

# MANAGING HUMAN RESOURCES

## Details

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## Product Description

**For undergraduate or graduate level human resource management courses.**

A “non-functional” approach that shows the relevance of HR topics to all employees.

*Managing Human Resources* prepares all future managers with a business understanding of human resource management skills. The “non-functional” HR approach used in this text also makes human resources relevant to anyone who has to deal with HR issues, even those who do not hold the title of manager.

All materials have been thoroughly updated in this edition including more than 800 new references.

## From the Back Cover

Concise and practical, *Managing Human Resources, Third Edition* will help you gain a mastery of those issues while you learn the skills you'll need as a manager of people. Using a managerial perspective, the book illustrates the role and impact of technology on globalization, compensation, legal, safety, and health issues. A host of timely features make this book interesting and thought-provoking:

**The Managerial Perspective**, a new introduction for every chapter, focuses on the managerial perspective and summarizes why the material is relevant to managers.

**Managerial Skill Builder: Issues and Exercises**, an end-of-chapter feature, presents a managerial situation relevant to each chapter topic and concludes with questions, issues, exercises, and group projects.

**Manager's Notebook**, located in every chapter, illustrates procedures, tips, and strategies you can really use in management.

**You Manager It! Discussion Cases**, found at the end of every chapter, focus on human resources issues from a manager's perspective and encourage you to think critically.

**Technology** and its influence on human resources information is addressed in every chapter.

**Globalization** and its effect on human resources practices is discussed throughout the book, and the authors address the unique human resources problems faced by multinational organizations.

The authors and Prentice Hall are committed to providing a unique learning and teaching package to accompany this third edition. New to this edition:

**Skills Live! Videos** offer dramatizations that highlight a human resources skill related to each part of the text. These videos allow students the opportunity to see what it's like to conduct an interview, give performance appraisals, deal with sexual harassment issues, and more.

**PHLIP/CW Web Site ([www.prenhall.com/gomez](http://www.prenhall.com/gomez))** provides full academic support for both professors and students. Instructors can find answers to current events and Web exercises, download ancillary materials, and more. For students, there is an on-line study guide, current events articles and exercises, Web exercises, and more.

*--This text refers to an out of print or unavailable edition of this title.*

## **About the Author**

**Luis R. Gomez-Mejia** holds the Horace Steel chair in the W P Carey College of Business at Arizona State University. He received his Ph.D. and M.A. in industrial relations from the University of Minnesota and a B.A. in economics from the University of Minnesota. Prior to entering academia, Professor Gomez-Mejia worked for eight years in human resources for the City of Minneapolis and Control Data Corporation. He has served as consultant to numerous organizations since then. Prior to joining ASU, he taught at the University of Colorado and the University of Florida. He has served two terms on the editorial board of the Academy of Management Journal and is editor and cofounder of the Journal of High Technology Management Research. He has published over 120 articles appearing in the most prestigious management journals including the Academy of Management Journal, Administrative Science Quarterly, Strategic Management Journal, Industrial Relations, and Personnel Psychology. He has also written and edited a dozen management books published by Prentice Hall, Southwestern Press, JAI Press, and Grid. He was ranked one of the top nine in research productivity based on the number of publications in the Academy of Management Journal. He has received numerous awards including "best article" in the Academy of Management journal (1992) and Council of 100 Distinguished Scholars at Arizona State University (1994). Professor Gomez-Mejia's research focuses on macro HR issues, international HR practices, and compensation.

**David B. Balkin** is Professor of Management in the College of Business Administration at the University of Colorado at Boulder. He received his Ph.D. in industrial relations from the University of Minnesota. Prior to joining the University of Colorado, he served on the faculties of Louisiana State University and Northeastern University. He has published over 35 articles appearing in such journals as the Academy of Management Journal, Strategic Management Journal, Industrial Relations, Personnel Psychology Journal of Labor Research, and Academy of Management Executive. One of his publications (coauthored with Luis R. Gomez-Mejia) was selected as the best article published in 1992 in the Academy of Management Journal. Professor Balkin has written or edited three books on HRM topics. He has consulted for a number of organizations, including U.S. West, Baxter Healthcare, Hydro Quebec, and The Commonwealth of Massachusetts. Professor Balkin's research focuses on the interaction between business strategy and HR policies, and the design and implementation of reward systems.

**Robert L. Cardy** is Professor of Management in the W P Carey College of Business at Arizona State University. He received his Ph.D. in industrial/organizational psychology from Virginia Tech in 1982. He is an ad hoc reviewer for a variety of journals, including the Academy of Management Journal and the Academy of Management Review. He is editor and cofounder of the journal of Quality Management. Professor Cardy has been recognized for his research, teaching, and service. He was ranked in the top 20 in research productivity for the decade 1980-89 based on the number of publications in the journal of Applied Psychology. He was doctoral coordinator in ASU's management department for five years and received a University Mentor Award in 1993 for his work with doctoral students. He authors a regular column on current issues in HRM and received an Academy of Management certificate for outstanding service as a columnist for the HR division newsletter. Professor Cardy was a 1992 recipient of a certificate for significant contributions to the quality of life for students at ASU. His research focuses on performance appraisal and effective HRM practices in a quality-oriented organizational environment.

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Managing human resources refers to the functions that a manager performs relative to the organization's employees. Managing Human Resources can also refer to the act of providing the management actions the employees of the Human Resource Department. Managing human resources includes, but is not limited to: Planning and Allocating Resources. No business has unlimited resources. Managers must divide salary budgets among their employees. Workloads must be divided. Human resource management is evolved from the Personnel management which was erstwhile management system which used to manage employees. To know evolution of personnel management one needs to see the history of centuries of research by great psychologists on human human behaviour and their response at particular situations. Today's HR Management goes beyond traditional functions. Find expert advice and free templates to help your HR practice and company stay competitive. Why Is Human Resource Management Important? "Managing human capital," says Remley, "is all about adding value to the organization." There are many areas in which human resource management can impact companies, including the following

Managing Human Resources. In the Dallas airport the other day I saw many tall, well-dressed, and impressive-looking men wearing large, immaculate Stetson cowboy hats. As I walked by one such hat-wearer, I noticed two middle-aged, sunburned men in faded blue jeans standing nearby.

3. Human Resource Management
- 3.1 Origins of HRM
- 3.2 Denitions of HRM
- 3.3 Human Resource Management as a Strategic Function.

4. Motivation and Commitment at Work
- 4.1 Motivation.Â

9. Managing the Human Resources in the 21st Century
- 9.1 Challenges for HRM
- 9.2 Changing roles of HR Practitioners.

10. List of References.

TMP PRODUCTION. Managing human resources refers to the functions that a manager performs relative to the organization's employees. Managing Human Resources can also refer to the act of providing the management actions the employees of the Human Resource Department. Managing human resources includes, but is not limited to: Planning and Allocating Resources. No business has unlimited resources. Managers must divide salary budgets among their employees. Workloads must be divided. Human resource management (HRM) is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns. Take our twenty best people away, and I will tell you that Microsoft would become an unimportant companyBill Gates, CEO of Microsoft in Fortune, November 25th 1996. Human Resource Management.Â It implies that organizations manage human resources in an ethical and socially responsible manner. Functions of HRM. Management and human resources management are the same. They should never be separated. Management is personnel administration. Management has three jobs, two of which are directly related to personnel-managing a business, managing managers, and managing workers and work. The word management has three syllables- Manage-Men-T. If T is taken for tact, then etymologically, management means how to manage men with tact. A man manages many men tactfully.