

Preface



This book and its antecedent have been through many editions in the quarter of a century since first publication in 1979 as Torrington, D.P. and Chapman, J.B., *Personnel Management*, Prentice Hall International: London. Over that period it has steadily evolved in line with the development of the personnel/HR function and the changing mix of students studying the subject. In 1979 Personnel Management or Manpower Administration was given little respect in academia. It was rarely taught on undergraduate courses and the UK did not have a single professor of personnel management, although there was a reasonable number of professors of industrial relations. Teaching was mainly focused on professional courses leading to a qualification from the then Institute of Personnel Management (IPM). Twenty-five years later human resource management is found in virtually all undergraduate teaching of business and management, as well as in MBAs and specialist masters' programmes. The number of professors of industrial relations is declining and professors of HRM are everywhere.

We have been very glad to see the number of people buying the book increase year by year, despite the great growth in the number of available texts, and the steady growth of translations into foreign languages, with Georgian and Serbian being the latest versions. It is also gratifying to see that the use of the text is equally strong at all academic levels from specialist master's, through MBA to all undergraduate and professional courses, and that it is being used by many practitioners.

For this latest edition we have comprehensively updated and revised the material to encompass legislative changes, emerging issues of professional and academic debate, findings and commentary from our own recent research into contemporary business practices, and other recent data and survey findings. Despite adding much new material we have maintained the same general structure that has been appreciated in the past, taking each of the main functional areas of HRM in turn. We have also been careful to retain all of the material that regularly receives special commendation and requests for permission to copy.

For the first time we have dropped the part of the text on organisation, as several of the people who were kind enough to review our previous edition for us felt that this material was now more appropriately located in a text on general management. Also following reviewers' comments we have a new Part VII dealing with developing issues that affect all the functional areas of human resource management.

There is a range of assessment material and illustrations, as well as several design features to assist readers further in using and learning from the text; these include:

- **Integrated Window on practice boxes** provide a range of illustrative material throughout the text, including examples of real company practice, survey results, anecdotes and quotes, and court cases.
- **Integrated Activity boxes** encourage readers to review and critically apply their understanding at regular intervals throughout the text, either by responding to a question or by undertaking a small practical assignment, individually or as part of a group. In recognition that this text is used on both professional and academic courses, most of the exercises reflect the fact that many students will have little or no business experience. Others may appear to exclude students who are not in employment by asking readers to consider an aspect in their own organisation; however, the organisation could be a college or university, the students' union, a political body or sports team.
- **Discussion topics:** at the end of each chapter there are two or three short questions intended for general discussion in a tutorial or study group.
- **Case study problems:** at the end of each part we have included one short case study with several questions to enable readers to review, link and apply their understanding of the previous chapters to a business scenario.
- **Examination questions:** at the end of each part of the text we have included eight sample questions from past examinations at various levels: undergraduate, MBA, master's and professional.
- **Web links** are given as appropriate at various points in the text. These are either to the text's companion website, where there is a great deal of further material, or to other websites containing useful information relating to the topics covered.
- **Further reading lists** for each chapter suggest further relevant readings, with guidance on their value.
- Each part of the text includes a **brief introduction** to its scope and purpose.
- **Chapter objectives** to open and **Summary propositions** to conclude each chapter set readers' expectations and review their understanding progressively.
- There are full **References** at the end of each chapter to aid further exploration of the chapter material, as required.
- In previous editions there have always been a number of chapters dealing with the face-to-face situations that make up a large part of the HR manager's day. This time they are re-styled as **'Focus on skills'** at the end of each part; they have a twofold purpose. Not only do they introduce a basic aspect of human resource management activity, they also act as a means of focusing one's understanding of the myriad other activities discussed in the part of the text which they conclude.
- For the first time we include a **Glossary**. This is not a comprehensive repetition of all the terms used throughout the text. Rather, it provides further notes on a selection of words and phrases that benefit from more background than is already provided. Words that appear in the glossary are emboldened the first time they appear in the text.



- **Website:** the companion website www.pearsoned.co.uk/torrington has more material, including further case studies or exercises for each chapter and support for both tutor and student. The HRP Exercise is directly referred to in Chapter 3, as this is an integral part of the chapter. This exercise is a case study giving worked examples of how the techniques referred to in the chapter have been used.

Supporting resources

Visit www.pearsoned.co.uk/torrington to find valuable online resources

Companion Website for students

- Learning objectives for each chapter
- Over 250 multiple choice questions to help test your learning
- FT articles with exercises and activities
- Three extra chapters on organisational processes and structures
- A glossary of key concepts
- Links to relevant sites on the web

For instructors

- Complete, downloadable Instructor's Manual
- PowerPoint slides that can be downloaded and used as OHTs

Also: The Companion Website provides the following features:

- Search tool to help locate specific items of content
- E-mail results and profile tools to send results of quizzes to instructors
- Online help and support to assist with website usage and troubleshooting

For more information please contact your local Pearson Education sales representative or visit www.pearsoned.co.uk/torrington

OneKey: All you and your students need to succeed

OneKey is an exclusive new resource for instructors and students, giving you access to the best online teaching and learning tools 24 hours a day, 7 days a week.

OneKey means all your resources are in one place for maximum convenience, simplicity and success.



Convenience. Simplicity. Success.

A OneKey product is available for *Human Resource Management, sixth edition* for use with Blackboard™, WebCT and CourseCompass. It contains:

- Online Study Guide
- Additional FT articles with exercises and activities
- Flashcards to test knowledge of key terms

For more information about the OneKey product please contact your local Pearson Education sales representative or visit www.pearsoned.co.uk/onekey