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**PERSONNEL/
HUMAN RESOURCE
MANAGEMENT**



SECOND EDITION

PERSONNEL/HUMAN RESOURCE MANAGEMENT

Second Edition

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To our parents
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PERSONNEL/HUMAN RESOURCE MANAGEMENT

Preface

Employees are our Number One priority at this stage. They will continue to be. If you look after employees, they look after customers. And that's good for shareholders.

—Hugh McColl, Jr., Chairman and CEO, NationsBank

Personnel/human resource management (PHRM) is an exciting and dynamic field. PHRM encompasses such a wide range of topics that an introductory course instructor has considerable leeway as to what he or she may elect to cover during one semester or quarter. The selection and emphasis of specific PHRM topics depend upon the individual instructor's background, research interests, and personal tastes. We have attempted to blend various orientations and interests into a balanced and comprehensive textbook suitable for the many approaches to teaching PHRM.

We have based the structure and content of *Personnel/Human Resource Management*, second edition, on our research and teaching experience in PHRM (more than 30 years between us), our familiarity with current PHRM literature and textbooks, and numerous discussions we have had with colleagues across the country. As the plan for the book evolved, it was decided that a successful addition to the PHRM market must contain several important elements. First, the content should thoroughly cover traditional as well as currently emerging topics. We have included chapters on such traditional topics as job analysis and design, recruitment, selection, and performance evaluation, as well as multiple chapter coverage of compensation and labor relations. Additionally we have included extensive coverage of important emerging topics, such as PHRM in multinational firms, employment at-will, the decline in the power and influence of American labor unions, drug testing, and AIDS, which are likely to impact the workplace significantly in the future. Second, the text should emphasize the need for integration of PHRM into the strategic planning and daily operations of the firm. The importance of the link between corporate strategy, daily operations, and PHRM is emphasized in the introductory and concluding chapters and repeatedly discussed throughout the text. Third, the book must be written in a style that appeals to students without sacrificing the depth necessary to understand major PHRM issues. We believe that some college-level texts have tried to increase student appeal and readability at the expense of important details and relationships. This approach underestimates both the importance of the information and the ability of our students. We have tried to strike a balance between a smooth, easy-to-

understand writing style and adequate depth of coverage. Fourth, a book needs realistic and timely examples, vignettes, and case exercises. Many of our examples and illustrations are based on recent PHRM incidents and controversies that have arisen in private and public organizations and were reported in *The Wall Street Journal* and other business periodicals. Fifth, a book needs to be well documented and to reflect the most current literature and major developments in the field. We feel that *Personnel/Human Resource Management*, second edition, is especially strong in this respect. We have incorporated the most recent professional and academic literature (much of it from 1990 and 1991), as well as what might be considered the classics in the PHRM literature. Sixth, a book needs a framework to integrate all of the topics, concepts, and ideas in a meaningful fashion. We have developed a PHRM framework, placed it at the beginning of each major section of the text, and highlighted the appropriate portion for reference. The framework emphasizes the importance of corporate strategy and organizational goals to PHRM and the relationships among the major PHRM functions. We have also given greater attention to the role of supervisors and managers who administer PHRM policies. Finally, a book needs to be visually attractive. We have employed tables and figures throughout the chapters. However, in order to maintain a pleasing and readable presentation, we have resisted the temptation to clutter the margins with notes. Further, we have not overloaded the appendices with an excessive amount of material, preferring to include additional lecture material in the instructor's manual.

To assist the student in comprehending, studying, and retaining the material presented in the text, we have integrated a consistent pedagogical structure throughout. Each part begins with an overview of the topics it covers. Each chapter features a chapter outline, learning objectives, a summary, discussion questions, and brief case exercises.

We recognize that a textbook cannot be all things to all people. For example, some instructors may wish to emphasize topics such as job analysis, recruitment and selection, training and development, performance appraisal, and the motivational aspects of compensation. These same instructors may give less emphasis to employee benefits, health and safety, labor relations, and the legal issues surrounding employee rights and responsibilities. We also recognize that instructors develop a style of teaching that suits their personal preferences, level of student preparedness, and institutional norms. Some instructors emphasize the traditional lecture method in an introductory PHRM course, while others employ case studies, simulations, seminar discussions on current topics, and other methods. We have written a book which we believe can support these alternative teaching methods. There is sufficient detail in the text to allow students to acquire a basic understanding of the various topics. Instructors can choose to expand on selected topics with lectures, confident that the student will have a basic understanding of the remaining topics. It is our belief that this book gives the instructor the latitude to use whatever pedagogical methods he or she desires to improve the students' mastery of PHRM topics, and sharpen their decision-making skills. Several ancillaries are available for the instructor:

- The *Instructor's Manual* contains supplemental lecture material, overhead transparency masters, additional cases, and exercises that may be completed on personal computers using the accompanying software.
- An extensive *Test Bank* of multiple-choice and true/false questions and answers has been prepared by the authors. It is also available as Microtest, a computerized test generator.

Terry L. Leap
Michael D. Crino

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T.L.L.
M.D.C.

PERSONNEL/HUMAN RESOURCE MANAGEMENT

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