

Strategic Hrm Cipd

This report, the most in-depth of its kind to date, confirms the powerful relationships between HR practices, employee commitment and operating performance. It is based on a three-year investigation which looked at the HR practices, staff views and performance in 11 large organisations including Jaguar Cars, Nationwide Building Society, Selfridges and Tesco. The study provides answers to why and how people management practices influence business performance - to unlock what has been termed the 'black box'. Key conclusions include:- the most carefully thought-through HR strategy is a waste of time unless it is embraced by line managers who have the skills and understanding necessary to engage and motivate employees - where effective HR practices are not in place, levels of employee commitment are up to 90 per cent lower - an organisation needs a clear direction and purpose, beyond the bland mission statement or generic goal of financial returns, which engages, enthuses and unites people. At the Nationwide Building Society this is a commitment to mutuality. At Royal United Hospital Bath it is saving lives. This 'big idea' appears essential in motivating and directing people behind the strategy of the organisation.

Co-written by an HR lecturer and an HR practitioner, this introductory textbook provides academic and practical insights which convey the reality of human resource management. The range of real life cases and learning features enables students to quickly understand the issues in practice as well as theory, and brings the subject to life.

HR managers have to serve the interests of their organizations, comprising employees, customers and the community at large as well as shareholders, or, in the public or voluntary sectors, those who have the ultimate responsibility for what the organization does. It also means exercising social responsibility, being concerned for the interests (well-being) of employees and acting ethically with regard to the needs of people in the organization and the community. Armstrong's Essential Human Resource Management Practice provides a complete overview of the practices and processes fundamental to managing people. The text provides a thorough introduction to the core areas of HR including: people resourcing, performance management, learning and development and rewarding people. It also examines the contribution of HR to organizational aims and objectives and how it is integrated within the business. The book is accompanied by online resources for both lecturers and students and adopts an increased focus on employee engagement, a concept which is becoming increasingly prominent in people management, but which is often presented as a mantra without being properly understood; this is examined in detail with reference to recent research. Michael Armstrong's original Handbook of Human Resource Management is the classic text for all those studying HR or who are entering the profession for the first time. In this new title Michael Armstrong provides a condensed text which has been rewritten with the non-HR student or professional in mind, describing and evaluating key HRM concepts such as: HRM itself; strategic HRM; the resource-based view; the choice between best practice and best fit; human capital measurement; motivation theory; emotional intelligence; the flexible firm; the learning organization; and financial rewards.

Human Resource Management: A Case Study Approach is ideal for all HR students with limited real-life experience of HR in the workplace. Covering all the essential HR topics including recruitment, reward, performance management, employment relations, health and safety and equality and diversity, this book expertly uses case studies of these activities and issues in the real world to truly show HR in practice. Closely structured around the changing role of the HR function, Human Resource Management: A Case Study Approach provides expert guidance on HR processes and practices in the modern workplace while also looking forward to the role of HR professionals in the future. Packed with case studies, international examples and global research, this is an essential resource for all students of HR from the beginning of their studies right through to graduation and into the workplace. Online resources include powerpoint slides and lecture notes for tutors and additional case studies and multiple choice questions for students.

The Routledge Companion to Reward Management provides a prestige reference work and a state-of-the-art compilation, mapping out contemporary developments and debates on rewarding people in employment, and how they relate to business, corporate governance and management. Reward management stands at the interdisciplinary interface between economics, industrial relations and HRM, industrial psychology and organisational sociology, and increasingly corporate governance incorporating debates around equity and fairness in and around the employment relationship and wider capital-labour relations. In recent years, trade union decline and widening differentials between those employed at the top of organisations have generated critical commentary in the popular media which can negatively impact on social cohesion. Theoretically underpinned but practically oriented, this Companion will synthesise these trends and controversies around issues while tracing conceptual and empirical provenance, currency and future prospects. It will be an invaluable resource for student and researchers in reward management, corporate governance, management and HRM seeking convenient access to an area which is highly complex and controversial in application.

As the industry's foremost voice for human resources certification, the HR Certification Institute has brought together the world's leading HR experts to share insights on our profession through this inaugural Institute-sponsored publication that is being distributed globally in an effort to advance the HR profession. Seventy-three human resources thought leaders from across the globe volunteered to contribute their expertise to this compilation of wisdom regarding the HR profession. Together, their contributions offer a comprehensive look into the critical issues transforming human resources-one of the fastest-growing professions in the workplace and one that is being influenced by many factors, including technological developments and globalization.

Use this practical guide to implement HR processes that benefit both employees and the business as a whole and develop essential skills for HR professionals.

What is strategic HRM, and how do you apply it in business? What makes good HR strategy and how do you develop it? What are the key issues that need to be considered when creating, developing, and embedding a strategic approach to managing people? These are the fundamental questions asked by HR professionals and tackled in this innovative and comprehensive textbook. Drawing on the latest academic research, the well-respected author team take a reliably thematic approach to SHRM. Broken into four distinct parts, the book addresses the context, theories, themes, and future of managing people strategically. Tata Motors, Samsung, Pizza Express, and Deliveroo makeup some of the case studies and examples that feature across the book, ensuring that theoretical discussion is always linked to practical application. New "Strategic HRM in Action" boxes take this one step further by presenting students with a scenario in which they themselves can make strategic decisions and reflect on their own evaluation of real-life business practices. Critical thinking is essential in SHRM, so frequent Critical Reflection boxes, Review Questions, and questions or activities to accompany every case study ensure

students are challenged to engage with the subject critically and reflectively, and consider their own evaluations of the essential theories and the strategic practices adopted by different organizations. Global case studies and an opening chapter dedicated to the global context of SHRM challenge the dominant Western perspective and provide a rounded and adaptable view of SHRM. A user-friendly structure and wide range of learning features, including learning objectives, key concept boxes, and summaries, ensure the text remains accessible, even for those completely new to SHRM, allowing all students to benefit from the book's ideal balance between the latest academic theory and contemporary, real-world practice. The book is accompanied by a selection of online resources: For students: * Glossary * Web links For registered lecturers: * Additional case studies * PowerPoint slides * Seminar activities * Suggested case study answers * Figures from the book

Armstrong's Handbook of Strategic Human Resource Management is a complete guide to integrating HR strategies with wider organizational goals and objectives approaches to achieve sustained competitive advantage. Supported by key learning summaries, source reviews and practical real-life examples from organizations including UNICEF and General Motors (GM), it provides coverage of HRM strategies in key areas of the function such as employee engagement, talent management and learning and development, as well as strategic HRM approaches in an international context. This fully revised seventh edition of Armstrong's Handbook of Strategic Human Resource Management contains new chapters on evidence-based strategic HRM, employee wellbeing strategies and HR analytics, as well as additional case studies and updated wider content to reflect the latest research and thinking. It remains an indispensable resource for both professionals and those studying HR qualifications, including undergraduate and masters degrees and the CIPD's advanced level qualifications. Online supporting resources include lecture slides and comprehensive handbooks for lecturers and students which include self-assessment questions, case study exercises, and a glossary and literature review.

This edition contains completely revised chapters on HRM, HR strategy, the formulation and implementation of strategy, roles in strategic HRM and strategic reward.

In order to make an effective contribution, HR specialists have to be good at management, leadership and developing themselves and others. However in addition, they need to be aware of the management and business considerations that affect their work. Armstrong's Handbook of Management and Leadership provides guidance on the processes of management and leadership with particular reference to what managers and aspiring managers need to know and do to make a difference. This new edition is the only book that covers in one volume the new Leading, Managing and Developing People and Developing Skills for Business Leadership modules, which are part of the Chartered Institute of Personnel and Development's Leadership and Management Standards. Online supporting resources for this book include lecture slides for each chapter, flashcards and case studies with exercises.

An accessible introduction written by a stellar contributor line up of world-renowned lecturers and practitioners in the field (including Linda Holbeche, Stephen Taylor and Jim Stewart).

The field of Strategic Human Resource Management (SHRM) has burgeoned over the past thirty years. Over this time there has been a shift towards a strategic conception which posited workers as 'assets' rather than 'costs'. These 'human resources' were reconceptualised as a key source of competitive advantage. As such, these assets were to be treated seriously: selected with care, trained and developed, and above all, induced to offer commitment. The concept of 'human capital' came to the fore, and in the decades following these developments, research output has been voluminous. Strategic Human Resource Management: A Research Overview, authored by global research leaders, provides an expert summary of this crucial element of organizational performance. This new shortform book develops the argument that one of the crucial elements of organizational performance is the way work is organized in skill and talent packages both within an organization's boundary and across global competency clusters. Secondly, it focuses on current and emergent challenges. The 'package' of HR approaches has changed over time and patterns can be observed. This new volume pays special regard to the HR implications arising from radically altering contexts – economic, social, and technological. This concise volume covers crucial themes of lasting interest, and as such is essential reading for business scholars and professionals.

What difference can the aspiring HR strategist really make to business value? In the new edition of her ground-breaking book, Linda Holbeche answers this question and provides the tools and insights to help HR managers and directors add value to the organization by implementing effective HR initiatives that are aligned to core business strategies. Featuring updated profiles and case studies from top HR strategists who have used their skills to deliver a variety of key business objectives, *Aligning Human Resources and Business Strategy*, 2nd edition provides inspiration and guidance on how to apply the theory to challenges in your organization. Learn how you can strengthen and prove the relationship between people strategy and business success through your approach to performance and development and impress at the highest levels with this new edition of an HR classic. Linda Holbeche is Director of Research and Policy at the Chartered Institute of Personnel and Development (CIPD). Linda chairs and speaks at meetings and conferences worldwide and appeared at number six in *Human Resources* magazine's HR most influential 2008 roll call of top industry thinkers.

A leading textbook in its field, *Human Resource Management at Work* provides a clear introduction to the multiple meanings of HRM and the relationship between strategy and HRM. Covering international and comparative HRM as well as HRM and performance, it is filled with case studies and activities to bring the subject to life while summarizing the major forces shaping HRM and looking at the principal theoretical frameworks. Ideal for business and HR students taking a critical look at HRM theory and practice, this fully updated 6th edition of *Human Resource Management at Work* combines the latest research with real-world examples. Linking theory with practice, it encourages a critical

awareness of HRM through case studies, real-world examples and activities. Now with a closer analysis of the forces shaping HRM at work and the growth of insecure work, it also features new case studies, an updated literature review and a stronger emphasis on International and Comparative HRM. Knowledge intensive firms, employee engagement and talent management are discussed in detail as well, as is the role of bodies such as 'Engage for Success' in promoting new methods of working. Online supporting resources include an instructor's manual and lecture slides.

Unlocking Business is a new kind of textbook for business students in their first and second year of a degree. Unlocking Human Resource Management provides the following benefits: - Strict coverage of key knowledge, concepts and ideas, keeping the title lean and focused and allowing students to find what they want without having to plough through thousands of pages. - Carefully written for the learner - case studies, exercises and seminar ideas are woven into the text to help students learn as quickly as possible and to retain that knowledge in the most time-efficient way. - Encourages good practice such as complete referencing and suggested wider reading, to help those who wish to obtain the best possible degree classification. - Useful web resources include further case studies, revision summaries and interactive multiple-choice quizzes at www.routledge.com/cw/inman - A cost-effective way to prepare students for their studies.

To make an effective contribution, HR specialists have to be good at management, leadership and developing both themselves and others. They also need to be aware of the management and business considerations that affect their work. Armstrong's Handbook of Management and Leadership for HR provides guidance on the processes of management and leadership with particular reference to what HR managers and aspiring managers need to know and do to make a difference. Written by renowned human resources expert and bestselling author Michael Armstrong, Armstrong's Handbook of Management and Leadership for HR covers in one volume the 'Leading, Managing and Developing People' and 'Developing Skills for Business Leadership' Chartered Institute of Personnel and Development (CIPD) modules. It includes numerous practical features such as case studies, practitioner interviews, exercises and clear learning objectives to aid learning. This is the essential book for HR students and professionals looking to broaden their skills and understanding relating to management and leadership. Online supporting resources include lecture slides, an instructor's manual, a student's manual and a literature review.

Electronic Inspection Copy available for instructors here Key Concepts in Human Resource Management is an essential guide to the theories and issues that define the field - from the critical debates to the more practical considerations that every student should be aware of. 52 short and snappy entries serve to orientate the student round the need-to-know essentials. - Entries include Employment Tribunals, Benefits, Corporate Social Responsibility, Discipline and Grievance, Control, Employee relations, Incentive schemes, Motivation, Organizational culture, Strategic HRM, Victimisation. - A range of relevant HR applications will be given for each term. - A selection of recommended readings are suggested for each entry.

This book is not just one of the many introductions to Human Resource Management that are published, year after year, for use in HRM classes. Authors of those introductions face many challenges, such as the need to produce something that is both theoretically sound and practically valuable, or to find a way to integrate discussions on a variety of topics into one comprehensible teaching tool. The author of this book took up those challenges by, on the one hand, closely following the conventions that HRM scholars all over the world adhere to with regards to the demarcation of subfields within the HRM discipline.

Introducing Human Resource Management is a lively and engaging introduction to the key topics and issues surrounding people management. Clearly linking HR theory to the work environment, this book explores core areas such as HR strategy and planning, employee engagement, diversity and equality, and talent management and development. The text combines solid academic underpinning with practical examples to allow you to consolidate your learning and apply it in practice.

HR functions within both internal and external contexts. The understanding of both contexts is crucial for comprehending how and why they drive HR strategies and practices in organizations, as well as the rules and structures within which they work. Built around five major themes which impact upon the HR function, and mapping to the CIPD Level 7 Advanced module of the same name, Human Resource Management in Context enables students to understand the complex and changing organizational context in which HR operates today by providing a comprehensive breakdown of the concepts, theories and issues from globalization and government policy to demographic, social and technological trends. This fully updated 4th edition of Human Resource Management in Context includes a range of pedagogical features, balancing theory with practical analysis to form an engaging insight into the strategic side of HR. It includes enhanced emphasis on the impact of the external environment on the HR profession, a discussion of the impact of technology and social media, increased coverage of ethics and CSR and links to the HR Profession Map. Online supporting resources for lecturers include an instructor's manual, lecture slides, annotated web links and guidance for the chapter activities.

Get 12 months FREE access to an interactive eBook when purchasing the paperback* Reflecting the global nature of the workplace with its use of real world examples and case studies, Nick Wilton's book is not another 'How to?' of HRM in practice, but goes beyond the prescriptive approach to the practice of strategic HRM and encourages critical reflection to prepare students for the issues and dilemmas they could face in their careers. Providing an introduction to the management of people in work organizations, it seeks to outline the purpose and operation of HRM activities in the 'real world', whilst situating practice in the context of associated debates and controversies played out in the parallel field of academic study. It adopts a critical perspective on the study and practice of HRM to provide the reader with an understanding not only of the potential for HRM to

contribute to both improved organizational performance and individual well-being in the workplace, but also why it very often fails to achieve either of these positive outcomes and suggests that the management of people is not the exclusive preserve of HR specialists, but an area of interest or concern for all organizational actors. The new edition comes packed with features that encourage readers to engage and relate theory to practice including: - Management skills and attributes boxes outlining the required competencies of line managers and HR practitioners - HR in practice boxes illustrating how HRM theory works in real world practice - Ethical insights presenting ethical considerations for budding practitioners - Global insights highlighting practices around the world - Research insights inviting students to explore further academic research - Case Studies and Examples offering a more in-depth look at HRM across a variety of organizations - A free interactive eBook* featuring author videos, web-links interactive multiple choice questions, free SAGE journal articles, extended case studies and other relevant links, allowing access on the go and encouraging learning and retention whatever the reading or learning style. Aimed at students across the academic spectrum, whether studying on a specialist HRM or CIPD program of study, a generalist business and management programme or studying HRM as part of a programme in an unrelated discipline (such as engineering or humanities). *Interactivity only available through VitalSource eBook included as part of paperback product (ISBN 9781473954199). Access not guaranteed on second-hand copies (as access code may have previously been redeemed).

Ideal for anyone studying an introductory module in organisational behaviour, Introduction to Organisational Behaviour is a rigorous critique of all essential organisational behaviour topics. A comprehensive book with extensive accompanying online resources makes this a must-have package for anyone wanting to understand the theory and practice of organisational behaviour. Practitioner case studies, supporting video interviews where solutions and approaches are discussed, review questions at the end of every chapter make this an essential resource. Covering organisational behaviour in the context of individuals, groups and teams and managing organisations as well as the importance of organisational structures and emerging issues, Introduction to Organisational Behaviour gives understanding and guidance on the full spectrum of organisational behaviour issues. Supported by extensive online resources including video interviews, clips of key skills lecture slides, additional tutorial activities and a test bank of multiple choice questions make this a truly integrated print and electronic learning package.

Strategic human resource management has been taken up by academics, consultants and practitioners alike. However, the integration of human resource strategy with overall business strategy is often easier in theory than in practice. Armstrong's Handbook of Strategic Human Resource Management provides a bridge between theory and practice, and offers a guide both to formulating human resource strategies and to implementing them. Fully updated, this edition incorporates the latest thinking, research and practice on strategic Human Resource Management and contains completely revised chapters on HRM, HR strategy, the formulation and implementation of strategy, roles in strategic HRM and strategic reward. This indispensable book includes coverage of international aspects of strategic human resource management. It also reflects important developments in HR strategies linked with those issues that affect HRM on a day-to-day basis, including human capital management, corporate social responsibility, organization development, employee engagement and talent management. Including a new chapter on organizational effectiveness, Armstrong's Strategic Human Resource Management sets out a strategic framework for HRM; a framework for implementing SHRM in action; and a section on HR strategies. Case studies, checklists, practical examples and a strategic HR toolkit make this book an extremely practical resource for all those who are involved in putting complex strategy into practice in order to effect positive and productive change. Studying Learning and Development is the essential textbook for anyone studying the field in order to further their professional development, and HR practitioners wishing to extend their understanding of its background and practical application. With a clear layout that is easy to navigate, it takes you step by step through developing the knowledge and skills required for professional practice, understanding the broader context of learning and development - including the influential factors on achieving strategic objectives and developing policies that suit your organisational needs - and fully utilising learning and development data in order to build a business case for its value within your organisation. Written and edited by experts in the field with a wealth of experience in teaching, writing and examining, Studying Learning and Development is the first and only text to map the unit learning outcomes of the three core modules for the CIPD Level 5 Intermediate level qualification. Its broad coverage means that it is also ideal for any students studying Learning and Development as part of a wider HR or business degree and wanting to gain a deeper appreciation for the knowledge, skills and planning required for the success of its policies and activities in practice. The additional resources available online, including multiple choice questions for self-assessment, web links to further resources, extra case studies and a glossary of key terms, as well as lecturer slides, guides and text banks, will enhance learning of the text and ensure thorough grounding in the theory. There are also six ebooks available to support the CIPD Level 5 Studying Learning and Development optional modules.

How can strategic HRM make a significant impact on bottom-line performance? The authors have drawn on previously unpublished research to provide authentic voices from real-life managers discussing how they set about developing and implementing HR strategies. The research includes interviews with HR Directors and Chief Executives from a variety of organisations including The Children's Society, Homebase and Lloyds TSB. Overall the text demystifies the concept and practice of strategic HRM, placing it firmly within the context of the wider organizational strategy and business goals.

Containing simple explanations of complex ideas and written in plain English, this text has been designed with your needs as a student firmly in mind. Whether you are studying at undergraduate or postgraduate level, our team of expert authors will guide and develop your understanding of each key area of the curriculum, from the fundamentals through to critical evaluation towards the end of each chapter. Key features: Numerous practical examples and case studies in each chapter bring the rigorous theoretical and academic

underpinning alive Cases and examples from across the globe as well as chapters on culture and globalization reflect the global nature of the contemporary workplace Final chapter on the future of HRM by Linda Holbeche, former director of research at the CIPD, will equip you to deal with new and emerging issues and challenges Excellent range of learning features including an end of book glossary to help you quickly understand new and complex terminologies Visit the companion website at:

<http://www.sagepub.co.uk/rees> Full-text SAGE journal articles available online to encourage further exploration of the field and filmed introductions to each area by the book's team of experts. Electronic inspection copies are available for instructors.

Revised in the light of recent developments in HRM policy and practice, this text now includes new chapters on human capital management, the role of the front line manager, HR strategies, and implementing HR strategies and learning and development. It also incorporates the results of surveys and research projects conducted by professionals. Recruiting and retaining happy and well trained staff is key to the success of all customer-facing businesses. This book is the first to explore on this important topic from an individual and personal perspective rather than a company perspective.

How does HRM affect an organisation's chances of survival, its degree of financial success and its reputation in wider society? How is HR strategy shaped within and across organisations, industries and societies, and how can managers improve it to strengthen their organisation's performance? Strategy and Human Resource Management addresses these vital questions. Written by a renowned author team, it treats HR strategy as an essential element in business strategy, whilst integrating a vast range of relevant research and theory. Now in its fourth edition, it continues to challenge academics, students and practitioners to approach HRM from a strategic perspective. New to this edition: • All chapters have been fully updated, the selection of key studies improved, and the links to major events brought up to date. • Includes a more thorough analysis of the general principles in strategic HRM. • It has been restructured to provide a deeper examination of HR strategy in the 'mega contexts' of manufacturing, services, multidivisional firms, and multinationals. This book is an essential companion for upper-level undergraduates, postgraduate students of HRM, and MBA students. Practitioners interested in the role of HRM in successful businesses will also find this a thoroughly engaging and invaluable resource.

Highly accessible and student-friendly, Human Resource Management in a Business Context is the core text for the CIPD Level 7 Advanced module, Human Resource Management in Context, and is also essential reading for other undergraduate and postgraduate HR and business degrees. In clear and easy to navigate chapters, which consider government policy, regulation, the world economy and demographic and social trends, this book provides the firm theoretical background that you can apply in practice. Human Resource Management in a Business Context is packed with international case studies, examples and activities that will actively engage you with the different areas of knowledge and allow you to work through the material step-by-step. This edition is fully updated to include an even broader range of global case studies with extended coverage from China and India and updates to policies and legislation. The online resources available have also been expanded on, and now provide additional case studies and activities, alongside lecturer's guides, PowerPoint slides and annotated web links.

Strategic HRM: Research and Practice in Ireland provides an integrated overview of the theory and practice of strategic human resource management (SHRM), including a critical analysis of its relevance, application and development in an Irish context. Each of the chapters in this collection carefully considers global progress and debates in SHRM before examining how Irish research evidence contributes to these debates. Focusing on progress, practice, context and challenges, the contributors explore: The status of SHRM in Ireland SHRM in the recession Talent management Employee voice Pay and performance Knowledge and learning International HRM SHRM in knowledge-intensive firms SHRM in small and medium-sized enterprises SHRM in healthcare Careers and career development The limitations of SHRM Featuring contributions from twenty-one leading Irish academics, Strategic HRM: Research and Practice in Ireland brings together a wealth of evidence on SHRM in Ireland. This book is an invaluable resource for undergraduate, postgraduate and doctoral students interested in exploring contemporary developments and research in SHRM, while also serving as a reflective resource for experienced executives.

Armstrong's Handbook of Human Resource Management Practice is the bestselling and definitive resource for HRM students and professionals, which helps readers to understand and implement HR in relation to the needs of the business. It covers in-depth all of the areas essential to the HR function such as employment law, employee relations, learning and development, performance management and reward, as well as the HR skills needed to ensure professional success, including leadership, managing conflict, interviewing and using statistics. Illustrated throughout in full colour and with a range of pedagogical features to consolidate learning (e.g. source review boxes, key learning points, summaries and case studies from international organizations such as IBM, HSBC and Johnson and Johnson), this fully updated 15th edition includes new chapters on the HRM role of line managers, evidence-based HRM, e-HRM and the gender pay gap, further case studies and updated content covering the latest research and developments. Armstrong's Handbook of Human Resource Management Practice is aligned with the Chartered Institute of Personnel and Development (CIPD) profession map and standards and is suited to both professionals and students of both undergraduate degrees and the CIPD's level 5 and 7 professional qualifications. Online supporting resources include comprehensive handbooks for lecturers and students, lecture slides, all figures and tables, toolkits, and a literature review, glossary and bibliography.

This book is not available as a print inspection copy. To download an e-version click [here](#) or for more information contact your local sales representative. A comprehensive introduction to HRM for students who are new to the field, but who will be seeking employment in a global market, working with diverse colleagues and across international borders. Broken down into three parts covering Strategic Issues in HRM, HRM in Practice and HRM in Context, and weaving international and cross-cultural perspectives throughout, the text explores the ever-changing world of human resource management. The various theories, practices and debates that populate this field are examined, and the challenges and controversies that arise when theory meets practice are explored. The international dimension in all its aspects including cross-cultural working, diversity, equality and international business have been considered throughout. Practical learning features have been included to help students develop skills they can apply to their course and in graduate employment. In the new edition, the authors have further explored the international

context for HRM, not just for multinational corporations but also for small businesses and not-for-profit organizations, with added analysis on the importance of recognizing that effective functioning of organizations is not simply measured by financial performance, but also by taking into account the broader social, economic and political contexts. International case studies covering emerging economies and specific ethical issues are included with each chapter containing two case studies - one short case mid-chapter and a longer end-of-chapter case, each of which has a set of accompanying questions for students to explore individually or in groups to broaden their learning. The book is supported by a SAGE Edge site, featuring a range of tools and resources for lecturers and students, including SAGE journal articles, PowerPoint slides, web and video links, interactive multiple choice questions, chapter specific podcasts and an instructor's manual. Suitable for undergraduates and post-graduate students looking for a strategic and international perspective of HRM.

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