Managing Human Resources

Through Strategic Partnerships

Eighth



Edition

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Managing Human Resources Through Strategic Partnerships MANAGING THROUGH STRATEGIC PARTNERSHIPS: Cisco Systems THE STRATEGIC IMPORTANCE OF MANAGING HUMAN RESOURCES Employees Who Add Value Employees Who Are Rare A Culture That Can't Be Copied A FRAMEWORK FOR MANAGING HUMAN RESOURCES THROUGH STRATEGIC PARTNERSHIPS The Importance of Changes in the Environment Human Resource Management Activities Understanding the HR Profession 13 THE HR TRIAD 13 THE HR TRIAD: Roles and Responsibilities for Managing Human Resources 14 Line Managers Have Always Been Responsible 14 HR Professionals Provide Special Expertise 15 **Employees Share Responsibility** 15 The Meaning of Strategic Partnerships: Satisfying Multiple Stakeholders 16 Owners and Investors 17 18 Customers Society 20 Other Organizations 22 Organizational Members 23 Finding Synergy 24 LOOKING AHEAD: FOUR CURRENT CHALLENGES 25 25 Managing Teams MANAGING TEAMS: Mayo Clinic's Patient-Centered Care 26 Managing Diversity 27 MANAGING DIVERSITY: Diversity Knowledge Quiz 27 Managing Globalization MANAGING GLOBALIZATION: Hiring Is No Laughing Matter for Cirque du Soleil 31 Managing Change 32 P.S.: WHAT ARE HUMAN RESOURCES? 33

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