

# HUMAN RESOURCE MANAGEMENT

MARC G. SINGER



# *Human Resource Management*

*Marc G. Singer*

*James Madison University*



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***For Ellen, Jennifer, and Adam***

# Preface

The focus of *Human Resource Management* is centered on the individuals most likely to be involved in the broad domain of human resource management. This group includes academicians, researchers, students, personnel professionals, line supervisors, and managers in the field. The principal goal in writing this book is to present readers with an approach that would span the boundaries of their varying educational and experiential backgrounds. If I have successfully accomplished this goal, this text has the potential to be a useful resource for a wide variety of readers.

A textbook is an essential element of human resource management education and training. However, it is not an effective learning device if readers merely absorb the information and are unable to transfer or apply what they have learned to the real world. Traditional human resource textbooks are often encumbered with research studies, and they unwittingly prevent readers from becoming involved in the subject matter. Readers sometimes become so preoccupied with names, dates, and specifics of research that applicable aspects are overlooked, minimized, or obscured. In addition, the elements of theory often appear to highlight idealistic solutions that are difficult, if not impossible, to implement in an actual work situation.

In the response to the dilemma of how to bridge the gap between textbook and real-life experience, academicians have become increasingly more creative. They have introduced experiential exercises into classrooms, relied more heavily on case instruction, utilized audio-visual aids, and created computer simulations. What continues to remain static, however, is the manner in which textbook material is presented.

The present text presents essential, relevant material in a clear, practical, and easy to read manner. The content matter is presented in such a way as to facilitate understanding of both human resource principles and their applications in the workplace. Facts are supported by proven research studies, but detailed research data has purposefully been eliminated. Practical, actual worksite examples are woven throughout the text to enhance the clarity of important topics and concepts. In addition, chapters include objectives, real-life cases based on actual incidents, and discussion questions, which require readers to not only know the facts but also be able to apply them to real workplace situations.

## Features of the Book

The text material is divided into distinct parts representing the basic functions performed by human resource managers. The chapter progression follows the standard format of most traditional personnel management textbooks, but no hard and fast rule dictates a particular sequence. Each chapter is presented as a total and separate entity, and the chapters may be interchanged to suit the particular needs of the reader.

Learning aids are incorporated in each chapter to assist readers in mastering relevant material. Chapter objectives are presented in order to alert readers to significant concepts covered by the chapter. Important terms and concepts are defined and highlighted to facilitate identification. These terms are subsequently listed at the end of each chapter in order of their appearance; they are also included in a glossary at the end of the book. Each chapter concludes with a summary of the material, two types of questions for discussion (one form that tests factual knowledge and one that requires the reader to apply the information learned), and a case for analysis.

Two additional learning features have been incorporated into the book to promote reader understanding. Interwoven throughout the text are short vignettes portraying situations that actually occurred at worksites. These examples were chosen to clarify difficult concepts and to facilitate the transfer of theoretical material to the workplace. Additionally, the figures, exhibits, and illustrations appearing in the text were selected because of their broad applicability across populations. Every attempt has been made to secure facsimiles of documents that readers are likely to encounter at the worksite.

*Human Resource Management* is written to provide a common body of knowledge for readers with diverse perspectives. It accomplishes this task by bridging the gap between textbook and real-life experience through its continuous interweaving of theoretical principles and real world experience. If my purpose is realized, readers will master human resource management principles easily, apply them appropriately, and become contributing members to the field.

## Supplementary Material

The publisher can provide the following items to interested instructors:

- an *Instructor's Manual*, which contains chapter outlines, key term definitions, suggested solutions to the end-of-chapter questions and cases, and true/false and multiple-choice questions written by the author.
- a set of acetate *transparencies*, containing important figures and exhibits from the text—available for adopters only.

## Acknowledgments

No work of this magnitude can ever be accomplished alone. I am indebted to numerous individuals who contributed their time and expertise to the development of this book.



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