Welcome to the eighth edition of Human Relations for Career and Personal Success: Concepts, Applications, and Skills. This new edition has been expanded to emphasize developing effective human relations skills for the workplace, including material on teamwork and supervising and influencing others. The purpose of this book is to show you how you can become more effective in your work and personal life through knowledge of and skill in human relations. A major theme of this text is that career and personal success are related. Success on the job often enhances personal success, and success in personal life can enhance job success. Dealing effectively with people is an enormous asset in both work and personal life.

This text is written to help students deal with human relations problems on the job and in personal life. It is designed to fit human relations courses taught in colleges, career schools, vocational-technical schools, and other postsecondary schools. Managerial, professional, and technical workers who are forging ahead in their careers will also find this book immediately useful in improving workplace and personal relationships.

ORGANIZATION OF THE BOOK

The text is divided into four parts, reflecting the major issues in human relations:

Part 1 covers four aspects of understanding and managing yourself: Chapter 1 focuses on the meaning of human relations, self-understanding and the interrelationship of career and personal success. Chapter 2 explains how self-esteem and self-confidence are such an important part of human functioning. Chapter 3 explains how to use self-motivation and self-discipline to improve your chances for success. Chapter 4 the importance of emotional intelligence and attitudes, and factors associated with being happy. Chapter 5 explains the contribution of values and ethics to effective human relations. Chapter 6 explains the basics of solving problems and making decisions with an emphasis on creativity.

Part 2 examines the heart of human relations—dealing effectively with other people. The topics in Chapters 7 through 13 are, respectively, personal communication effectiveness; communication in the workplace; getting along with your manager, coworkers, and customers; managing conflict; becoming an effective leader; motivating others and developing teamwork; and developing cross-cultural competence.

Part 3 provides information to help career-minded people capitalize on their education, experiences, talents, and ambitions. The topics of Chapters 14 through 16 are getting ahead in
your career; learning strategies, perception, and coping with lifespan changes; and developing effective work habits.

Part 4 deals with staying emotionally and physically healthy with Chapter 17 covering managing stress and personal problems.

**CHANGES IN THE EIGHTH EDITION**

The new eighth edition of *Human Relations for Career and Personal Success* is the most significant revision to date with a major shift towards emphasizing human relations in the workplace. You will find added emphasis on research findings that support text discussion, a focus suggested by reviewers. The following chapters are either new or include substantial changes:

- Chapter 2: Self-Esteem and Self-Confidence
- Chapter 4: Emotional Intelligence, Attitudes, and Happiness
- Chapter 5: Values and Ethics
- Chapter 7: Communication in the Workplace
- Chapter 12: Motivating Others and Developing Teamwork
- Chapter 14: Getting Ahead in Your Career. (The new chapter consolidates three chapters from previous edition; Chapter 10 on career choice; Chapter 11 on job search, and Chapter 13 on career advancement)

Chapter 15 Learning Strategies, Perception, and Coping with Lifespan Changes

All chapters are thoroughly updated wherever possible in terms of research and published opinions. Detailed chapter by chapter revisions and updates include:

**Chapter 1, Human Relations and You:**

- Revised description of the human relations movement and overview of major concepts in human relations
- New description of major factors in job performance and behavior
- New Self-assessment quiz about having human relations skills.

**Chapter 2, Self-Esteem and Self-Confidence:**

- Consolidates and updates material found in previous edition chapters one and fourteen.

**Chapter 3, Self-Motivation and Goal Setting:**
- New figure about Ranking of Job Satisfaction Factors by 600 Employees with opportunity for students to self-apply the knowledge
- Added findings of research study about the relationship to self-discipline scores to career success and satisfaction.

Chapter 4, Emotional Intelligence, Attitudes, and Happiness:
- **New chapter** which includes information on happiness that appeared in the seventh edition chapter 16
- New discussion of attitudes
- New Figure 4-2 on wisdom of Dale Carnegie in relation to positive attitudes
- New Core Self-Evaluation Scale that measures the strength of self-attitudes.

Chapter 5, Values and Ethics:
- **New Chapter**
- New Figure 5-2 on the mission and values of Microsoft Corporation
- New Self-Assessment Quiz 5-1, the Ethical Reasoning Inventory
- New Figure 5-4, excerpts from Professional Codes of Conduct.

Chapter 6, Problem Solving and Creativity:
- New Two brainteasers for improving problem-solving ability, Frame Games, and Sudoku.

Chapter 7, Personal Communication Effectiveness:
- New Figure 7-22, Modified model of the communication process
- New section in interpersonal communication and relationship building.

Chapter 8, Communication in the Workplace:
- **New chapter** including pieces of chapter 6 from the seventh edition;
- New material on formal and informal communication channels
- New technologies to supplement e-mail messaging
- New material on the multi-tasking movement, conducting a business meeting.

Chapter 9, Getting Along with Your Manager, Coworkers, and Customers:
- New Cultural diversity aspects added
- New Figure 9-2, Ten Major Personality Disorders (listed in the section about difficult people)
- New Figure 9-3, Service-Oriented Organizational Citizenship Behaviors.

Chapter 10, Managing Conflict:
- Culturally diverse teams and factional groups as a source of conflict
- Microinequities (unintended slights) as a source of conflict
- New section on managing anger moved from chapter 5.

Chapter 11, Becoming an Effective Leader:
- New Human Relations in Practice insert which describes the leadership ability of Oprah Winfrey, was prepared by Condoleezza Rice
- New material includes crisis management, being a servant leader, leadership style and style flexibility
- New Self-Assessment Quiz 11-2, What Style of Leader Are You or Would You Be?"

Chapter 12, Motivating Others and Developing Teamwork:
- **New chapter** on diagnosing motivating factors, theories and tactics
- New coverage of development of teamwork, group dynamics, and characteristics of effective work groups
- New Self-assessment Quiz 12-1 on Team Player Roles

Chapter 13, Diversity and Cross-Cultural Competence:
- New section on multicultural identities and the cultural mosaic;
- New coverage of cultural intelligence
- New Figure 13-4, Competencies for Successful Cross-Cultural Adaptation of Expatriates
- New Self-Assessment Quiz 13-2
- New Test Your Cultural Knowledge
- New coverage of Dealership
- New coverage of gender differences in leadership as cultural differences
- New coverage of legal aspects of a culturally diverse environment

Chapter 14, Getting Ahead In Your Career:
• **New chapter** which consolidates three chapters from the seventh edition—chapter 10 on career choice, chapter 11 on job search, and chapter 13 on career advancement.

Chapter 15, Learning Strategies, Perception, and Coping with Lifespan Changes:

• **New Chapter**
  - Updated coverage of learning strategies, learning styles, cognitive styles, individual differences in learning, continuous learning, perception
  - New coverage of stages of the life cycle, responding to changes at different life stages, impact of life span on life and job satisfaction
  - New coverage of dealing with career changes and coping with personal change including new figure on sources of learning on the job
  - New discussion of MBTI, particularly as it relates to learning styles
  - New coverage of Erickson’s eight stages of development and associated crises
  - New discussion of how the “flat world” might affect the reader’s career.

Chapter 16, Developing Good Work Habits:

• New time-and-activity chart for scheduling activities
• New data about time wasting among U.S. workers including Figure 16-3, Top Time-Wasting Activities by Employees and Related Excuses
• New Figure 16-4, Categories of Non-Job Related Computer Surfing.

Chapter 17: Managing Stress and Personal Problems:

• Consolidates and updates two chapters from the previous edition—Chapter 4 on wellness and stress, and Chapter 5 on dealing with personal problems.

**Experience the DuBrin Total Learning System**

*Human Relations for Career and Personal Success* is not just a textbook. The eighth edition includes a wealth of experiential exercises, including new cases and self-assessment quizzes that can be completed in class or as homework.

**New Chapter Opening Cases Sets the Stage**

Following a listing of the chapter objectives and chapter outline, all chapters begin with a case scenario that deals with the chapter topic sets the stage for the chapter narrative.
Pedagogical Features Relate Concepts to What’s Happening Today, Personally and in the Workplace

- **Self-Assessment Exercises** give students the opportunity to explore their own opinions, feelings, and behaviors patterns related to chapter topics. All chapters include one or more self-assessment quizzes.

- **Human Relations in Practice** boxes in all chapters illustrate a real human relations business practice in today’s business world.

- **Motivational “Words of Wisdom”** from a wide variety of business and world leaders and experts are included in all chapters.

New, Expanded Assignment Material

End of chapter assignment material has bee reorganized and expanded into two sections: **Concept Review and Reinforcement** featuring exercises that focus on concept retention and developing critical thinking skills and **Developing Your Human Relations Skills** focusing on developing skills that can be used immediately in life and on the job.

UPDATED SUPPLEMENTS

Resources for Students: Need additional practice and support?

**Companion Website**

Go to [www.prenhall.com/dubrin](http://www.prenhall.com/dubrin) to access links to online resources for each chapter and to prepare for tests. Here you will find additional web exercises and self-grading quizzes for each chapter including multiple choice questions, true/false questions, essay questions with immediate feedback and assessment.

**Prentice-Hall Self-Assessment Library (S.A.L.)**

S.A.L. is a CD-ROM product developed by Steve Robbins that contains 51 research-based self assessments that provide students with insights into their skills, abilities, and interests. It is easy to use, self-scoring, and can be packaged with this text at a discounted price. Please contact your Prentice-Hall representative to obtain a review copy.

Resources for Instructors:
All instructor resources are available on the **Instructor’s Resources CD** or you can download them from the **Instructor Resource Center** at [www.prenhall.com](http://www.prenhall.com). Register once and gain access to instructor materials for all of your Prentice-Hall textbooks.

**Instructor’s Manual with Test Item File**

The instructor’s manual for this text contains a large number of multiple-choice and true/false test questions, chapter outlines and lecture notes, answers to discussion questions and case problems, and comments about the exercises.

**Prentice-Hall Test Generator**

This computerized text generation system gives you maximum flexibility in preparing tests. It can create custom tests and print scrambled versions of a test at one time, as well as build tests randomly by chapter, level of difficulty, or question type. The software also allows online testing and record-keeping and the ability to add problems to the database.

**PowerPoint Lecture Presentation Package**

Lecture Presentation screens for each chapter are available online and on the Instructor Resource CD.

**Instructor Resources CD (IRCD)**


**JWA Human Relations Videos**

JWA Videos on human relations and interpersonal communication topics are available to qualified adopters. Contact your local representative for details.

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