

Human Resource Management Papers

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JournalsHRM 4.0 For Human-Centered OrganizationsFundamentals of Human Resource Management with CD & PowerwebDesigning and Implementing HR Management Systems in Family BusinessesIssues of Human Resource ManagementHuman Resource ManagementTeaming to InnovateStrategic Human Resource ManagementResearch in Personnel and Human Resources Management

Research in Personnel and Human Resources Management

Chapters on the role of internationalization, link between strategy, structure and Human resource management, mergers and acquisitions.

The SAGE Handbook of Human Resource Management

Chapters on the role of internationalization, link between strategy, structure and Human resource management, mergers and acquisitions.

Public Human Resource Management

The SAGE Handbook of Human Resource Management brings together contributions from leading international scholars in an influential collection that combines both global and interdisciplinary perspectives. An indispensable resource

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for advanced students and researchers in the field, the handbook focuses on familiarising the reader with the fundamentals of applied human resource management whilst contextualizing practice within wider theoretical considerations. Internationally minded chapters combine a critical overview with discussion of key debates and research, as well as comprehensively dealing with important emerging interests. The interdisciplinary and wide-ranging potential of the practising field is reflected through contributions from a diverse range of disciplines, including psychology, politics and sociology

International Human Resource Management

Innovation requires teaming. (Put another way, teaming is to innovation what assembly lines are to car production.) This book brings together key insights on teaming, as they pertain to innovation. How do you build a culture of innovation? What does that culture look like? How does it evolve and grow? How are teams most effectively created and then nurtured in this context? What is a leader's role in this culture? This little book is a roadmap for teaming to innovate. We describe five necessary steps along that road: Aim High, Team Up, Fail Well, Learn Fast, and Repeat. This path is not smooth. To illustrate each critical step, we look at real-life scenarios that show how teaming to innovate provides the spark that can fertilize creativity, clarify goals, and redefine the meaning of leadership.

Corporate Social Responsibility and Human Resource Management

It is evident that organizations are becoming increasingly diverse because of the growing numbers of ethnic minorities in the U. S. and the rise in immigration around the world (U. S. Bureau of Census, 2019). Some estimates indicate that by 2060 ethnic minorities in the U. S. will actually make up the majority of the population (U. S. Bureau of Census, 2019), and national minority group members will constitute over 14% of the 770 million people in the European Union (Worldwide Population Estimates, 2017). Thus, organizations around the world are faced with numerous challenges associated with attracting, motivating, and retaining employees who are culturally diverse, and we need a better understanding of how to increase the inclusion of diverse group members in organizations. This edited book includes twelve cutting edge articles written by subject matter experts on an array of topics including: (a) the influence of multiculturalism on HR practices, (b) factors affecting the success of corporate women, (c) stereotypes of racial minorities, (d) effect sizes in diversity research, (e) true identities of stigmatized persons, (f) diversity training, (g) LGBTQ issues, (h) age, (i) strategies for creating inclusive climates, (j) the development of measure of reactions to perceived discrimination, (k) racial harassment, and (l) unfair discrimination against immigrants. This timely book provides a critical resource for

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undergraduate and graduate classes in diversity and inclusion in organizations, human resource management, organizational behavior, organizational sociology, and industrial and organizational psychology. Apart from theories and research on diversity and inclusion, the book also considers implications for designing HR policies and processes in organizations. Therefore, the book is especially relevant for practitioners and human resource professionals because it provides guidance on HR practices that can help organizations attract and retain these new organizational members.

Sustainability and Human Resource Management

This much-anticipated book is a comprehensive guide to a successful publishing strategy. Written by top journal editors, it introduces the publishing process, resolves practical issues, encourages the right methods and offers tips for navigating the review process, understanding journals and publishing across disciplinary boundaries. As if that weren't enough it includes key contributions on open access, publishing ethics, making use of peer review, special issues, sustaining a publications career, journal rankings and increasing your odds of publishing success. This will be a must read for anyone seeking to publish in top journals.

Emerging Themes in International Management of Human Resources

Provides a brief introduction to human resource management. This book focuses on the uses of human resources for the general population. A comprehensive instructor's manual, test bank, PowerPoint presentation and a complete Online Learning Center make course preparation easy.

The Oxford Handbook of Talent Management

Contains seven papers on various issues in the field of human resources management.

Sustainable Human Resource Management

The role of HRM in developing sustainable business organizations is increasingly attracting attention. Sustainability can be used as a principle for HRM itself and the tasks of Sustainable HRM are twofold. On the one hand it fosters the conditions for individual employee sustainability and develops the ability of HRM systems to continuously attract, regenerate and develop motivated and engaged employees by making the HRM system itself sustainable. On the other hand Sustainable HRM

contributes to the sustainability of the business organizations through cooperation with the top management, key stakeholders and NGOs and by realising economic, ecological, social and human sustainability goals. This book provides a comprehensive review of the new area of Sustainable HRM and of research from different disciplines like sustainable work systems, ergonomics, HRM, linking sustainability and HRM. It brings together the views of academics and practitioners and provides many ideas for conceptual development, empirical exploration and practical implementation. This publication intends to advance the international academic and practice-based debates on the potential of sustainability for HRM and vice versa. In 19 chapters, 26 authors from five continents explore the role of HRM in developing economically, socially and ecologically sustainable organizations, the concept of Sustainable HRM and the role of HRM in developing Sustainable HRM systems and how sustainability and HRM are conceptualized and perceived in different areas of the world.

South African Human Resource Management for the Public Sector

HRM is central to management teaching and research, and has emerged in the last decade as a significant field from its earlier roots in Personnel Management, Industrial Relations, and Industrial Psychology. People Management and High

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Performance teams have become key functions and goals for manager at all levels in organizations. The Oxford Handbook brings together leading scholars from around the world - and from a range of disciplines - to provide an authoritative account of current trends and developments. The Handbook is divided into four parts: * Foundations and Frameworks, * Core Processes and Functions, * Patterns and Dynamics, * Measurement and Outcomes. Overall it will provide an essential resource for anybody who wants to get to grips with current thinking, research, and development on HRM.

Contemporary HRM Issues in the 21st Century

Human resource management (HRM) systems are an under-researched area in family business studies even though they arguably play an important role. To exploit their entrepreneurial orientation and achieve their goals, family firms must be willing to adopt a specific configuration of the organizational variables to succeed in the competitive environment of today. Designing and Implementing HR Management Systems in Family Businesses is a pivotal reference source that focuses on HRM in family businesses aiming at clarifying what HRM topics are relevant in family firms given their distinctive features, what the role of HR choices in family firms is, and how they differ in these organizations. While highlighting topics such as quality of work, generational workforce, and leadership management, this publication explores the relationship between HRM systems and

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the organization as well as why certain theories would be more dominant for family firms. This book is ideally designed for family businesses, managers, executives, entrepreneurs, business professionals, academicians, students, and researchers.

Sustainable Human Resource Management

Providing critical and pragmatic coverage of contemporary ideas in human resource management, this text looks at some of the key issues and topics in the field.

Strategic Human Resource Management

This edited work attempts to 'make sense' of recent developments in the field of Human Resource Management in the People's Republic of China. It attempts to see how the paradoxes and contradictions engendered by contemporary Chinese society are being resolved in the enterprises and workplaces of the Middle Kingdom. The book starts with an overview of the literature, then follows with a selection of micro-oriented, concerned with topics like recruitment and retention, then macro-oriented empirical studies, a number of the latter dealing with strategic as well as performance issues, with last, those comparing sets of societal cultural values. It attempts a synthesis of what has emerged from recent research

on the 'harmonious society'. These contributions from authors based in universities in eight countries, in Australia, Canada, China, Hong Kong, Japan, Taiwan, United Kingdom and USA, cover a wide range of research on HRM, from the micro- to the macro-. Six of them teach and/or research at campuses on the Mainland. Their empirical, field-based research covers the last half-decade and presents a robust picture of both what practitioners have adopted and how researchers have tried to 'make sense' of what they have investigated. This book was based on a special issue of Intl Journal of Human Resource Management.

'Making Sense' of Human Resource Management in China

Recently, the use of statistical tools, methodologies, and models in human resource management (HRM) has increased because of human resources (HR) analytics and predictive HR decision making. To utilize these technological tools, HR managers and students must increase their knowledge of the resources' optimum application. *Statistical Tools and Analysis in Human Resources Management* is a critical scholarly resource that presents in-depth details on the application of statistics in every sphere of HR functions for optimal decision-making and analytical solutions. Featuring coverage on a broad range of topics such as leadership, industrial relations, training and development, and diversity management, this book is geared towards managers, professionals, upper-level students, administrators, and researchers seeking current information on the

integration of HRM technologies.

International Human Resource Management

Predictions are that sustainability becomes the next big topic for Human Resource Management after internationalization and globalization. This book gives new answers to these questions: - How can HRM contribute to attracting, developing and retaining highly qualified human resources over time? - How can a paradox perspective contribute to understanding and coping with paradoxical tensions? - How can sustainability be used as a 'deliberate strategy' for HRM? The conceptual part of the book looks at the notion of sustainability, opens it up for Strategic HRM and identifies blind spots in Strategic HRM theory. Paradox theory is introduced as an analytical framework for Sustainable HRM. Initial suggestions are made for sustainability strategies and for coping with paradoxes and tensions. The exploratory part examines how 50 European Multinationals communicate their understanding of sustainability and HRM and which HR issues and practices they are linking to the topic.

The Oxford Handbook of Human Resource Management

Human resource professionals have an important role to play to assist an

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organisation attain its CSR goals. Employee involvement is a vigorous success factor for CSR performance. Human resource managers have the tools and the opportunity to influence employee responsibility to, and commitment in, the firms CSR strategy. Human resource managers are well positioned to play an influential role in helping their organisation accomplish its goals of becoming a socially and environmentally responsible organisation. Further, human resource (HR) professionals in organisations that perceive successful corporate social responsibility (CSR) as a key driver of their financial performance, can be influential in realising on that objective. Human resource management can play a significant role so that CSR can become the way we do things around here. HR can be the key organisational partner to ensure that what the organisation is saying publicly aligns with how people are treated within the organisation. HR is in the enviable position of being able to provide the tools and framework for the executive team and CEO to embed CSR ethic and culture into the brand and the strategic framework of the organisation. Despite a significant increase in research and practice relating corporate social responsibility (CSR) and human resource management (HRM), a comprehensive examination of the relationship between these two constructs has yet to be undertaken. Scholars associating CSR and HRM rarely explicate their understanding of the connection between CSR and HRM or the assumptions they make when exploring this relationship.

Statistical Tools and Analysis in Human Resources

Management

This book explores the contemporary issues that have emerged or evolved in Human Resource Management (HRM) during the 21st century, such as social media, issues of climate change and artificial intelligence (AI), and provides insight from expert academics in the field alongside real world examples.

Human Resource Management

The majority of textbooks on HRM tend to focus on the administrative side of the subject and fail to examine its strategic importance. This book is intended to redress the balance and, taking strategy as its starting point, it looks at the overall role of HRM in the organization. The author explores strategic human resource management through chapters on managing change in strategy, structure, and culture; the role of human resource planning, and types of employment system. He also reviews some of the key issues in managing different employee groups. These themes are problem- and issue- focused and extensively illustrated throughout with case study examples. Dr Chris Hendry is the author of many reports, research papers and articles on HRM and strategic management.

International Human Resource Management

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Public Human Resource Management: Strategies and Practices in the 21st Century offers a novel take on public human resource management (PHRM) by providing practical guidance for practitioners operating in a drastically reformed HR environment. Author R. Paul Battaglio assesses how the traditional practice of public HR has changed—and not necessarily for the better--by looking at new material on human resource information systems, managing motivation in the public sector, and public HR management education (a topic rarely found in contemporary PHRM texts). Public Human Resource Management is an essential guide to managing and navigating the challenges and opportunities posed in the changing landscape of HR reform.

Management of Information Systems

This report discusses important themes in the field of human resource management for the public sector, including managing employee relations, strategizing and planning human resources departments, and selecting employees within the equal employment opportunity guidelines. Current legislation of the field is discussed and new theories on local and international applied research are explored.

International Human Resource Management in Chinese

Multinationals

In this book Dr. Michael Stankosky, founder of the first doctoral program in knowledge management, sets out to provide a rationale and solid research basis for establishing Knowledge Management (KM) as an academic discipline. While it is widely known that Knowledge is the driver of our knowledge economy, Knowledge Management does not yet have the legitimacy that only rigorous academic research can provide. This book lays out the argument for KM as a separate academic discipline, with its own body of knowledge (theoretical constructs), guiding principles, and professional society. In creating an academic discipline, there has to be a widely accepted theoretical construct, arrived at by undergoing scholarly scientific investigation and accompanying rigor. This construct becomes the basis for an academic curriculum, and proven methodologies for practice. Thus, the chapters in this book bridge theory and practice, providing guiding principles to those embarking on or evaluating the merits of a KM program. As a methodology itself for undertaking the development of a body of knowledge, a KM Research Map was developed to guide scholars, researchers, and practitioners. This book presents this map, and showcases cutting-edge scholarship already performed in this nascent field by including the dissertation results of eleven KM scholar/practitioners.

Creating the Discipline of Knowledge Management

Human Resource Management

Effective management of human resources is essential to the success of any organization. In this authoritative, sophisticated and engaging new text on Human Resource Management, an international team of leading analysts guides the advanced student through this fundamental discipline of management in all its complexity. The book explores all the central themes and concepts of HRM theory and practice, and introduces the most important issues influencing contemporary practice in a wide range of organizational contexts. It systematically examines the main functional areas of HRM, and engages with a number of key contemporary issues for both scholars and practitioners. Topics covered include: Strategic HRM Ethics in HRM Knowledge management HRM and performance Outsourcing and implications for HRM HRM in small and medium enterprises Key functional areas of HR practice International HRM Adopting a critical perspective throughout that challenges the student to examine closely the fundamental purpose and practices of HRM, this book is essential reading for all serious students of Human Resource Management and for any HRM professional looking to deepen his understanding of the subject.

Contemporary Human Resource Management

The concept of strategic human resource management has developed widely in the last couple of years, especially because of the impact of human resources on the competitiveness of organizations. The development of human resource strategies involves taking into account their multiple mutual dependencies and the fact that they must be vertically integrated with the business strategy. These strategies define the intentions and plans related to the overall organizational considerations, such as organizational competitiveness, effectiveness or image, and to more specific aspects of human resources management, such as resourcing, motivating, valuating, learning and development, reward and employee relations. Strategic management of human resources provides a large perspective on the way critical issues or success factors related to people can be addressed and how different concepts of strategic decisions are made, with long-term impacts on the behavior and success of the organization. The fundamental objective of human resource strategic management is to generate strategic capabilities by ensuring that the organization has the high-qualified, committed and well-motivated employees it needs to achieve and sustain the competitive advantage. The emergence of strategic human resource management (SHRM) is influenced by global competition and the corresponding search for sources of a sustainable competitive advantage. SHRM has achieved its prominence because it provides a means by which business firms can enhance the competitiveness and promote managerial efficiency. It

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facilitates the development of human capital that meets the requirements of a competitive business strategy, so that organizational goals and the mission of the organization will be achieved. The HRM system is defined as "a set of distinct but interrelated activities, functions and processes that are directed at attracting, developing, and maintaining (or disposing of) a firm's human resources." Many agree that HRM is the most effective tool which contributes to the creation of human capital, and in turn, contributes to organizational performance and the competitive advantage. This book puts emphasis on understanding the role of HRM between organizations and people and provides an analytical approach toward encompassing HRM, employment relations, and organizational behavior. As a management discipline, HRM draws insights, models and theories from cognate disciplines and applies them to real-world settings. Further, this book discusses how current theoretical perspectives and frameworks (e.g., those related to strategic competitiveness, knowledge management, learning organization, communities of practice, etc.) can be applied by reflective practitioners to create an eco-friendly organizational culture.

Foundations of Human Resource Development

Research in Personnel and Human Resources Management is designed to promote theory and research on important substantive and methodological topics in the field of human resources management.

Human Resource Planning for the 21st Century

Volume 32 of Research in Personnel and Human Resources Management (RPHRM) contains seven papers on important issues in the field of human resources management. The subject matter in this volume covers myriad areas: compensation, performance evaluation, reputation, employee furloughs, and research methodology.

Contemporary Global Issues in Human Resource Management

This book provides a multi-stakeholder perspective on sustainable HRM for the policymakers, managers and academics, addressing issues, approaches, research studies/frameworks and emerging patterns relating to the subject. It discusses various aspects of sustainability, such as making HR more responsible for ensuring sustainability focusing on the triple bottom line, characteristics of sustainable HRM, psychological contracts, emotional intelligence, and psychological capital. The book also explores organizational citizenship behavior, employment relations, employee engagement, sustainable leadership, disruptive HR practices, sustaining employee motivation, educational sustainability, sustainable career management, sustainable environment, employer and employee branding, sustainable organizations, organization culture, training for sustainability, sustainable

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employee performance, business sustainability and sustainable employability. It provides an update on the concept, processes, issues and emerging paradigms from multidimensional and cross-country perspectives to showcase sustainable HR practices, and appeals to the academics, practitioners and policymakers in the area of HRM.

Global Talent Management

The Oxford Handbook of Talent Management offers academic researchers, advanced postgraduate students, and reflective practitioners a state-of-the-art overview of the key themes, topics, and debates in talent management. The Handbook is designed with a multi-disciplinary perspective in mind and draws upon perspectives from, inter alia, human resource management, psychology, and strategy to chart the topography of the area of talent management and to establish the base of knowledge in the field. Furthermore, each chapter concludes by identifying key gaps in our understanding of the area of focus. The Handbook is ambitious in its scope, with 28 chapters structured around five sections. These include the context of talent management, talent and performance, talent teams and networks, managing talent flows, and contemporary issues in talent management. Each chapter is written by a leading international scholar in the area and thus the volume represents the authoritative reference for anyone working in the area of talent management.

Research in Personnel and Human Resources Management

Emerging Themes in International Management of Human Resources is the third volume in the Research in Organizational Analysis series. This volume investigates important human resource management (HRM) issues within an international context. The papers in this volume provide insight into several HRM areas. First, the international context's effects on management knowledge transfer; privatization of traditionally governmental services; and the relation between social capital and organizational diversity is considered. The second part of this volume is concerned with the issue of staffing in international organizations with special emphasis on HRM selection and termination practices for the crossnational company. Third, women's issues in the international firm are explored. Gender issues such as flexible work arrangements and the role of culturally defined gender egalitarian values on role differences among women and men managers are investigated. Finally, the volume explores the issues of expatriation and repatriation among firms. The role of psychological contracts in supporting successful expatriate experiences; how repatriate support practices influence repatriate organizational commitment; turnover intentions; and career success; and an investigation of repatriation as sense making process are discussed. This volume provides a good basis for understanding how HRM practices are affected by crosscultural differences and provides insight into best HRM practices for the international organization.

International Human Resource Management

Provides students in HRM courses and practising managers with a comprehensive view of essential concepts and techniques in the subject.

Diversity and Inclusion in Organizations

Focusing on current workplace issues and employee and employer expectations of Human Resource Management in a rapidly changing business environment, this book examines current trends of HR practices and expands on current literature.

How to get Published in the Best Management Journals

Offering researchers and professionals cutting-edge research and practical guidelines to turn the challenging scenario of Industry 4.0 into a successful transformation for the HRM domain, this volume focuses on three critical insights: HRM in the 4.0 era, job design for the smart economy, and HRM tools for digital transformation.

HRM 4.0 For Human-Centered Organizations

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Management functions were developed first as a systematic step to carry out management activities, while implementation of the information components followed as part of management elements. The authors point out that the use of the possibilities and advantages of quantitatively supported managerial decisions gives managers the ability to quantify the impacts of both technical (hard) and subjective (soft) constraints and improve managerial decision-making processes that would otherwise be based mostly on personal intuition and experience. To achieve the goals and benefits of excellent performance, it is necessary to design and develop integrated models that would coordinate management functions and information system components as an integrated process. These facts are presented in various case studies.

Fundamentals of Human Resource Management with CD & Powerweb

The authors explore the degree to which Chinese multinationals have a distinctive 'Chinese' approach to human resource management, in the same way as large Japanese companies are widely regarded as having a special Japanese approach. Based on extensive original research in the subsidiaries of Chinese multinationals outside China, the book examines a wide range of issues related to this key question including the evolution of human resource management in Chinese

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companies, the internationalization of Chinese business, recruitment and selection, rewards and compensation, performance appraisal, strategic integration, and employee relations. Shen and Edwards give a detailed account of the international human resource management of Chinese multinational enterprises; a topic of increasing significance in understanding global economic affairs.

Designing and Implementing HR Management Systems in Family Businesses

Fully up-to-date revised edition with new exciting real-world features including video interviews with HR managers. In the words of video interviewees for Human Resource Management fifth edition: 'The HR strategy absolutely underpins the business strategy' - Lesley White, HR Director UK and Ireland, Huawei Technologies 'Organisations provide a differential through their people' - Keith Hanlon-Smith, Employee Relations Director, Norland Managed Services This new edition of Human Resource Management: Theory and Practice combines comprehensive text and web material to help you understand the context of the rapidly changing contemporary workplace and the importance of HRM within it. The authors challenge you to think critically and to apply this to the real world of business. Key features include: • Two new chapters on Leadership and management development, and Organisational culture and HRM • HRM and Globalization -

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sections analysing HRM on an international scale and the challenges of managing people across borders • A focus on contemporary themes such as sustainability, dignity at work, diversity and emotion • HRM as I see it – online video interviews with HR managers at organisations such as Sky, Bupa and Unite the Union, with accompanying questions in the textbook • HRM in Practice sections and Case Studies – demonstrate HRM at work in the real world and encourage you to be analytical about practical issues • Online multi-choice questions and skills development guide - aid your understanding and help you get to grips with writing reports and giving presentations. Visit www.palgrave.com/business/bratton5 for comprehensive supporting materials for lecturers and students, including all-new video interviews with HR professionals.

Issues of Human Resource Management

International Human Resource Management offers a contemporary and multilayered introduction to international and comparative human resource management for university study. It critically analyses the core issues and emerging trends in the field, with a consistent emphasis on real-world scenarios and concerns. At the macro level, the book examines how IHRM fits within and adapts to the ever-changing environment of international relations and global development. At the firm level, it elucidates the strategic goals served by IHRM and the processes used to achieve them. At the individual level, the analysis

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extends beyond the traditional focus on expatriates to encompass the various IHRM actors and their motivations. Each chapter features a case study, tutorial activities and discussion questions. The book concludes with three extended case studies, each based on a specific region, to help students consolidate their understanding.

Human Resource Management

The book "Issues of Human Resource Management", written by well-known authors, is a result of a teamwork of specialists who have been dealing with the issue of managing human resources in different contexts. The authors from Germany, Spain, Turkey, Slovakia and Romania have submitted results of their current research and have presented important findings that are becoming a starting point for making managers decision so that their businesses can be competitive. You have put your hands on a selection of the best scientific contributions that have been reviewed and now are offering a space for an active debate on partial issues of the given topic. The authors in their work examined also the factors of psychology applied in HRM, the organisation of companies and its impact on human resource management, workers motivation and incentives and investment into human resources development; they searched the field of human resource management in family businesses, the quality of relationship in a workplace and specifics of human resource management in non-governmental

organisation.

Teaming to Innovate

Since the late 1970s scholars and practitioners of international management have paid increasing attention to the impact of globalisation on the management of human resources across national boundaries. This collection of important articles and essays provides a comprehensive review and critique of developments and future directions in International Human Resource Management. Focusing on three major developments or approaches - Cross-Cultural Management, Comparative HRM and Strategic HRM, the volume explores challenges and opportunities facing researchers, international managers and employees.

Strategic Human Resource Management

This book draws on recent theoretical contributions in the area of global talent management and presents an up to date and critical review of the key issues which MNEs face. Beyond exploring some key overarching issues in global talent management the book discusses the key emerging issue around global talent management in key economies such as China, India, the Middle East and Eastern Europe. In contrast to many of the currently available texts in the area of global

talent management which are descriptive and lacking theoretical rigor, this text emphasizes the critical understanding of global talent management in an organizational context. Drawing on contributions from the leading figures in the field, it will aid students, practitioners and researchers alike in gaining a well grounded and critical overview of the key issues surrounding global talent management from a theoretical and practical perspective.

Research in Personnel and Human Resources Management

Since the dawn of civilization, humans were selected, allocated and organized based on their skills and job criteria. Today, the role of Human Resources (HR) professionals goes beyond recruitment and management of human capital. Human Resource Planning for the 21st Century tackles the current trends of human resource management (HRM) and human resource planning while highlighting certain roles that HR professionals are involved in. Human Resource Planning for the 21st Century explores HRM systems and their roles within a corporate setting, elaborates on HR plans for crises, uncovers the effects of downsizing on company brand and looks at the possible impact of globalization on corporate social responsibility and HRM.

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