

Strategic Human Resource Management

Catherine Truss

University of Kent

David Mankin

Academic Consultant

Clare Kelliher

Cranfield School of Management, Cranfield University



Outline contents

| Preface | xiii |
|-------------------------------------|------|
| Acknowledgements | xvjj |
| Guide to the Book | xx |
| Guide to the Online Resource Centre | xxii |

PART 1 The context of SHRM

| 1 | The global context of strategic human resource management | 3 |
|---|-----------------------------------------------------------|----|
| 2 | Thechangingcontextfor SHRM | 23 |
| 3 | Strategic management | 42 |

PART 2 Strategic HRM

| 4 | The strategic role of the HR function | 63 |
|---|-------------------------------------------------------|-----|
| 5 | The foundations of SHRM | 84 |
| 6 | Resource-based and institutional perspectives on SHRM | 102 |
| 7 | HR strategy | 119 |
| 8 | SHRM and performance | 139 |

PART 3 Strategic imperatives

| 9 | SHRM and human resource development | 163 |
|------|------------------------------------------|-----|
| 10 " | SHRM and talent management | 183 |
| 11 | SHRM and employment relations | 201 |
| 12 | Employee engagement | 219 |
| 13 | Knowledge management and SHRM | 236 |
| 14 | SHRM and corporate social responsibility | 253 |
| 15 | SHRM and the management of change | 271 |

OUTLINE CONTENTS

PART 4 New forms of SHRM

| 16 New 1 | forms of SHRM | 295 |
|------------|---------------|-----|
| | | |
| Glossary | | 309 |
| References | | 315 |
| Index | | 341 |