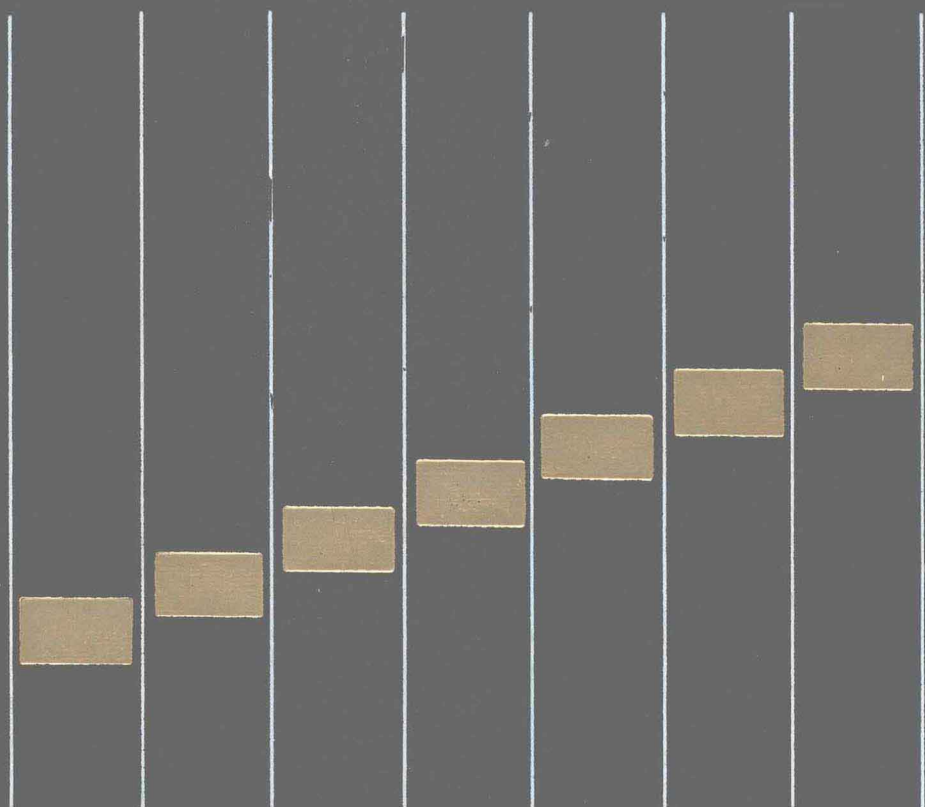


CANADIAN PERSONNEL/ HUMAN RESOURCE MANAGEMENT

A Diagnostic
Approach



Milkovich/
Glueck

Barth/
McShane

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**CANADIAN
PERSONNEL/
HUMAN RESOURCE
MANAGEMENT:**

A Diagnostic Approach

To Anneli, Reija, and Richard

To Donna, my wife and best friend

PREFACE

Personnel/human resource management (P/HRM) has become one of the most complex and challenging areas of Canadian business. Significant changes are occurring in employment legislation, work force composition, and product market competition. Consequently, Canadian organizations need managers who understand the technical dimensions of P/HRM problems and opportunities and are able to make effective human resource management decisions.

Canadian Personnel/Human Resource Management: A Diagnostic Approach shows readers how to make effective human resource management decisions by diagnosing organizational conditions such as business strategies and cultures, and external conditions such as increased foreign competition, government regulations, and union pressures. The latest relevant theories and practices are introduced so that readers know “how to” address human resource problems and opportunities. The balanced integration of managerial and technical material makes this book an important source of information as well as a valuable learning tool.

KEY FEATURES

Canadian Personnel/Human Resource Management: A Diagnostic Approach includes several valuable features that enhance its contribution to this field. Here are the major distinguishing characteristics.

- *A strategic and managerial emphasis.* P/HRM managers see themselves as boundary spanners who play an important role in managing the relationship between the organization and its internal and external environments. This book introduces each chapter with a diagnostic assessment of the organization’s environment and its relationship to the subject of that chapter. Through this diagnostic perspective, readers learn how P/HRM decisions affect and are affected by the organization’s environment. They develop a broader understanding of P/HRM beyond the technical issues.
- *Comprehensive integration of Canadian P/HRM practices.* A good Canadian P/HRM text must integrate the conceptual material with examples of actual practices and programs in Canada. The authors believe that, compared with other available texts, *Canadian Personnel/Human*

Resource Management: A Diagnostic Approach provides the best coverage and integration of actual P/HRM practices and experiences across Canada. For example, readers will learn about assessment centres at General Motors Canada, labour-management relations at Budd Canada, suggestion systems at Sears Canada, “flexible firm” practices in several Canadian industries, performance evaluations at Imperial Oil and First City Trust, flexible benefits at Cominco, wrongful dismissal at General Motors of Canada, management succession planning at Ontario’s Ministry of Transportation and Communications, and a host of other practices and experiences right here in Canada. This helps readers to identify with the conceptual material and increases the book’s interest.

- *A balance of theory and practice.* This text maintains a good balance between the theories/models of relevance to P/HRM managers and the “how to” issues of implementation. The latest concepts are introduced in a way that university and community college students can understand. Extensive and up-to-date references are included throughout the text to support the pertinent theory and research. These concepts are integrated with real life P/HRM practices. For example, the text describes how to implement employee assistance programs, calculate employment demand forecasts, conduct employee orientation programs, implement employment equity programs, and reduce employee benefit costs.
- *Original and adapted Canadian cases on a variety of P/HRM topics.* In keeping with the managerial perspective of this book, new cases within the Canadian context have been added together with the best of those previously published by Professor Glueck. The cases vary in length and difficulty and are based in several settings. Some address technical issues, while others concentrate on managerial decision making. All cases have been classroom tested. They are separated from the chapters (in alphabetical order at the end of the text) so the instructor has the option of either letting students discover the relevant issues or telling them which chapters apply.

Canadian Personnel/Human Resource Management: A Diagnostic Approach has been written with the purpose of informing and exciting its readers about the challenges and importance of P/HRM in Canada. We are confident it will achieve this purpose.

ACKNOWLEDGEMENTS

A book is always the product of many people, this book perhaps more than others. Our first debt goes to the late Bill Glueck who, during his lifetime,

set new standards of excellence in P/HRM textbook writing and teaching. We hope this edition remains true to those laudable standards.

Several colleagues shared their ideas with us as reviewers of the Canadian edition. The detailed comments and suggestions of the following are especially appreciated:

David E. Dimick, York University
 John R. Goodwin, Concordia University
 Terry Hercus, University of Manitoba
 Edison L. Roach, Algonquin College
 Michael Rock, Seneca College

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Numerous P/HRM managers, consultants, and government officials helped shape this book by providing examples, material, and wisdom on a variety of subjects. They stand out as the role models for future generations of Canadian managers and specialists. It is not possible to list them all, but several deserve special mention:

Trudy Baal, Continuing Care Employee Relations Association
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Rod Banister and Jim Evans at Irwin-Dorsey of Canada deserve much of the credit for ensuring that this book was completed on time and at a high

standard of quality. We are proud to be associated with both of them and with Irwin-Dorsey of Canada. The professional work of Ann Cassady and Jean Roberts, our project editors at Irwin-Dorsey of Canada, is also appreciated.

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Richard T. Barth
Steven L. McShane

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CANADIAN PERSONNEL/ HUMAN RESOURCE MANAGEMENT:

A Diagnostic Approach

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