NINTH CANADIAN EDITION



BELCOURT SINGH SNELL MORRIS

NINTH CANADIAN EDITION



Monica Belcourt, Ph.D., FCHRL

York University

Parbudyal Singh

York University

Scott A. Snell

University of Virginia

Shad S. Morris

Brigham Young University

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Proofreader: SPi Global

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ISBN-13: 978-0-17-679805-5 ISBN-10: 0-17-679805-6 To my son Brooker Belcourt, who engages me in stimulating discussions about the role of HR in the world of high tech and finance.

To my wife, Nirmala Singh, and our children, Alysha, Amelia, and Aren, for all their love and support.

Features



THE INTEGRATED LEARNING SYSTEM

The Integrated Learning System (ILS) anchors chapter concepts and provides a framework for study.

Learning Outcomes listed at the beginning of each chapter provide the basis for the Integrated
Learning System. Each outcome is also listed in the margin of the chapter in which it appears, along with a thought-provoking question designed to get students thinking about how the related content applies to them personally.

The ILS provides structure for instructors preparing lectures and exams and helps students learn quickly and study efficiently.



HIGHLIGHTS IN HRM

This popular boxed feature provides real-world examples of how organizations perform HR functions. Highlights are introduced in the text discussion and include topics such as small business and international issues.



SMALL BUSINESS APPLICATION

Small Business Application takes the principles and prescriptions of a functional area, such as recruitment, and demonstrates how these can be applied in a small business setting.



REALITY CHECK

Reality Check presents an interview with a Canadian expert in the field, illustrating how the material in the chapter is used in the real world.

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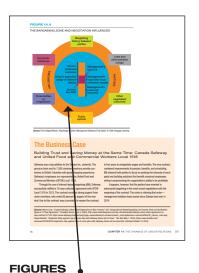
THE BUSINESS CASE

The Business Case features the business or financial implications of the adoption of HR practices. It also helps students build the skills necessary to recommend practices and projects, based on the projected costs and benefits, to senior management.



ETHICS IN HRM

Ethics in HRM provokes debate and discussion among students around the often grey areas of human resources management, including drug testing of employees and electronic surveillance of employees at work.



Chapters include an abundance of graphic materials and flowcharts, which provide a visual, dynamic presentation of concepts and HR activities. All figures are systematically referenced in the text discussion.



KEY TERMS IN MARGIN

Key terms appear in boldface and are defined in margin notes next to the text discussion. The key terms are also listed at the end of each chapter and in the glossary at the end of the text.

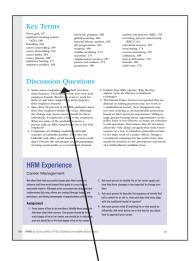


SUMMARY &

At the end of each chapter, a brief description of each learning outcome provides a focused review of the chapter material.

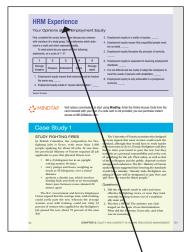
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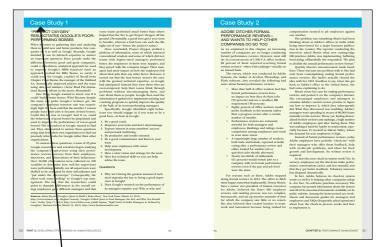
DISCUSSION QUESTIONS

Discussion questions following the chapter summary offer an opportunity to focus on each of the learning outcomes in the chapter and to stimulate critical thinking. Many of these questions allow for group analysis and class discussion.



HRM EXPERIENCE EXERCISES

These skill-building exercises help students gain practical experience when dealing with employee/ management concerns. Students can work through the exercises on either an individual or a team basis.



CASES

Two or more case studies per chapter present current HRM issues in real-life settings that encourage consideration and critical analysis.



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Preface

The ninth Canadian edition of *Managing Human Resources* will place students at the forefront in understanding how organizations can gain sustainable competitive advantage through people. The role of human resources (HR) professionals is no longer limited to service functions such as recruiting and selecting employees. Today, HR managers assume an active role in the strategic planning and decision making in their organizations. Those managers who are good at it can have a major impact on the success of their firms. And human resources management (HRM) is not limited to HR staff. The best organizations recognize that managing people is the job of every manager, working in partnership with HR.

Each edition of the book highlights the ways in which the environment for managing human resources is changing but reveals that the goal of utilizing an organization's talent in the best way possible never changes. The purpose of this book is twofold: (1) to equip students with the tools and practices of HRM and an appreciation for the changes that they can effect by understanding how best to manage people, and (2) to present the most current challenges and opportunities graduating students will face when it comes to today's HRM environment. These challenges exist both for those who will become HR managers and those who will become other types of managers.

Toward that end, the book lays out in broad terms the key challenges in HRM today. It includes a discussion of the HR strategies pursued by firms. Other aspects include how social media are affecting HRM and employees' privacy rights.

Strategy and talent have become such central concerns of HR today that we continue to emphasize these topics, as well as core HR areas, such as compensation and benefits, employee relations, performance management, and international HRM. The detailed coverage of these topics solidifies *Managing Human Resources* as perhaps the premier text for thought leadership, especially regarding the global talent pool. Relating to this central theme of managing talent are such themes as employee diversity and how organizations can leverage all types of differences among their workers to their strategic advantage.

Whether the reader becomes a manager, a supervisor, or an HR specialist or is employed in other areas of the organization, *Managing Human Resources* provides a functional and practical understanding of HR programs to enable readers to see how HR affects all employees, the organization, the community, and the larger society.

Organizations in today's competitive world are discovering that it is how the individual HR functions are combined that makes all the difference. Managers typically do not focus on HR issues such as staffing, training, and compensation in isolation from one another. Each of these HR practices is combined into an overall system to enhance employee involvement and productivity.

WHAT'S NEW IN THE NINTH CANADIAN EDITION

For each edition, updates are made to laws, regulations, guidelines, and HR practices to reflect current contexts. To help instructors incorporate the new material into their courses, the following is a list of significant chapter-by-chapter changes:

Chapter 1: The World of Human Resources Management

• new coverage of Generation Z

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- updated discussion on free trade
- updated all demographic statistics based on the 2016 Census
- new material on automation, big data, and workforce analytics
- updated Highlights in HRM 1.2 and the Business Case

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Chapter 2: Strategy and Human Resources Planning

- new case study on how strategy change led to the formation of Nike
- new section on the firm's stakeholders
- revised/updated Highlights in HRM 2.2 and the Business Case

Chapter 3: Equity and Diversity in Human Resources Management

- updated and new diversity/population data, including the 2016 Census
- new discussion on pay equity
- · new examples and cases, including the RCMP sexual harassment case
- updated Highlights in HRM 3.9

Chapter 4: Job Analysis and Work Design

- new discussion on workflow analysis and how a firm's strategy affects workflows, job analysis, and job design
- new subsection on functional job analysis
- · new discussion on employee empowerment and job crafting
- new material on teams at Google and Project Aristotle
- new case study on how Zappos moved to a self-management model

Chapter 5: Expanding the Talent Pool: Recruitment and Careers

- new discussion on employer branding through social networks and online games
- new material on Internet recruiting
- new discussion on applicant tracking systems
- · new section on retaining talent

Chapter 6: Employee Selection

- new discussion on name-blind résumés
- new discussion on drug testing and cannabis legalization
- updated case study on the "Pros and Cons of Cleaning up the "Resu-Mess"

Chapter 7: Training and Development

- · new information on mandatory training in Canada
- new discussion on experiential learning
- new discussion on gamification and virtual reality
- · new material on the use of social media in training

Chapter 8: Performance Management

- new Highlights in HRM 8.7 on continual performance feedback and crowdsourcing feedback for millennials
- · revised Ethics in HRM on stretch goals
- new material on machine learning to give feedback
- new case study on why Adobe ended formal appraisals and what the company replaced them with

Chapter 9: Managing Compensation

- new discussion on total rewards
- new examples of strategic compensation, including Zappos, and new salary survey data

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