneously presenting the basic concepts of HRM. We have tried to achieve this delicate balance, presenting the basic HRM functions of getting, training, motivating, and keeping people, while also discussing the new world of HRM.

Interestingly, some of the "cutting edge" issues we presented in the fourth edition have now become a basic part of HRM. For instance, TQM and continuous process improvements introduced in our last edition are now part of mainstream HRM operation. Reinforcing TQM philosophies and supporting this effort has made HRM an even more vital component of the management team. Similarly, the strategic nature of HRM continues to gain acceptance as more organizations look to ensure that they have the "right" people at the right time.

In a dynamic field like HRM, a completely updated research base is a must.



You want to know, after all, the current state of the field. We have undertaken an extensive literature review to include hundreds of 1993 and 1994 citations from business periodicals and academic journals in this text. For example, the following is a partial list of the new topics in this edition, with chapter locations where they are first introduced: contingent workers (Chapter 2); decentralized work sites (Chapter 2); employee involvement (Chapter 2); up-to-date coverage of laws and Supreme Court rulings affecting HRM, including the latest on sexual harassment (Chapter 3); sexual orientation rights (Chapter 4); the family-friendly organization (Chapter 5); selection for self-managed teams (Chapter 7); 360-degree performance appraisal (Chapter 12); workplace violence (Chapter 15); and domestic partner benefits (Chapter 16). To facilitate integration of important current issues, we've used three themes throughout the text: International HRM, Equal Employment Opportunity, and Ethical Decisions in HRM. These will be found either as sections in selected chapters or as highlighted vignettes.

We also recognize that in HRM, as in a number of other fields, job success requires practical skills. Therefore, we've included skills boxes in many of the chapters in the text. These presentations provide a step-by-step basis for handling a particular facet of HRM. For example, in Chapter 3, we describe the steps you should follow to protect your organization from sexual harassment charges. Furthermore, we have included three appendices that focus on specific students' needs: "Making a Good Impression—Writing the Resume"; "The Critical Meeting—Improving Interviewing Skills"; and "Research in HRM."

Although practical skills are important, so, too, is thinking about the future. One of the most far-reaching trends, at least from an HRM perspective, is that jobs are disappearing. Jobs are not only being transferred to low-cost-labor countries and reduced through downsizing, but the whole notion of jobs as we know it seems to be changing. Global competition, downsizing, restructuring, and contingent workers have all had an impact. What will HRM be like if the organization is "de-jobbed?" We've attempted to answer that question in a number of places in the text.

LEARNING AIDS

Material

Our experience has led us to conclude that a text becomes highly readable when the writing is straightforward and conversational, the topics flow logically, and the authors make extensive use of examples to illustrate concepts. These factors guided us in developing this text as a highly effective learning tool. Previous text users have regularly commented on how clearly our books present ideas. We think this one, too, is written in a clear, lively, concise, and conversational style. Furthermore, our classroom experience tells us that students remember and understand concepts and practices most clearly when they are illustrated through examples. So we've used a wealth of examples to clarify ideas.

Each chapter of this book was organized to provide clarity and continuity. Each begins with Learning Objectives, which identify specifically what the reader should gain after reading the chapter. At the end of each chapter is a Summary section, which relates chapter material specifically to the learning objectives. There is a Key Terms section at the end of each chapter; these terms are defined in the margins and also in the glossary of the book.

Have you had students tell you that they read the assignments and thought

they understood the material, but still didn't do well on the exam? Well, we have both had this experience and know that many students have, too. We decided, therefore, to do something about it. That *something* is the Testing Your Understanding questions at the end of each chapter. These questions are designed to assist readers in determining if they understood the chapter material. In most cases, questions link directly to the learning objectives. We've answered each of these questions for readers, and have provided the corresponding page in the text where the question came from. These questions have been specifically written to challenge your critical thinking, and generally require some application from the chapter's content.

We close out each chapter with an experiential exercise and a case application. These exercises and cases were specifically selected to reinforce material included in the chapter. Furthermore, each case represents an actual HRM situation faced by an actual organization.

Supporting Material

This book is supported by a comprehensive learning package that helps instructors create a motivating environment and provides students with additional instruments for understanding and reviewing major concepts. The Instructor's Resource Guide developed by Vicki Kaman, Colorado State University, provides many useful items, including sample syllabi, learning objectives, key concepts, chapter overview, chapter outline, lecture suggestions, review and discussion questions, media resources, and the additional case per chapter.

The Test Bank, developed by Trudy Somers, Towson State University, consists of approximately 1800 multiple-choice, true/false, and completion questions categorized by level of difficulty, text-page reference, and learning objective being tested. The Test Bank is available in paper form and in a computerized version called MICROTEST.

A set of full-color transparency acetates visually highlights key concepts and figures found in the text.

New to this edition is the *Wiley/Nightly Business Report Business Video Series*. This exciting collection of timely news stories has been prepared and developed by the best known and most highly respected business news program on public TV. A variety of clips provide students and professors with up-to-date insights into what's making news in the field of human resource management in the 90s. Topics include employee diversity, teamwork, training, health care and other benefits, legal issues, labor management relations, among others.

ACKNOWLEDGMENTS

Getting a finished book into a reader's hands requires the work of many people. The authors do their part by developing an outline, researching topics, and keyboarding sentences into their computers. But that only starts the process. A lot of other people contribute to the making and marketing of a textbook. We'd like to recognize just a few of the people who contributed to this text.

First of all are our reviewers. The reviewers for the fifth edition were fantastic. They gave us great feedback and provided some insight to us. The book you have before you is a much better learning tool because of our reviewers' insights. We cannot thank them enough, and hope that they see the benefits of their work. Specifically, we wish to recognize Joel Neuman, SUNY—New Paltz; Nestor St. Charles, Dutchess Community College; Edwin C. Leonard, Indiana



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A book doesn't simply appear automatically on bookstore shelves. It gets there through the combined efforts of many people. For us, this is the outstanding publishing team at John Wiley & Sons. Our acquisitions editors, Whitney Blake and Petra Sellers and our assistant editor, Ellen Ford, worked very closely with us throughout this project. Thank you again for all you did to bring this text to completion. We would also like to recognize a number of other Wiley people who gave their time and energy to bring this text to you, including: Leslie Hines, Marketing Manager; John Rousselle and Edward Winkleman, Senior Production Editors; Pete Noa, Senior Designer; Lisa Passmore, Associate Photo Editor; Jaime Perea, Senior Freelance Illustration Coordinator; and Mark Cirillo, Assistant Manufacturing Manager. We'd also like to thank Trudy Somers for her work in the "Testing Your Understanding" questions.

Last, we want to acknowledge a few people individually. For Dave, once again I wish to thank my family. My wife, Terri, gives me the opportunity to write for long hours, and my lovely kids—Mark, Meredith, Gabriella, and (new to this edition) Natalie—put up with a Dad who constantly reminds them not to touch his computer. Guess they'll get their own computer and lower my blood pressure in preparation for the sixth edition!

Steve wants to thank those organizations that provided his support team. This includes Restaurant Express, Take-Out Taxi, Sound Cleaning, Performance Shoes, Smart Mercedes, Four-Seasons Dry Cleaning, Blockbuster Video, and the Management of Harbor Properties.



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Stephen P. Robbins

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