Management of Human Resources: The Essentials
Dedication

To my mother

— G.D.

I would like to dedicate this book to those students who consistently demonstrate the ability to integrate, analyse and transfer knowledge, both within the classroom and outside of it.

Your excellence keeps me inspired.

— N.N.C.

To Peggy Martin

— N.D.C.

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Management of Human Resources: The Essentials, Fourth Canadian Edition, brings both human resources and non–human resources students into the current and comprehensive discussion on the ways in which human resources are among the most important assets in organizations today. Human resources refers to the employees in a company, more specifically, the knowledge, skills, assets, and competencies they bring to work to help the organization achieve its objectives. These resources continue to provide a source of competitive advantage for organizations in a hyper-competitive, global environment.

The strategic importance of human resources management (HRM) activities is emphasized throughout the book, using recent examples from the Canadian employment landscape. Knowledge of HRM is important for supervisors and managers in every field and for employees at every level—not just those working in HR departments or aspiring to do so in the future.

The Canadian fourth edition provides extensive coverage of all HRM topics, such as job analysis, HR planning, recruitment, selection, orientation and training, career development, compensation and benefits, performance appraisal, health and safety, and labour relations. Practical applications are highlighted with Tips for the Front Line and Hints to Ensure Legal Compliance icons in the margins. Research Insights are also highlighted, and Ethical Dilemmas are presented for discussion.

KEY FEATURES OF THE CANADIAN FOURTH EDITION

Comprehensive Introductory Chapter. The first chapter provides a comprehensive overview of the strategic importance of HR, highlighting the evolution of HR over the years, the advances in measuring HRM’s contribution to the bottom line, and HRM’s critical role in strategy implementation.

Legal Emphasis. Chapter 2 provides a clear understanding of the often overlapping areas of legislation that affect the employment relationship. This includes a discussion of key legal cases, potential outcomes and remedies to violations, as well as a discussion about employer rights related to employment.

Significant Discussion of Managing Decline. Chapter 11 focuses on the impact and management of turnover (quits, layoffs, termination, etc.). This includes a focus on legal, psychological, and communication issues.

More Coverage on the Impact of Globalization on HR. Further discussion on the impact of globalization on HR was added throughout with a focus on both Canadian organizations’ interactions on a global scale and the impact of immigrants on the Canadian labour force. Specific sections, such as performance management (in addition to performance appraisal), the impact of immigration on the labour force, and employability skills, are introduced.

Integrated Chapters. Rather than approaching topics as isolated silos, the book highlights areas of overlap in order to present HRM as an integrated set of topics.
Required Professional Capabilities (RPCs). The required professional capabilities to be discussed are listed at the beginning of each chapter and indicated in the margins throughout the text. These RPCs are set out by the Canadian Council of Human Resources Associations for students preparing to write the National Knowledge Exam.

HR by the Numbers. This new element added in multiple places throughout each chapter focuses on the impact of HR practices and policies. The format of these sections is more magazine style and visually enticing for the students.

Highlighted Themes

- Workforce Diversity. The Workforce Diversity boxes describe some of the issues and challenges involved in managing the diverse workforce found in Canadian organizations. The broad range of types of diversity addressed include generational/age, ethnic, gender, racial, and religious.

- Strategic HR. These boxes provide examples that illustrate the ways in which organizations are using effective HRM policies and practices to achieve their strategic goals.
Entrepreneurs and HR

Entrepreneurs and HR. Suggestions, examples, and practical hints are provided to assist those in smaller businesses who have limited time and resources to implement effective HRM policies and procedures.

Global HRM

Global HRM. In recognition of the increasing impact of globalization, topics highlighted in the Global HRM boxes include cultural issues in retirement plans, employment contracts in Europe, and the importance of personal relationships for business success in China.

Additional Features

Learning Outcomes. Specific learning goals are defined on each chapter-opening page.

Key Terms. Key terms appear in boldface within the text, are defined in the margins, and are listed at the end of each chapter.

Current Examples. Numerous real-world examples of HRM policies, procedures, and practices at a wide variety of organizations, ranging from small service providers to huge global corporations, can be found throughout the text.

Full-Colour Figures, Tables, and Photographs. Throughout each chapter, key concepts and applications are illustrated with strong, full-colour visual materials.

Web Links. Helpful internet sites are provided throughout the text and are featured in the margins.

End-of-Chapter Summaries. At the end of each chapter, the summary reviews key points related to each of the learning outcomes.

End-of-Chapter Review and Discussion Questions. Each chapter contains a set of review and discussion questions.

Critical Thinking Questions. Each chapter contains end-of-chapter questions designed to provoke critical thinking and stimulate discussion.

Experiential Exercises. Each chapter includes a number of individual and group-based experiential exercises that provide learners with the opportunity to apply the text material and develop some hands-on skills.
Student Supplements

CourseSmart for Students. CourseSmart goes beyond traditional expectations—providing instant, online access to the textbooks and course materials you need at an average savings of 60 percent. With instant access from any computer and the ability to search your text, you’ll find the content you need quickly, no matter where you are. And with online tools like highlighting and note-taking, you can save time and study efficiently. See all the benefits at www.coursesmart.com/students.

MyManagementLab (www.mymanagementlab.com) delivers proven results in helping individual students succeed. It provides engaging experiences that personalize, stimulate, and measure learning for each student. Students and instructors can make use of the following online resources:

- **Study Plan:** MyManagementLab offers chapter pre-tests that generate personalized Study Plans showing students exactly which topics require additional practice. The Study Plan links to multiple learning aids, such as student PowerPoint slides, the eText, and glossary flashcards. After students work through the learning aids, they can take a post-test to measure their improvement and demonstrate their mastery of the topics.

- **Audio Glossary Flashcards:** This study tool provides a targeted review of the Key Terms in each chapter. The Audio Glossary Flashcards allow learners to select and listen to the specific terms and chapters that they would like to study. The cards can also be sorted by Key Term or by definition to give students greater flexibility when studying.

- **Pearson eText:** MyManagementLab also includes an eText version of *Management of Human Resources: The Essentials*, including a complete Glossary and Index. This dynamic, online version of the text is integrated throughout MyManagementLab to create an enriched, interactive learning experience for students. Users can create notes, highlight text in different colours, create bookmarks, zoom, and click hyperlinked words and phrases to view definitions and go directly to weblinks. The Pearson eText allows for quick navigation to key parts of the eText using a table of contents and provides full-text search.

Instructors and students can also access Chapter Quizzes, Case Assessments, Annotated Text Figures, and many additional study tools designed to engage learners and improve student understanding.
Instructor Supplements

The following instructor supplements are available for download from a password-protected section of Pearson Canada’s online catalogue (vig.pearsoned.ca). Navigate to your book’s catalogue page to view a list of the supplements that are available. See your local sales representative for details and access.

• **Instructor’s Manual with CBC Video Guide.** This comprehensive guide contains a detailed lecture outline of each chapter, descriptions of the discussion boxes, answers to review and critical thinking questions, answers to the case questions, hints regarding the experiential exercises, and helpful video case notes.

• **Running Case.** The running case has been moved out of the print edition of each chapter and added to the instructor’s manual. This running case illustrates the types of HRM challenges confronted by small-business owners and front-line supervisors. It is accompanied by critical thinking questions, which provide an opportunity to discuss and apply the text material. This provides an ongoing case to integrate ideas in chapters effectively.

• **Case Incidents.** Case incidents have also been moved from the print edition and now can be found in the instructor’s manual for each chapter. These cases present current HRM issues in a real-life setting and are followed by questions designed to encourage discussion and promote the use of problem-solving skills.

• **Test Item File.** This comprehensive test bank contains more than 1 500 multiple-choice, true-or-false, and short-essay questions in Microsoft Word® format.

• **PowerPoint® Lecture Slides.** This practical set of PowerPoint lecture slides outlines key concepts discussed in the text, and includes selected tables and figures from the text.

• **Clicker PowerPoint® Slides.** This set of Clicker-ready slides is suitable for use with any Personal Response System.

**Pearson Canada/CBC Video Library.** Pearson Canada and the CBC have worked together to provide six video segments from the CBC series *The National*. Designed specifically to complement the text, this case collection is an excellent tool for bringing students in contact with the world outside the classroom. These programs have extremely high production quality and have been chosen to relate directly to chapter content.

**MyTest.** MyTest from Pearson Canada is a powerful assessment generation program that helps instructors easily create and print quizzes, tests, and exams, as well as homework or practice handouts. Questions and tests can all be authored online, allowing instructors ultimate flexibility and the ability to efficiently manage assessments at any time, from anywhere. MyTest for *Management of Human Resources: The Essentials*, Fourth Canadian Edition, includes more than 1 500 multiple-choice, true-or-false, and short-essay questions.
**CourseSmart.** CourseSmart goes beyond traditional expectations—providing instant, online access to the textbooks and course materials you need at a lower cost for students. And even as students save money, you can save time and hassle with a digital eTextbook that allows you to search for the most relevant content at the very moment you need it. Whether it’s evaluating textbooks or creating lecture notes to help students with difficult concepts, CourseSmart can make life a little easier. See how when you visit [www.coursesmart.com/instructors](http://www.coursesmart.com/instructors).

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**Other Resources**

- **HRManagement Simulation.** A great online simulation is available for students. Access code cards can be packaged with the text for an additional charge. Please see [www.interpretive.com/rd6/index.php?pg=hrm&s=1](http://www.interpretive.com/rd6/index.php?pg=hrm&s=1) and contact your Pearson representative for more details.

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