



ASSIGNMENT ON

HUMAN RESOURCE MANAGEMENT

CONCEPTS, PROCESSES, MODELS, FUNCTIONS, TRANSITION FROM PERSONNEL MANAGEMENT, AND ORGANIZATIONAL VALUES

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HUMAN RESOURCE MANAGEMENT

CONCEPTS, PROCESSES, MODELS, FUNCTIONS, TRANSITION FROM PERSONNEL MANAGEMENT, AND ORGANIZATIONAL VALUES

1. Introduction

1.1 Defining HRM

Human Resource Management consists of the activities like – human resource planning, job design, job analysis, recruitment and selection, proper placement of the employees, training and developing the employees, succession planning, performance appraisal and measurement, proper reward system, communication, employee and executive remuneration, motivation, welfare, safety and security, maintain industrial relation, etc. (Aswathappa, 2009) (Arthur, 2004) (Deb, 2006)

Figure 1 shows the areas or scope of human resource management in an organization.

Figure 1: Scope of Human Resource Management

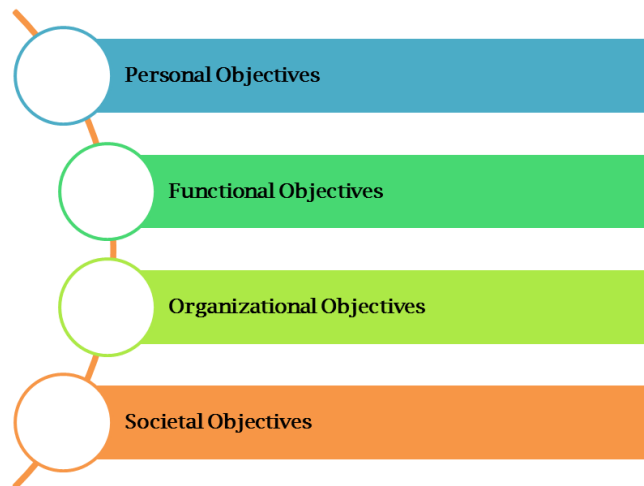


1.2 Functions and Objectives of HRM

1.2.1 Objectives of HRM

The fundamental and primary objective of HRM is to ensure a skilled, competent, and enthusiastic workforce for an organization. Figure 2 represents the basic objectives of HRM (Dessler & Varkkey, 2009) (Dransfield, 2000).

Figure 2: Objectives of HRM



Societal Objectives: From the perspective socio economic benefits the HR policy of an organization should ensure the benefits of the society in terms of developing a skilled workforce for not only organizational goal achievements purposes but also for stabilizing the national growth of an economy (Werther, Jr. & Davis, 2010).

Organizational Objectives: Assisting the process of attaining ultimate goal of an organization is also another vital objective of an effective and sustainable HRM system. This department lies in an organization simply assist other departments or functional units of an organization for helping to achieve their purposes.

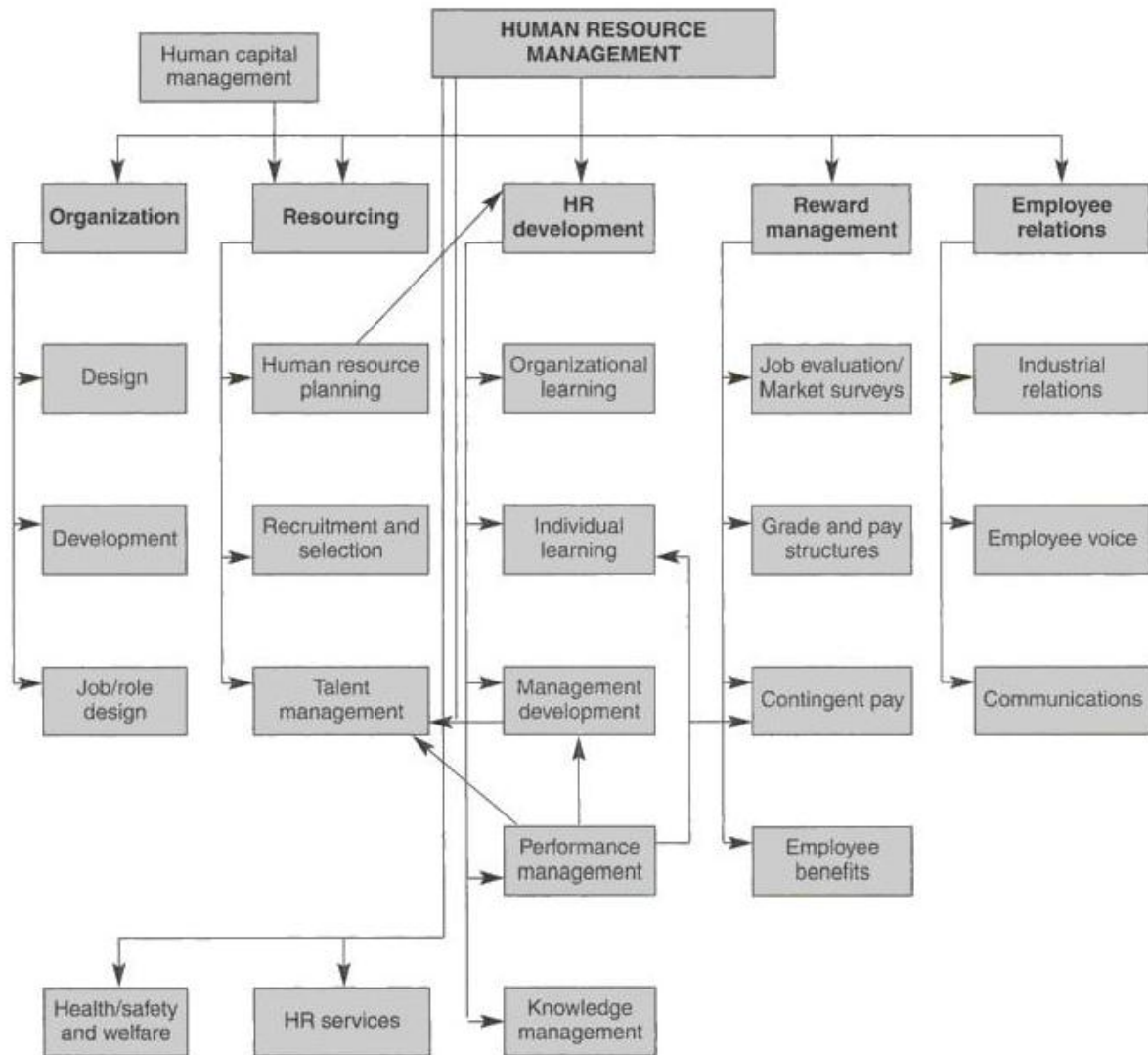
Functional Objectives: Maintaining and operating the functional activities of HR department in way that can contribute to the level of organizational needs. HRM functions of an organization should be tailored according the organizational demands (Steen, Noe, Hollenbeck, Gerhart, & Wright, 2009).

Personal Objectives: A good HRM policy of an organization will assist the employees to meet their personal expectation and needs in a goal congruent manner. In that way it will ensure that each and everybody's personal benefits will hit to the point where the organizational goals can be possible to achieve.

1.2.2 Functions or Activities of HRM

The major and fundamental functions of human resource management are shown on the following Figure 3 (Armstrong, A Handbook of Human Resource Management Practice, 2007) (Armstrong, Strategic Human Resource Management: A Guide to Action, 2006):

Figure 3: Major Functions of Human Resource Management



Organization

The major functions of organizing are **Job Design** and **Job Analysis**. *Job Analysis* is the process of collecting and analyzing information or data related the jobs of an organization that will help to formulate job description and specifications. *Job Design* is another process after *Job Analysis* which is related to specifying job title, responsibilities and duties (Sims, 2007).

Resourcing

Resourcing process includes the functions of **HR Planning, Recruitment and Selection, and Placement, and Talent Management**. In *HR Planning* process the organization's nature, strategies, HR needs and demands are assessed for formulating and implementing HR related policies and principles. *Recruitment and Selection* activities mean attracting and obtaining possible employees from probable sources and selecting the capable employees where placing the right people to the right position is the process of *Placement and Talent Management* (Secord, 2003).

HR Development

HR Development involves the activities of organizing training and learning sessions or many other means to develop and train-up the employees to effectively and efficiently perform their assigned tasks (Price, 2011).

Reward Management

An appropriate system is necessary to evaluate the performances of the employees and rewarding them for motivating the employees in terms of encouraging a spontaneous environment of working with utmost employee satisfaction.

Employee Relations

An effective and sustainable communication network whether it is formal or informal is essential for organizational success throughout the organization.

1.3 Several Viewpoints of HRM

There are several approaches or viewpoints of human resource management. These are (Arthur, 2004):

1. **Strategic Approach:** HR management must contribute to the process of overall strategic success of the organization.
2. **Human Resource Approach:** HR management is related the activities of employee or personnel management which starts from the joining of an employee to the leaving of that employee from the organization.
3. **Management Approach:** From the managerial perspective HR will assist the managers of the organizations in decision making process about the employees or many other things.

4. **Proactive Approach:** HR management can help the organization by analyzing and forecasting the challenges and taking some proactive actions in terms of human capital management.
5. **Systems Approach:** HR management consists of several components those are representing different process and these components collectively work to develop and maintain a sustainable HR system throughout the organization.

Figure 4: Several Viewpoints of HRM



2. Concepts, Models, and Organizational Values of HRM

2.1 Transition from Personnel Management to Strategic HRM

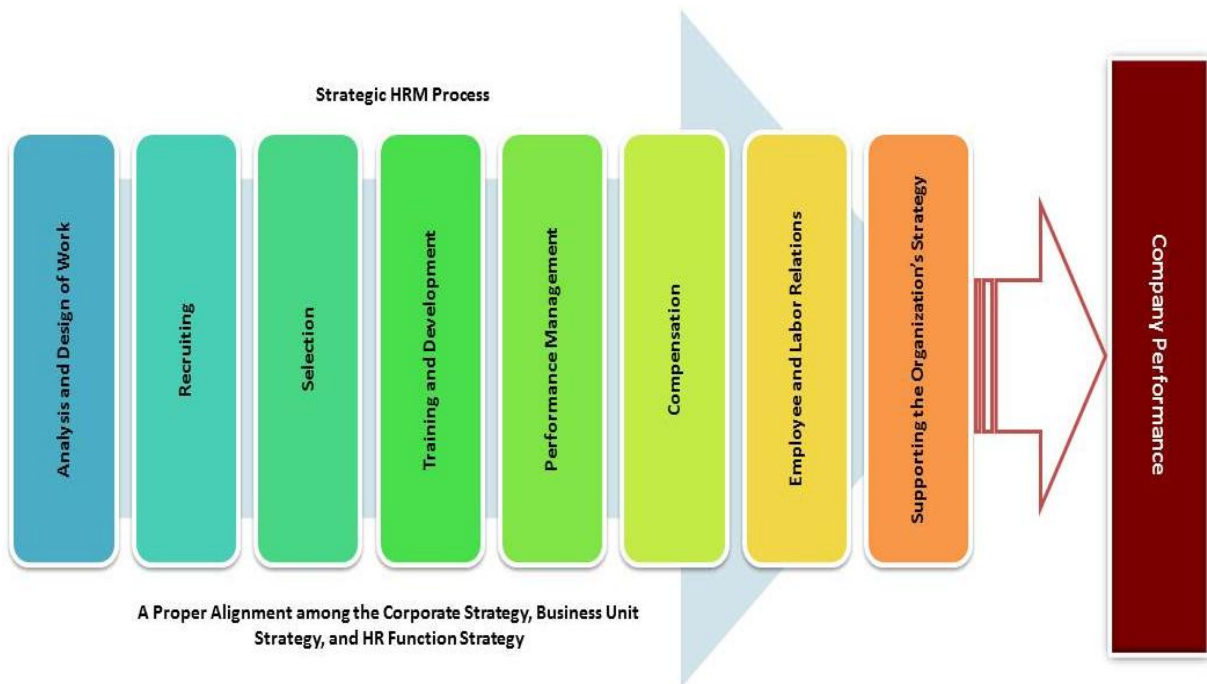
2.1.1 Personnel Management

Personnel Management is a narrow concept, where Human Resource Management is a broader concept. Personnel Management is just only related to the process of managing the workforce of organization, motivating and directing them to do their tasks (McBey & Belcourt, 2006). There are no strategic orientations in personnel management. The vital issue in organizational context is *Goal Congruence*, which means aligning the employees' personal expectations and objectives with the overall organizational goals and strategies. This issue is omitted in personnel management process (McCourt, 1999).

2.1.2 Strategic Human Resource Management

Strategic HRM relates to process of aligning the HR functions and activities with the overall organizational strategies. Strategic HRM is a set of policies, philosophies, and activities those are formulated and implemented to achieve the organizational objectives. Without a strategic HR planning this is not possible to attain the optimality, efficiency, and effectiveness in terms of creating high organizational value of HR functions of HR department of an organization (Thompson, Jr., Strickland III, & Gamble, 2005) (Pearce II & Robinson, Jr., 2006). Strategic HRM processes are shown in the following Figure 5 (Johnson & Scholes, 2002) (Dessler & Varkkey, 2009) (Deb, 2006) (Hendarson, 2011):

Figure 5: Strategic HRM Process



2.1.3 Personnel Management vs. Strategic HRM

Basic differences between personnel management and strategic human resources management are as follows:

Table 1: Personnel Management vs. Strategic Human Resources Management

Dimensions	Personnel Management	Strategic Human Resources Management
<i>Perspective</i>	Short-term perspective	Long-term perspective
<i>Point of view</i>	Compliance	The psychological contract based on commitment
<i>Control</i>	External control	Self-control
<i>Perception</i>	Pluralist perspective	A utilitarian perspective
<i>Structure</i>	Bureaucratic structure	An organic structure
<i>Role</i>	Specialist note	Strategic role
<i>Outlook</i>	Cost-minimization	Maximum utilization
<i>Employment Contract</i>	Careful delineation of written contacts	Aim to go beyond contract
<i>Rules</i>	Importance of devising clear rules	Can do outlook, impatience with rule
<i>Guide to management action</i>	Procedures	Business need
<i>Behavior referent</i>	Norms/customs and practices	Values/mission

<i>Managerial task vis-à-vis labor</i>	Monitoring	Nurturing
<i>Initiatives</i>	Piecemeal	Integrated
<i>Communication</i>	Indirect	Direct
<i>Prized management skills</i>	Negotiation	Facilitation
<i>Job design</i>	Division of labor	Team work
<i>Conflict handling</i>	Reach temporary truce	Manage climate and culture
<i>Training and development</i>	Controlled access to courses	Learning organizations
<i>Respect for employees</i>	Labor is treated as a tool which is expendable and replaceable	People are treated as assets to be used for the benefit of an organization
<i>Shared interests</i>	Interests of the organization are uppermost	Mutuality of interest
<i>Evolution</i>	'Employee advocate'	'Member of the management team'

2.2 Intellectual or Human Capital Management and Knowledge Management

Intellectual or Human Capital Management is going to be the replacement of today's HRM. Human Capital Management is the process of acquiring, sorting, analyzing, and disseminating of HR related information of an organization to justify or reengineering the HR policies and principles of that particular organization.

Knowledge Management is a new discipline of business. In many extents knowledge management is related to human resource management. In the context of today's competitive business world knowledge possessed by an organization is going to be the most vital tool for achieving competitive advantage. Knowledge management is the process of locating and acquiring expertise knowledge or intellectual capital about any business tasks or activities resides in human mind, documents or any other form, storing these, and also disseminating this knowledge on the time of necessity or business decision making (Awad & Ghaziri, 2009) (Becerra-Farnandez, Gonzalez, & Sabherwal, 2009).

2.3 Industrial Relations

Industrial Relation represents the pattern of communication or the relationship between the management level and workers level of an organization and also

represents the mechanisms or tools to resolve any disputes between the relationships.

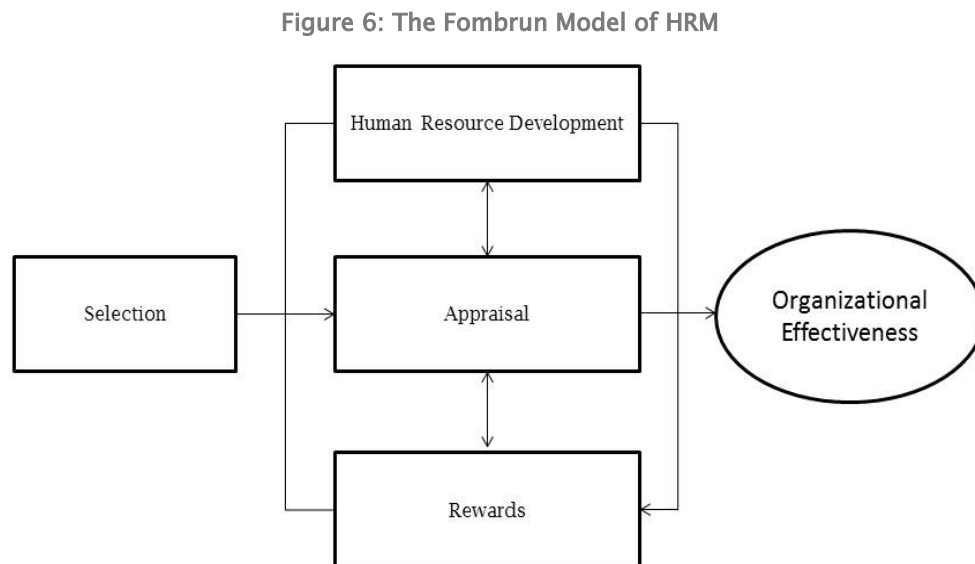
2.4 HRM Models or Processes

There are several theoretical human resource management models that can be applied to an organization (Deb, 2006). These models are:

1. The Fombrun Model of Human Resource Management
2. The Harvard Model of Human Resource Management
3. The Guest Model of Human Resource Management
4. The Warwick Model of Human Resource Management

2.4.1 The Fombrun Model of HRM

Figure 4 represents conceptual framework of the Fombrun model of HRM.

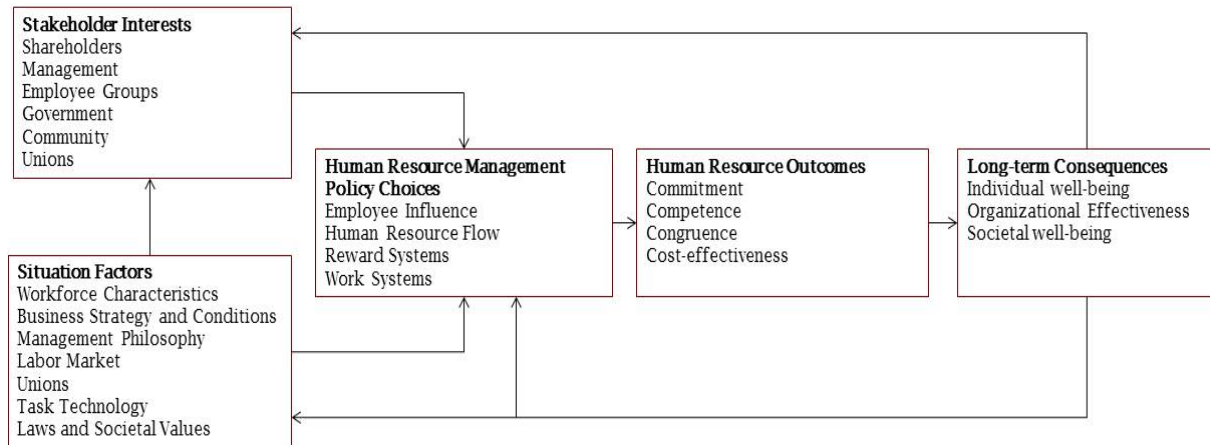


This model of HRM is also known as *The Fombrun, Tichy and Devenna Model*. This is the first model of HRM and for that reason it deserves appreciations because it established the foundations the theories of further models in HRM. The elements of these models are *selection, HR development, appraisal, Rewards, and Organizational effectiveness*. Bu the many other factors related the environmental context of HRM and also other contingency factors of HR of an organization are omitted in this model. But the most noticeable site of this model was that it represents an effective interrelationship between the elements of this model and their collective impact on the organizational performance (Aswathappa, 2009) (Boxall, Purcell, & Wright, 2007).

2.4.2 The Harvard Model of Human Resource Management

The Harvard model is shown in the following Figure 7:

Figure 7: The Harvard Model of Human Resource Management

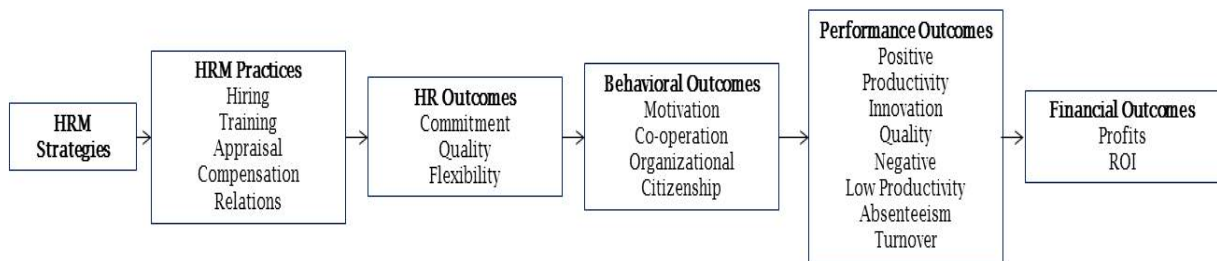


The dimensions of Harvard model of HRM are *stakeholder interests, situation factors, human resource management policy choices, human resource outcomes, and long-term consequences*. Stakeholder interest and situational factors influence HR management's decision and policy making choices about the functions of HR like the recruitment and selection process, job evaluation and appraisal systems, reward system, and learning system of the employees. From the policy choosing activities the major outcomes of HR are constituted by *commitment, competence, congruence, and cost-effectiveness* of the employees. And all of these activities are responsible for a long-term in the organization like ensuring employee satisfactions, accelerating organizational performance and effectiveness, and also developing the socio-economic condition of a national economy (Aswathappa, 2009) (Armstrong, A Handbook of Human Resource Management Practice, 2007).

2.4.3 The Guest Model of Human Resource Management

The Guest Model of Human Resource Management is shown on the following Figure 8:

Figure 8: The Guest Model of Human Resource Management

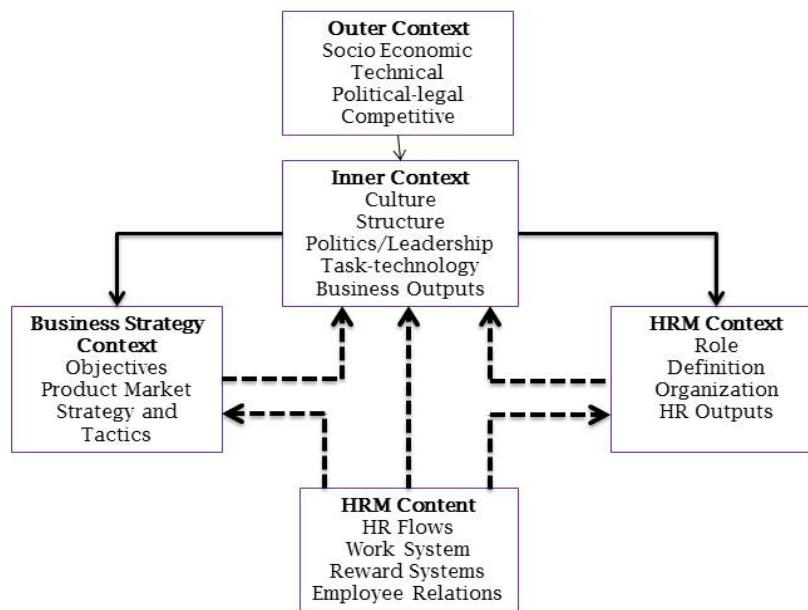


This model is developed by David Guest in 1977. The major elements of this model are *HRM strategies*, *HRM practices*, *HR outcomes*, *Behavioral outcomes*, *Performance outcomes*, and *financial outcomes*. The developer of this model claimed that every HR activities will be directed by a HR strategy which should be consistent with overall organizational strategy and this strategy will shape the HR functions in terms of selection, recruitment, appraisal, and training. The major HR related outcomes of these functions will be a high employee commitment to their jobs, quality of their jobs, and also flexibility throughout the organization. Employee's behavioral pattern will also be modified through the motivational process, profit sharing or organizational ownership activities. Performance outcomes represent the organization's cost-effectiveness, innovation, lower absenteeism, and lower employee turnover and in a collective form these outcomes ensure higher organizational profitability (Werther, Jr. & Davis, 2010) (McBey & Belcourt, 2006).

2.4.4 The Warwick Model of Human Resource Management

Figure 9 represents the conceptual framework of the Warwick model of human resource management.

Figure 9: The Warwick Model of Human Resource Management



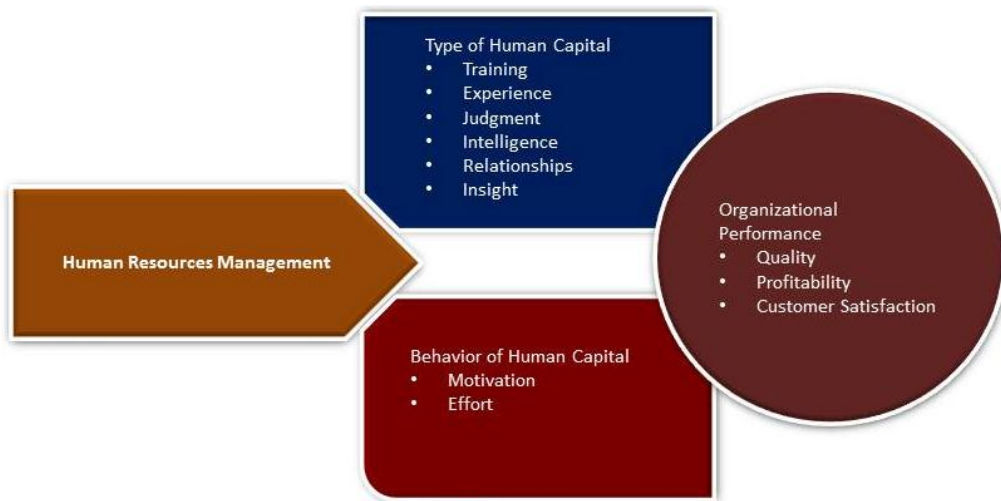
Two researchers Hendry and Pettigrew of University of Warwick developed this Warwick model of HRM. There are five elements of Warwick model, these are:

- *Outer Context*: The macro–environmental factors
- *Inner Context*: The micro–environmental factors
- *Business Strategy Context*: The overall business strategy, competitive strategy
- *HRM Context*: Strategies related to the HR functions of an organization
- *HRM Content*: Work system, reward system, appraisal system etc.

2.5 Organizational Value of HRM

There are different approaches and models to define the organizational value and effectiveness of HR functions of an organization. HR functions ensure a skilled workforce for organization which creates a superior performance and sustainable growth for that organization. The main theme of organizational value of HR functions can best be represented by the following figure 10.

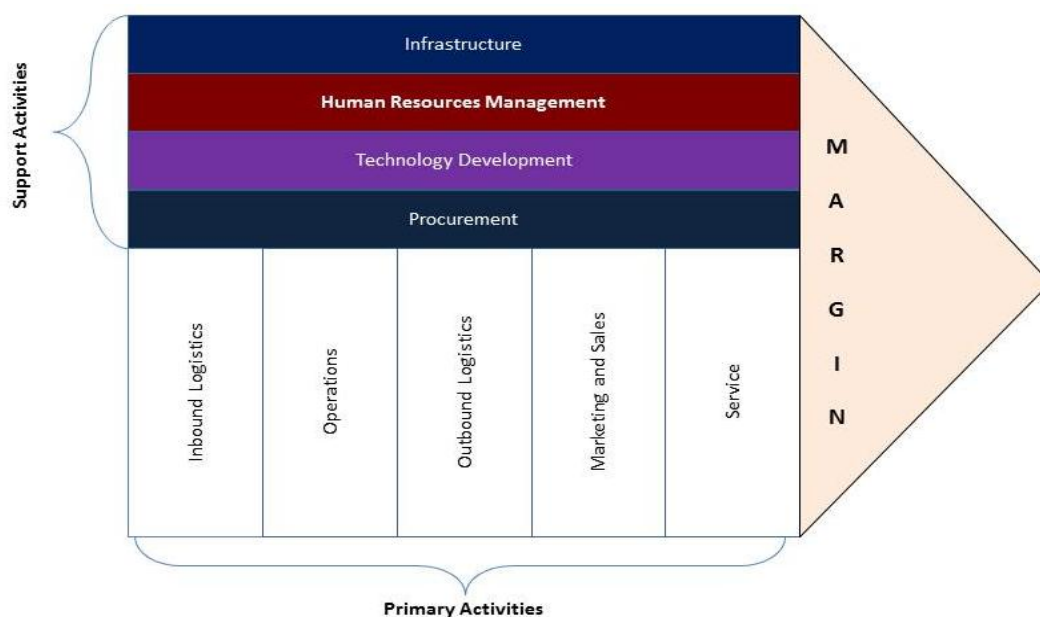
Figure 10: Organizational Effectiveness of HR Functions



2.5.1 An Analysis from the Perspective of Porter's Value Chain Model

Porter's Value Chain Model represents the value added activities and functions of an organization those are responsible to add value to the services or products provided to the customers. The value chain model is shown on the Figure 11.

Figure 11: Porter's Value Chain Model



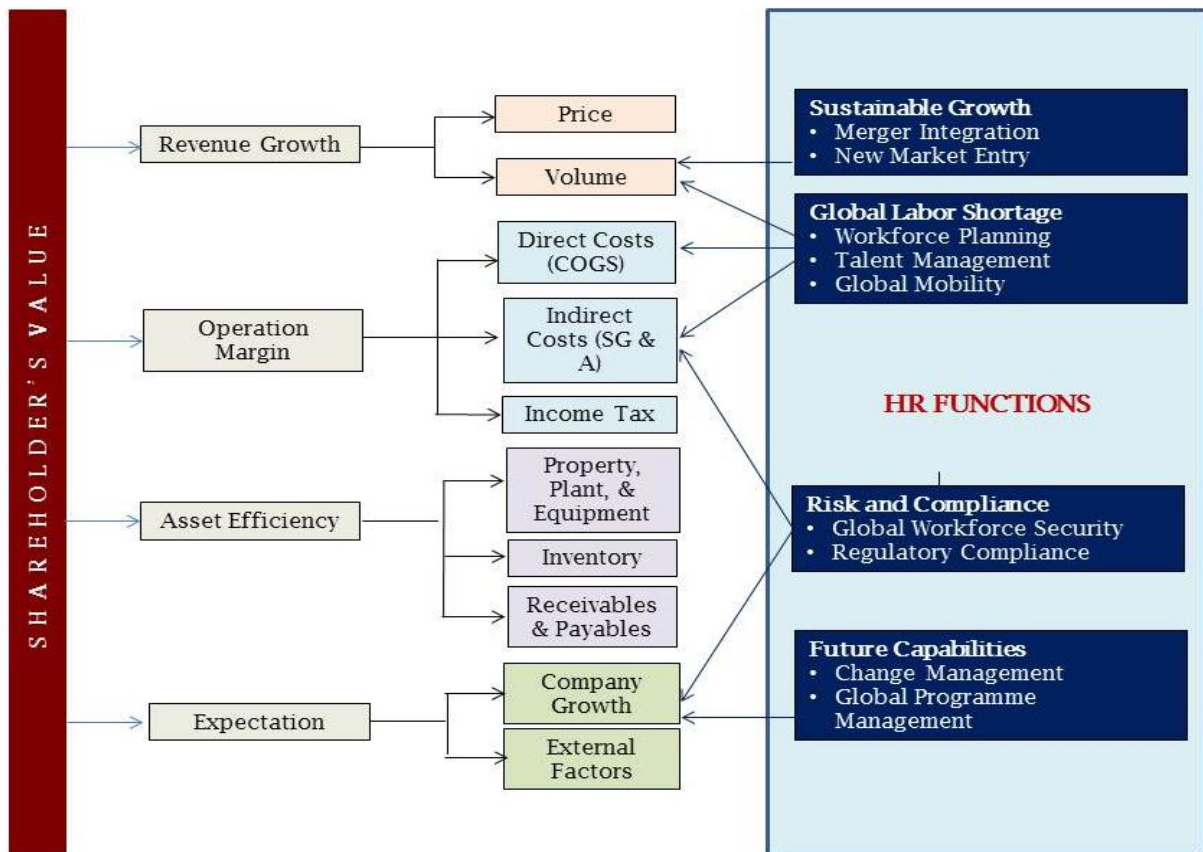
This model is adopted here to show that how HRM function of an organization can add value to its offerings by increasing the profit margin directly or indirectly. In Porter's value chain model there are two types of activities that add value to the firm in terms of increasing the profit margin. These are:

1. **Primary Activities:** Primary activities include the tasks of production and supply chain management. These may be managing and operating of inbound logistics (procurement of raw materials), Operations (production of goods), Outbound logistics (distributing produced goods), Marketing activities (tasks related to product, price, place, and promotion), Service (after sales services). These activities are directly related to the value adding activities.
2. **Secondary Activities:** Secondary activities are supporting activities those are indirectly but influentially related to the value adding tasks of an organizations. These activities include Infrastructure of the firm, Human Resource Management Functions, Technology adoption for business process execution, and procurement activities. Among all of these tasks the major and vital task is Human Resource Management in terms of adding value to the firm. Without an efficient and skilled human workforce it is impossible to ensure effective and efficient operation and execution of business processes. HRM functions are really necessary for ensuring higher profit margin in an organization.

2.5.2 Another Approach of Analyzing “How HR Can Help Create Value”

How HR can help to create value for an organization can best be represented through a model of Figure 12.

Figure 12: How HR Can Help to Create Value to an Organization



Shareholder's value in terms of revenue growth, operation margin, asset efficiency and expectations can be maximized through sustainable HR functions in an organization. Human Resource functions can create value by ensuring sustainable growth in terms of building a team for merger and acquisition, new market entry, workforce planning, talent management, global mobility, global workforce security, regulatory compliance, change management, global programme, management.

3. Assumptions of HRM

There are some fundamentals assumptions of Human Resource Management. These are:

- Organization cannot achieve its goals by itself. It is the people or employees those are responsible for operating the organization towards its predefined goals or objectives.
- HRM applies some policies or principles throughout the organization about the process of recruiting, maintaining, remunerating, evaluating, and developing employees of that organization.

- Decisions and policies about every single process of HRM should be integrated.
- The HR strategy must be consistent with the overall organizational strategy so that it can add some to the organizational process acquiring the ultimate objectives.
- HRM activities or the functions are not applicable for the business organizations; they are also applicable for the non-business organizations like educational institutions, recreation, and health care etc.

4. Environmental Context of HRM

The environmental factors are the major challenges for HRM of an organization. The environmental context of HRM is shown on the following figure 13.

Figure 13: Environmental Context of HRM



The environmental factors like culture, technological, economic, political-legal are the external factors. On the other hand, the factors like unions, strategy, tasks, & leadership, organizational culture and conflict, and professional bodies.

5. HRM Practices in UK: A Case Study of Public Services in UK

Through a rigorous analysis of secondary published reports, articles and journals on HRM practiced in UK, a case study is developed for this assignment. This case study is about the HRM practices in public sectors or public services in UK. This part of the assignment works like a snapshot of the total national phenomenon of UK in terms human resource management practices is public services. This section is represented by HR planning function, recruitment and selection function, appraisal and job evaluation function and many other HR related functions and activities. "HRM practices in public services of UK" especially considers the delegation process and political development.

5.1 Development Management

Development management of UK civil service means the training and learning activities of human resources. The traditional training systems are replaced by modern learning systems where the tasks and responsibilities of each and every staff and line manager are predefined. Civil service staffs and line managers are well trained up in today's UK learning and train-up systems (Faulkner, Pitkethly, & Child, 2002) (CIPD, 2004).

5.2 HR Planning

PRISM was a familiar HR planning system up to 1982 in civil service. After that year it was no longer available for being operated. It was not capable of evaluating jobs and matching human capabilities with their assigned tasks. It was not a centralized process of HR planning. But this traditional approach to HRP is still in operation in Health sector. By implementing NHS Trusts, the new system of HR planning in civil service, the total process of HRP is being decentralized in UK (Esterby-Smith, Malina, & Yuan, 1995).

5.3 Performance Evaluation and Appraisal Management

Performance evaluation system in civil service has been decentralized since 1980. Before that year Cabinet Office used some isolated templates to appraise the performance of the employees. But now all the departments of civil services in UK are in consistent state of performance evaluation and management system (CIPD, 2004).

They are currently emphasizing on 360 degree approach of performance evaluation and appraisal system.

5.4 Succession Planning

Succession planning in civil services of UK is only carried in the top management level consists of secretariat posts and also the mid-level management posts in some cases. In this process the profile of each and every employee are preserved for any occurrence of promotion to any higher posts.

5.5 Pay Management

Performance related payment is highly practiced in UK. In this situation the employees are paid-up according to their contribution, their performance level. Satisfactory level of performance ensures higher payment.

5.6 Job Evaluation

Job Evaluation and Grading Scheme (JEGS) is a system for evaluating jobs in UK civil services, which was financed by the Treasury in the time of developing this system. Towers Perrin, a consultancy firm, was assigned to develop this system.

5.7 Recruitment and Selection

Recruitment and selection activities in UK civil services are carried by the departments of government known as Recruitment and Assessment Services formerly known as Civil Service Commission of UK. This system was reformed in the year 1854.

5.8 Equal Employment Opportunity

The British law ensures the equality in employment to civil services of its citizens. The employers are instructed to encourage the disadvantageous people to apply for the civil service jobs. The strictly prohibits any kind of discriminations in recruitment and selection process. By law of UK proper and full-fledged training and development facilities are available for all kind of citizens of UK to remove any kind of inclusive discriminations those are related to the lack of experience or many other factors.

5.9 Employment Policies and Strategies

Special training facilities and opportunities are available for black people and women. Equal opportunity monitoring system is available in UK.

5.10 Industrial Relations and Trade Unions

Recent developments in British public industrial relations are the outcome of political developments and therefore not easily transferable. Micro-management of industrial relations is less determined in this respect, but there have been few recent significant developments.

Macro-management has been characterized by the declining power of unions, abetted by both changes in legislation and some subtle management practices. Public union membership has nonetheless increased, and unions have used a policy of amalgamation to resist the government encroachment on their power.

5.11 Code of Ethics

UK is in prominent position of practicing code of ethics in any workplaces. They are operation anti-corruption mechanisms for maintain the ethics in workplace.

6. Conclusion

The major challenge of an economy to be developed and achieve sustainable economic growth is to improve the profit oriented or non-profit oriented organization's governance and management systems both in public and private sector. Without a continuous improvement of internal management systems in terms of assuring effectiveness and efficiency a nation in aggregate level cannot achieve superior economic prosperity. For addressing this purpose a skilled, knowledgeable, and hard-working workforce is necessary both in the national level and in the business organizational level. Human Resource Management is a discipline, a process, a policy and a principle applied to manage people strategically to achieve organizational and national purposes. The fundamental and basic purpose of a sound human resource management system is to ensure the optimal contribution of people in any organization. For doing the responsible person that may be managers of human resources of an organization have to face different challenges, solve different disputes, formulate different HR related strategies ensuring the high consistency with the business strategy, implement HR policies or systems based on the different internal or external organizational contexts. The HR manager also has to serve the socio-economic, organizational, functional, and also personal objectives through the activities of Human Resource Management. These objectives can only be served by an integrated, consistent activities related to human resource planning, job development, analysis and design, recruitment and selection, placement, appraisal and job evaluation, reward and motivation, job termination etc. HRM discipline defines these activities in a fine tuned way. There are four types of proficiencies are needed for a successful HR manager, these are (i) HR proficiencies, (ii) Business proficiencies, (iii) leadership proficiencies, and (iv) learning and innovation proficiencies.

For any organization a distinct and well-established HR department is necessary. When anyone is going to talk about the HR department of an organization two issues are usually considered, these are (i) current status of the HR department and (ii) the overall composition of this HR department. These two issues are addressed by considering the fundamental needs and business type of the organization, its capability, the internal structure of the organization and also its business strategy.

The recent global business trends like globalization, technological advancement, workforce diversity, necessity expertise knowledge, deregulation, service oriented

business make it inevitable for effective HR policies and practices in level of organization.

The concept of human resource management relates to many other dimensions like personnel management, workforce management, strategic human resource management, human capital management, intellectual capital management, knowledge management etc. But the main theme of all these aspects of HRM is to bring or build a skilled workforce and ensure the organizational prosperity.

The impact of proper management of human resources on organizational performance is very much important. There are many HR models are developed throughout huge research works of the scholars. In aggregate sense all of them were trying to show the importance of HR management to create better organizational performance.

On the other hand, HRM also offers several career opportunities for its learners. There are so many professional degrees available on this discipline. By obtaining these professional qualifications anyone can secure and create a better career in any organizations.

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