

Preface

Welcome to the first edition of *Fundamentals of Human Resource Management*, designed for courses in human resource management (HRM) that have a strong applied focus. The human resource management field has surged in interest as organizations compete for talent, the quest for diversity and inclusion in the workforce has become widespread, and human resource management has grown in stature as an organizational function. Many students who take this course have taken courses in management, organizational behavior, or introduction to psychology. Human resource management courses are typically housed in colleges of business, or management. Furthermore, there are hundreds of workshops about human resource management offered by institutions of higher learning as well as training organizations.

The emphasis of this book is on information, cases, and skill-development exercises that translate into skill development in many aspects of human resource management. We incorporate relevant theory and research findings where appropriate, but the major thrust of the book is direct application of knowledge of the type fostered by the Society for Human Resource Management (SHRM). The size and scope of the book are well suited to college courses that supplement a core textbook with journal articles, major projects, online information, or other instructional media.

THE FEATURES

Fundamentals of Human Resource Management summarizes and synthesizes relevant information about HR topics and provides concrete examples of strategies and tactics in action. In addition, the book incorporates many useful features to make the material more accessible, collaborative, and incisive. A key emphasis to the features of the book is to present information helpful in acquiring human resource management knowledge and skills backed by theory and research when feasible.

- *Learning Objectives* introduce the major themes of each chapter and provide a framework for study.
- *Boldfaced key terms* are defined in the margins, listed at the end of each chapter, and reinforced in an end-of-book glossary.
- *Human Resource Management in Action* sidebars describe the actions of managers and professionals in dealing with negotiations and conflict resolution, usually illustrating techniques described in the chapter.
- *Summaries of Key Points* located toward the end of each chapter integrate all key topics and concepts into several cogent paragraphs, providing an overview of the chapter that can be used as a framework for studying. The summaries of key points are tied to the learning objectives.
- *Key Terms and Phrases* provide a useful review of each chapter's terminology.
- *Discussion Questions and Activities* located toward the end of each chapter, are suitable for individual or group analysis. Many of the questions ask the student's opinion on a controversial HR topic, such as the fairness of basing a starting salary partially on formal education.

- *Case Problems* near the end of each chapter are suitable for individual or group analysis. The cases are uniquely designed to complement the textbook, and include relevant follow-up discussion questions.
- *Skill-Building Exercises* at the end of each chapter allow for direct practice in the skills necessary or becoming an effective human resource professional or using human resource knowledge as a manager or corporate professional. Many of the exercises involve contacting people in the student's network to gather information on a human resource topic such as investigating potential accidents for remote workers.

A few of the skill-building exercises are designed for the student to collect live data about a topic under study. Several other exercises are aimed at developing skill in key HR activities, such as conducting a performance appraisal or job interview. All the skill-development exercises are designed to consume a reasonable amount of time, and not be perceived as busywork for the student.
- *Self-quizzes* facilitate the student personalizing the topic under consideration. Two examples are a quiz about work engagement tendencies and another about career development.

THE FRAMEWORK

Fundamentals of Human Resource Management is a blend of description, theory where appropriate, skill development, insight, and prescription. Divided into 15 chapters, and five parts, the book presents information about both the traditional and more recent activities and subject areas of HRM. Chapter 1 describes the nature and scope of human resource management, and also presents a model for studying the field that follows the chapter structure of the book. The general point of this model is that most of the activities of human resource management are in one way or another geared toward enhancing employee productivity and job satisfaction and reducing voluntary turnover.

Chapter 2 discusses the high-level activity of human resource management strategy and planning, such as how HR helps plan for the workforce that will be needed in the organization's future. Chapter 3 addresses cultural diversity and equal employment opportunity, which have been a standard of HR activity for five decades, and are of intense current concern in the media. Chapter 4 discusses job analysis and job design, a nuts-and-bolts topic that is still the foundation of how work is performed in organizations. Workers may have considerable flexibility in how they accomplish their tasks, but being instructed on how to perform the job is fundamentally important.

The subject of Chapter 5 is the recruitment of human resource talent. Anyone who has even conducted a job search is familiar with recruitment, and it remains the lifeblood of an organization. If they were unable to attract new employees, few organizations would survive for long. Chapter 6 covers employee selection and placement. Selection is a continuation of the recruitment process and involves making a choice among job candidates. Even when only one job candidate is involved, the person's qualifications have to be assessed. After being selected, the new employee has to be properly placed into the new position.

Chapter 7 describes onboarding (employee orientation), training, and development. Training and development are considered to be major strategies for enhancing organization productivity. With new skills being demanded so frequently, training is essential. Development is geared toward employee growth in a more general way than learning a specific skill, such as operating new software. The subject of Chapter 8 is employee engagement (commitment) and retention. Although all HR interventions might help retention, the many activities included in engagement are geared most specifically toward reducing involuntary turnover. Chapter 9 addresses performance appraisal (evaluation) and management. HR specialists play a major role in developing systems and procedures to evaluate how well employees are performing, and also to enhance performance.

Chapter 10 covers compensation and benefits, another basic HR function carried out in conjunction with managers from other departments. Without an effective system of compensation including benefits, an organization cannot be competitive in attracting and

retaining talent. Chapter 11 deals with employee rights and responsibilities, focusing on the idea that employees must be treated fairly. In return, employees have certain responsibilities, such as performing up to their capabilities. Chapter 12 covers labor relations and labor unions. HR assists managers develop and sustain effective working relationships with workers, including establishing employee rights. When workers are represented by a labor union, the partnership between management and the union must be managed effectively.

Chapter 13 addresses employee safety and health and employee assistance plans (EAPs). Whether offered on premises or outsourced, EAPs help employees in a variety of ways such as overcoming problems that interfere with work, including personal financial problems and maintaining a healthy lifestyle. Chapter 14 describes the technology used by HR to accomplish its mission. As with most fields, a substantial amount of human resource management is assisted by information technology. Chapter 15 explains how HR assists in managing organizational crises and managing the remote workforce. These two endeavors have surged in importance during the COVID-19 pandemic, and working remotely will most likely be a major part of the activity of many organizations for the foreseeable future.

ONLINE AND IN PRINT

Student Options: Print and Online Versions

Fundamentals of Human Resource Management is available in multiple versions: online, in PDF, and in print as either a paperback or loose-leaf text. The content of each version is identical.

The most affordable version is the online book, with upgrade options including the online version bundled with a print version. What's nice about the print version is that it offers you the freedom of being unplugged—away from your computer. The people at Academic Media Solutions recognize that it's difficult to read from a screen at length and that most of us read much faster from a piece of paper. The print options are particularly useful when you have extended print passages to read.

The online edition allows you to take full advantage of embedded digital features, including search and notes. Use the search feature to locate and jump to discussions anywhere in the book. Use the notes feature to add personal comments or annotations. You can move out of the book to follow Web links. You can navigate within and between chapters using a clickable table of contents. These features allow you to work at your own pace and in your own style, as you read and surf your way through the material. (See “Harnessing the Online Version” for more tips on working with the online version.)

HARNESSING THE ONLINE VERSION

The online version of *Fundamentals of Human Resource Management* offers the following features to facilitate learning and to make using the book an easy, enjoyable experience:

- **Easy-to-navigate/clickable table of contents**—You can surf through the book quickly by clicking on chapter headings, or first- or second-level section headings. And the Table of Contents can be accessed from anywhere in the book.
- **Key terms search**—Type in a term, and a search engine will return every instance of that term in the book; then jump directly to the selection of your choice with one click.
- **Notes and highlighting**—The online version includes study apps such as notes and highlighting. Each of these apps can be found in the tools icon embedded in the Academic Media Solutions/Textbook Media's online eBook reading platform (<http://www.academicmediasolutions.com>).
- **Upgrades**—The online version includes the ability to purchase additional study apps and functionality that enhance the learning experience.

INSTRUCTOR SUPPLEMENTS

In addition to its student-friendly features and pedagogy, the variety of student formats available, and the uniquely affordable pricing options that are designed to provide students with a flexibility that fits any budget and/or learning style, *Fundamentals of Human Resource Management* comes with the following teaching and learning aids:

- *Test Item File*—This file provides a set of 25 multiple-choice, 25 true/false, and five essay questions for every chapter for creating original quizzes and exams.
- *Instructor's Manual*—This manual provides a condensed version of the book, offering assistance in preparing lectures, identifying learning objectives, developing essay exams and assignments, and constructing course syllabi.
- *PowerPoint Presentations*—Key points in each chapter are illustrated in a set of PowerPoint files designed to assist in instruction. In addition to the key points, the slides include all of the numbered figures and tables from each chapter.

STUDENT SUPPLEMENTS AND UPGRADES (ADDITIONAL PURCHASE REQUIRED)

- *Lecture Guide*—This printable lecture guide is designed for student use and is available as an in class resource or study tool. Note: Instructors can request the PowerPoint version of these slides to use as developed or to customize.
- *Online Video Labs with Student Worksheets*—A collection of high-quality, dynamic, and sometimes humorous video segments (contemporary and classic) produced by a variety of media, academic, and entertainment sources, accessed via the web. Organized by chapter, the video segments illustrate key topics/ issues discussed in the chapters. Each video segment is accompanied by a student worksheet that consists of a series of discussion questions that helps students connect the themes presented in the video segment with key topics discussed in the specific chapter.
- *Quizlet Study Set*—Quizlet is an easy-to-use online learning tool built from all the key terms from the textbook. Students can turbo charge their studying via digital flashcards and other types of study apps, including tests and games. Students are able to listen to audio, as well as create their own flashcards. Quizlet is a cross-platform application and can be used on a desktop, tablet, or smartphone.

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Professor DuBrin is an established author of textbooks, scholarly books, and trade titles. He also has written for professional journals and magazines. He has written textbooks on leadership, organizational behavior, the principles of management, political behavior in organizations, applied psychology, human relations, and an earlier textbook about personnel and human resource management. His scholarly books address crisis leadership, impression management, narcissism, and the proactive personality. His trade titles cover many current issues, including coaching and mentoring, team play, office politics, coping with adversity, and big-picture, strategic thinking.