

Preface

Managers are aware that HRM is a strategic function that must play a vital role in the success of organizations. HRM is no longer an afterthought, a limited service, or a unit to be tolerated. It is an active participant in charting the strategic course an organization must take to remain competitive, productive, and efficient.

This twelfth edition of *Human Resource Management*—like the earlier editions—takes a managerial orientation; that is, HRM is viewed as relevant to managers in every unit, project, or team. Managers constantly face HRM issues, challenges, and decision making. Each manager must be a human resource problem solver and diagnostician who can deftly apply HRM concepts, procedures, models, tools, and techniques. This book pays attention to the application of HRM approaches in real organizational settings and situations. Realism, currentness, understanding, and critical thinking are cornerstones in each edition of this text.

Human resource management is clearly needed in all organizations. Its focal point is people; people are the lifeblood of organizations. Without them, there is no need for computer systems, compensation plans, mission statements, programs, strategic planning or procedures. Because HRM activities involve people, the activities must be finely tuned, properly implemented, and continuously monitored to achieve desired outcomes. The uniqueness of HRM lies in its emphasis on people in work settings and its concern for the well-being and comfort of the human resources in an organization. This edition focuses on (1) managers and leaders with the responsibility to optimize performance and do what is ethically correct; (2) employees (e.g., engineers, clerks, software programmers, designers, machinists, chemists, teachers, nurses) who perform the work; and (3) HRM specialists who advise, support, and aid managers and nonmanagers in their work.

Students and faculty identify readability as a key strength of this book. This book also remains current, thorough, and relevant. But it was never intended to be an encyclopedia or a compendium of human resource management tools, laws, or ideas. Instead, the intent was to provide a book that instructors and students could learn from and that would stimulate their own ideas, while keeping them up to date on HRM theory and practice.

Pedagogical Features

In order to make the book relevant, interesting, scholarly, and practical, a number of pedagogical procedures were adopted and strengthened with each new edition. Each chapter contains most of the following elements:

- Brief list of **behavioral learning objectives** and an outline of the chapter.
- **Your Career Matters**—a new feature that helps readers apply chapter material to improving their own careers.
- **HR Challenge**—a short situation emphasizing applied HRM techniques and issues that introduces each chapter and is further developed at various points in the chapter and at its conclusion.
- **HR Journal**—a brief news story or best-in-class example about an actual company, technique, or group of people.
- **HR Memo**—a margin item that highlights a statistic, fact, historical point, or relevant piece of information.
- The most recent statistics and data available on topics covered in the chapter.

- More scenarios including small- and medium-sized companies.
- Increased discussion of demographic changes at work, global issues, ethical issues, and technology and family–life balance issues.
- The law and its impact on HRM is introduced to illustrate why managers must be up to date and knowledgeable about legal matters.
- **Chapter Summary**—a handy, concise reference to the chapter’s main points.
- List of **Key Terms** (plus a comprehensive glossary of key terms at the end of the book).
- **Questions for Review and Discussion.**
- **Application case(s)** and/or experiential **exercises**—reflecting HRM issues, concerns, and problems faced in organizations of various sizes and in a wide array of industries.

Parts and Appendixes

The twelfth edition consists of five parts, divided into 17 chapters, and four appendixes. The appendix at the end of Chapter 1 discusses careers in HRM. Appendix A, “Measuring Human Resource Activities,” was originally prepared by Jac Fitz-Enz, PhD, president of the Saratoga Institute. It has been updated with each edition. It spells out the reasons why measurement is important and how a measurement system for the HRM unit can be developed and styled. Appendix B, “Where to Find Information, Facts, and Figures about Human Resource Management,” was originally prepared by Paul N. Keaton of the University of Wisconsin–La Crosse, and has been updated for this edition. This appendix provides valuable sources of information that are useful in HRM. Appendix C, “Career Planning,” was prepared by the author of the text. It examines important steps involved in career planning that each person must accept responsibility for and initiate at the appropriate time. Each reader of the book must become actively involved in his or her own career plan.

New and Strengthened Content Features

Each new edition involves major revisions, additions, deletions, and rewriting. Comments by instructors, students, practitioners, researchers, consultants, legal experts, and colleagues are each taken seriously so that the twelfth edition is better, fresher, more valuable, and current. It is estimated that over 3,000 changes were made in this edition. Instead of detailing these changes a select few mentions will set the tone for your own perusal.

- The most up-to-date reference and illustrative material are incorporated. This is a book for current and aspiring HR professionals, managers, and leaders. However, when earlier citations were the best available they remain. Recent citations are not always the best or the most relevant.
- A greater emphasis on managerial responsibilities and actions pertaining to HRM activities is woven throughout the content and chapter elements.
- Recent company examples illustrate the challenges of managing human resources.
- Examples of shifting demographics, ethical issues, global challenges, and work–life balance decisions are included.
- New learning objectives, end-of-chapter questions and cases are incorporated.
- More examples are given of managing the decision making in solving HRM problems and dealing with competitors, global issues, government regulations, labor issues, and personal issues.

Resource Materials

A complete set of instructor's resource materials is available with this text. The instructional materials have been carefully updated and revised to complement the twelfth edition. The following supplements are available via the Online Learning Center at www.mhhe.com/ivancevich12e.

Instructor's Manual and Test Bank

For each chapter, the instructor's manual contains a list of learning objectives; a chapter synopsis; a summary of the HR Challenge; presentation notes; teaching tips; answers to questions for review and discussion; suggestions for additional questions, term paper topics, and a group project; case and/or exercise notes; and answers to case questions. The test bank consists of approximately 1,700 true/false, multiple-choice, and essay questions. Each question is classified according to level of difficulty and includes a text page reference.

PowerPoint Slides

Numerous PowerPoint slides are provided, complementing the 17 chapters in the text. These slides consist of both original lecture materials and key textual material.

Students—Visit the Student Resources section of the Online Learning Center (www.mhhe.com/ivancevich12e) for self-grading quizzes and chapter review material. Additional premium content is also available for online purchase, including Self-Assessment, Test Your Knowledge, and Manager's Hot Seat exercises.

The Manager's Hot Seat Videos Online

See www.mhhe.com/MHS. In today's workplace, managers are confronted daily with issues like ethics, diversity, working in teams, and the virtual workplace. The Manager's Hot Seat videos allow students to watch as real managers apply their years of experience to confront these issues. Students assume the role of manager as they watch the video and answer multiple-choice questions that pop up, forcing them to make decisions on the spot. They learn from the manager's mistakes and successes, and then do a report critiquing the manager's approach by defending their reasoning. Reports can be e-mailed or printed out for credit. These video segments are a powerful tool for this course that truly immerses students in the learning experience.

Human Resource Management Video DVD Volume 3

This DVD provides 16 HRM-related videos, including one new video produced by the SHRM Foundation (Once the Deal is Done: Making Mergers Work). Other new notable videos available for this edition include Google Employee Perks, Zappos.com, and Recession Job Growth.