

# HUMAN RESOURCE MANAGEMENT

T H E C A N A D I A N D Y N A M I C



SHIMON L. DOLAN

RANDALL S. SCHULER

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**Dedicated to my children, Keren and Tommy,  
whom I love dearly (S.L.D.)**

## PREFACE

We approached the writing of *Human Resource Management: The Canadian Dynamic* with four objectives in mind: to *simplify, expand, update, and render the material stimulating*. We believe that the end result is one of the most current, comprehensive, and thought-provoking HRM texts in the field. As much as possible, this edition intends to prepare HR professionals for the 1990s.

**Use of Simplified Language and Terminology.** We focused our efforts on avoiding redundancies in the writing, using language that would be easily understood by students and practitioners alike, and avoiding abstract examples and jargon. The result, we believe, is a clear and more readable text.

**Focus on the Expanded Role of HRM.** Our efforts toward expansion also included major editing and restructuring of the chapters and themes. Four new chapters highlight the expanding scope and role of HRM: Strategic Aspects of HRM, Career Management and Planning, International and Multinational HRM, and HR Effectiveness. We also changed the structure and content of the existing chapters considerably. Staffing is now covered in two chapters; similarly, compensation is covered in two chapters: Direct Compensation (Chapter 7) and Indirect Compensation (Chapter 8). Unions and the collective bargaining process are covered in one integrated chapter: Labour Relations. Up-to-date material on quality of work life and productivity is featured in Contemporary Forms of Managing Human Resources (Chapter 13). All the chapters in the book highlight the growing importance of human resource management topics and their relation to the needs of business.

**Use of Up-to-Date Examples and Terminology.** We replaced or updated illustrative examples that amplify the theoretical content of the various chapters, and we integrated more current research and information pertaining to both legal and normative aspects of managing people at work in Canada. We attempted to provide the latest information about legal developments and statutory regulations about federal and provincial norms; however, changes may have occurred since the book was written.

The change in the title of the book reflects our use of up-to-date terminology. While during the 1980s the term “personnel” was frequently used to denote the department or section responsible for managing people, the 1990s have witnessed an evolution. The term personnel is not used very often; the same function has taken the label human resource management. Consequently, we decided to use only human resource management in the title of the book. It suggested throughout that this evolution denotes significant changes in philosophy and practice in HRM in Canadian firms.

**Inclusion of Stimulating Material.** Our experience is that a comprehensive text in any field can be technically sound but still be a boring exercise for the reader. In *Human Resource Management: The Canadian Dynamic* significant emphasis is placed on selecting and presenting material that will foster interest, curiosity, and even excitement on behalf of the reader. In our efforts to render the material stimulating, we focused on a number of factors. First, a significant emphasis was placed on real organizational applications. The latter take various forms: (a) each chapter begins with a Keynote Address by a senior executive in a Canadian firm or organization; (b) relevant articles taken from journals and professional publications appear as HRM in the News Vignettes, and profiles of Canadian companies are featured in HRM Dynamics; (c) each chapter has a section on computer applications; and (d) cases derived from the authors’ consulting experience, or taken from current literature, are featured at the end of each chapter.

We also included our own “two cents” (i.e., ideas and opinions about controversial issues). We took the liberty (and the risk) of adding a personal touch—our opinion on numerous issues. Although we fully recognize that this could be a “double-edged sword,” we decided to adapt this strategy, which has been used successfully in our classes. We hope that this fresh view will stimulate and provoke further thinking about current human resource concerns.

We maintained an inherent logic between the chapters and within each chapter. The first section describes the challenges and opportunities in managing people at work, with special emphasis on The Growing Importance of HRM (Chapter 1) and on the Strategic Aspects of HRM (Chapter 2). The second section presents the foundation for many HR activities—Job Analysis (Chapter 3), and Human Resource Planning (Chapter 4). This is followed by a discussion of the staffing function in Recruitment of Human Resources (Chapter 5), and in Selection and Orientation (Chapter 6). Next comes the issue of compensation, which has been divided into: Direct Compensation (Chapter 7) and Indirect Compensation (Chapter 8). This is followed by two chapters that describe the core of appraising employees. In Chapter 9, the methods and procedures of appraising employees are presented, and in Chapter 10, various applications and improvements are described. In the next section we deal with enhancing human potential. We present the basics of Training and Development (Chapter 11) in organizations, as well as Career Management and Planning (Chapter 12). The theme of improving the organization has also been divided into two: Contemporary Forms of Managing Human Resources (Chapter 13) and Health and Safety at Work (Chapter 14). Maintaining effective work relationships has been divided into two: Employee Rights (Chapter 15), and Labour Relations (Chapter 16). Finally, the last section presents a global view of managing human resources: International and Multinational HRM (Chapter 17) and HR Effectiveness: Research and Practice (Chapter 18).

To facilitate the understanding of the complexities involved in managing human resources in Canada several essential features are stressed consistently throughout the eighteen chapters.

**HRM in the News Vignettes.** This feature is placed strategically in the chapters. It aims to illustrate contemporary concerns in the management of human resources. It portrays recent examples taken from sources such as *The Montreal Gazette*, *The Globe and Mail*, *Canadian Business*; and monthly information service report bulletins such as *Human Resource Management in Canada*.

**Chapter Pedagogy.** A strong pedagogy supports the content of the book. Each chapter contains a Summary and Review and Analysis Questions. Key concepts are shown in bold type and defined in the Glossary. These features help to focus, review, and elaborate on the essential ideas of each chapter. Two additional aids include a set of up-to-date important references in the form of notes at the end of each chapter, and a convenient index for a quick retrieval of subjects at the end of the book.

**Cases.** A concise case at the end of each chapter applies the material previously discussed. The cases depict various business settings from public to private sector, from pulp and paper companies to high-tech industries, and from relatively small companies to rather large firms.

Whether you are a full-time student or part-time student enrolled in an HRM course, we hope that you will find *Human Resource Management: The Canadian Dynamic* stimulating and thought-provoking as well as informative and practical.

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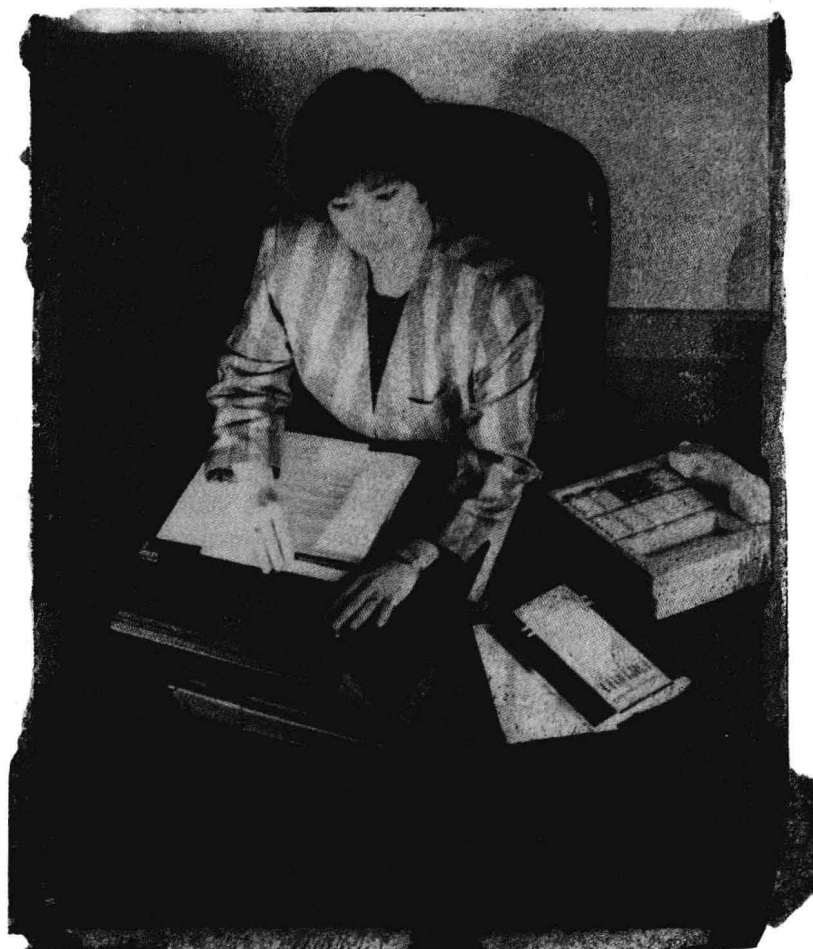
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