

CONTENTS

<u>CHAPTER 1</u>	INTRODUCTION	1
	<i>Evolving Relationship of HRM and Strategy</i> 2	
	<i>Outline of the Text</i> 5	
<u>CHAPTER 2</u>	HUMAN RESOURCES MANAGEMENT: MOVING TOWARDS A PARADIGM AND OBTAINING ADVANTAGE	9
	<i>The Historical Evolution of HRM: Moving Toward a Paradigm</i> 10	
	<i>Towards a Macro Perspective</i> 14	
	<i>Organization-Level Perspective of HRM</i> 17	
	<i>Approaches to the Strategy-HRM Interface</i> 18	
	<i>Obtaining Advantage from HRM Functions</i> 20	X
	<i>Summary and Conclusions</i> 27	
<u>CHAPTER 3</u>	EXPANDING THE STRATEGY-MAKING CONCEPT	29
	<i>Emerging Strategy Research</i> 30	
	<i>Elaboration of the Process Model</i> 31	X
	<i>The Strategy Process</i> 32	
	<i>HRM in the Intended Strategy Model</i> 36	
	<i>Strategy as an Emergent Concept</i> 38	
	<i>The Continuum of Realized Strategy</i> 41	
	<i>Summary and Conclusions</i> 44	
<u>CHAPTER 4</u>	A PROFIT-GENERATION THEORY OF STRATEGIC HUMAN RESOURCES MANAGEMENT	45
	<i>Antecedents of a Theory</i> 45	
	<i>Profit and the Strategy-HRM Relationship</i> 45	
	<i>The Availability of Opportunity</i> 47	
	<i>The Use of Action</i> 51	
	<i>Unified Model of the Strategic-HRM Process</i> 57	
	<i>Summary and Conclusions</i> 59	

<u>CHAPTER 5</u>	HUMAN RESOURCES AND THE ANATOMY OF STRATEGIC PLANNING	61
	Environmental, Organizational Trends 62	X
	Strategic Human Resource Planning 64	X
	The SHRP Process 65	X
	Including HRM in the Strategy Process 74	X
	Summary and Conclusions 79	
<u>CHAPTER 6</u>	STRATEGIC STAFFING	81
	Staffing and SHRP 82	
	Staffing and Strategy Implementation 83	
	Staffing and Strategy Formulation 93	
	Summary and Conclusions 96	
<u>CHAPTER 7</u>	STRATEGY AND THE PERFORMANCE-EVALUATION PROCESS	97
	Performance Evaluation's Importance to the Strategic Process 98	
	An Overview of Research Linking PE Systems and Strategy 99	
	Performance-Evaluation Components and Their Relationship to Strategic Management 104	
	Summary and Conclusions 109	
<u>CHAPTER 8</u>	STRATEGIC REWARD SYSTEMS	111
	Definition and Domain 112	
	Objectives 113	
	Forms 115	
	Problems 121	
	Importance of Linking the Reward System and Strategy 124	
	Success Stories 125	
	Research on the Reward System-Strategy Linkage 126	
	Summary and Conclusions 128	
<u>CHAPTER 9</u>	STRATEGIC HUMAN RESOURCES DEVELOPMENT	131
	Development Activities 132	
	Strategic Business Planning 139	
	Linking Strategic Business Planning and Human Resources Development 141	
	Summary and Conclusions 145	

Industrial Relations Research: An Overview 149
Environmental Forces Affecting Industrial Relations 151
Industrial Relations and Strategy Formulation and Implementation 152
Incorporating Industrial Relations into Corporate Strategy Formulation 154
Incorporating Industrial Relations into Corporate Strategy Implementation 156
Strategy Formulation and Implementation by Unions 159
Summary and Conclusions 160

CHAPTER 11 ENTREPRENEURIAL LINKS

Entrepreneurs and Entrepreneurial Behavior 164
HRM's Role in Corporate Entrepreneurship 171
Culture 174
HRM, Strategy, and Corporate Entrepreneurship 174
Summary and Conclusions 175

CHAPTER 12 INTERNATIONAL HUMAN RESOURCES MANAGEMENT

Importance of International HRM 178
Research on International Human Resources Management 179
Functional Issues 179
Macro Theories in Industrial Relations 187
Single-Country and Comparative Studies 187
HR Involvement in Strategic Planning 188
Summary and Conclusions 191

CHAPTER 13 PLANNING FOR AND MANAGING MERGERS AND ACQUISITIONS

Framework for Understanding M&As 194
Review of the Literature on Mergers and Acquisitions 195
Conceptual Frameworks for Planning For and Coping with Mergers and Acquisitions 201
A Framework Linking Motive, Degree of Integration, Human Resources Practices, and Outcomes 202
Mergers and Acquisitions as Part of the Strategic Management Process 207
Summary and Conclusion 209

<u>CHAPTER 14</u>	CONCLUSIONS AND PLANNING FOR THE FUTURE	211
	The Future-Strategy and HRM <i>211</i>	
	Summary and Conclusions <i>214</i>	
<u>SUGGESTED READINGS</u>		215
<u>BIBLIOGRAPHY</u>		245
<u>AUTHOR INDEX</u>		295
<u>SUBJECT INDEX</u>		301