

**MICHAEL ARMSTRONG
WITH STEPHEN TAYLOR**

 **ONLINE
RESOURCES**

17TH EDITION

ARMSTRONG'S HANDBOOK OF HUMAN RESOURCE MANAGEMENT PRACTICE

**A GUIDE TO THE THEORY
AND PRACTICE OF PEOPLE
MANAGEMENT**


KoganPage

CONTENTS IN BRIEF

List of figures xxxiii

List of tables xxxvi

Preface xxxviii

PART I Human resource management (HRM) 1

- 01** The essence of HRM 3
- 02** The philosophy of HRM 10
- 03** The practice of HRM 20
- 04** People management 27
- 05** The context of HRM 32

PART II Strategic human resource management (SHRM) 41

- 06** The essence of SHRM 43
- 07** The conceptual framework of SHRM 46
- 08** HR strategy 60

PART III Features of human resource management 79

- 09** Work: its nature and future 81
- 10** HRM and organizational performance 89
- 11** The ethical dimension of HRM 100
- 12** HRM and corporate social responsibility 110

PART IV Delivering HRM 119

- 13** The role of the HR function 121
- 14** The role of the HR professional 127
- 15** The HRM role of line managers 135

PART V HRM processes 141

- 16 Evidence-based HRM 143
- 17 HR analytics 147
- 18 Digital HRM 154
- 19 Artificial intelligence and HRM 158
- 20 Knowledge management 164

Skills 169

- Skills-based HRM 171
- Skills analysis 183
- Skills intelligence 188
- Skills planning 196

PART VII Organization 205

- 25 Organizational behaviour 207
- 26 Organization design 225
- 27 Work design 231
- 28 Job design 237
- 29 Role development 246
- 30 Organization development 251

PART VIII Factors affecting the behaviour of people at work 263

- 31 Motivation 265
- 32 Commitment 279
- 33 Employee engagement 286

PART IX Employee resourcing 299

- 34 Resourcing strategy 301
- 35 Workforce planning 303

- 36 Recruitment and selection 312
- 37 Talent management 331

Employment practices 339

- The employee experience 341
- Managing employment 346
- Managing flexibility 360
- Managing equality, diversity and inclusion (EDI) 366

PART XI Learning and development 371

- 42 The basis of learning and development 373
- 43 The process of learning and development 378
- 44 Managing learning and development 387
- 45 How people learn 399
- 46 Organizational learning 406
- 47 Individual learning 411
- 48 Leadership and management development 424

PART XII Performance management 433

- 49 The basis of performance management 435
- 50 The process of performance management 439

Reward management 453

- The basis of reward management 455
- The practice of reward management 464
- Managing reward for special groups 485

PART XIV Employment relations 493

- 54 The employment relationship 495
- 55 The psychological contract 500

- 56 The practice of employment relations 504
- 57 The practice of industrial relations 508
- 58 Employee voice 514
- 59 Employee communications 520

PART XV Employee wellbeing 527

- 60 The principles and practice of employee wellbeing 529
- 61 Health and safety 537

PART XVI HRM practices 547

- 62 HR policies 549
- 63 HR procedures 556
- 64 Dealing with the legal aspects of employment 562

PART XVII International HRM 575

- 65 The basis of international HRM 577
- 66 The practice of international HRM 582
- 67 Managing expatriates 589

PART XVIII HR skills 599

Business skills

- 68 Strategic management skills 601
- 69 Business acumen 603
- 70 Dealing with business issues from an HR perspective 610

Analytical, problem-solving and digital skills

- 71 Problem-solving and decision-making skills 615
- 72 Analytical skills 620
- 73 Systems thinking 625

- 74** Research skills 631
 - 75** Statistical skills 642
 - 76** Digital skills 647
- HR practice skills*
- 77** Role analysis 649
 - 78** Selection interviewing skills 658
 - 79** Learning and development skills 665
 - 80** Negotiating skills 669

Personal skills

- 81** Influencing skills 674
- 82** Political skills 677

Managing people problems skills

- 83** Handling people problems 679
- 84** Handling challenging conversations 687
- 85** Managing conflict 690

Management skills

- 86** Leadership skills 694
- 87** Change management skills 702
- 88** Innovation skills 706
- 89** Project management skills 707

PART XIX Conclusion 709

- 90** Trends in HRM 711

Author index 715

Subject index 719

CONTENTS

List of figures xxxiii

List of tables xxxvi

Preface xxxviii

PART I Human resource management (HRM) 1

- 01 The essence of HRM** 3
- Chapter objectives 3
 - HRM defined 3
 - The philosophy and practice of HRM 3
 - The basic HRM activities 4
 - The development of the HRM concept 4
 - The theoretical base of HRM 5
 - What HRM has to offer 7
 - References 8
- 02 The philosophy of HRM** 10
- Chapter objectives 10
 - The nature of HRM philosophy 10
 - Contributions 10
 - Reservations about HRM 16
 - A philosophy for HRM 17
 - References 18
- 03 The practice of HRM** 20
- Chapter objectives 20
 - HRM in practice 20
 - The HR architecture 21
 - The HR system defined 21
 - The components of an HR system 21
 - Reservations about the practice of HRM 25
 - References 25
- 04 People management** 27
- Chapter objectives 27
 - Background to the concept of people management 27
 - People management defined 27
 - Comparison between HRM and people management 28

People practices 30
References 31

05 The context of HRM 32

Chapter objectives 32
The nature and significance of context 32
The labour market 32
Skills gap 34
The internal environment 34
The external environment 34
Environmental disruptions 35
The fourth industrial revolution 35
Taking into account contextual issues 35
References 38

PART II Strategic human resource management (SHRM) 41

06 The essence of SHRM 43

Chapter objectives 43
SHRM defined 43
Characteristics of HRM 43
The process of SHRM 44
SHRM and HR strategy 45
References 45

07 The conceptual framework of SHRM 46

Chapter objectives 46
The significance of the conceptual framework of SHRM 46
The conceptual framework 46
Strategic management 46
Strategic alignment 47
Best fit or best practice 50
The resource-based view 51
Critical evaluation of the resource-based view 53
What the resource-based view offers 54
SHRM perspectives and theories 55
References 57

08 HR strategy 60

Chapter objectives 60
The nature of HR strategy 60
Approaches to HR strategy 61
The features of the three main types of HR strategy 62
Developing HR strategy 66

| | |
|-----------------------------------|----|
| HR strategy development programme | 68 |
| Implementing HR strategy | 73 |
| References | 76 |

PART III Features of human resource management 79

| | | |
|----|---|-----|
| 09 | Work: its nature and future | 81 |
| | Chapter objectives | 81 |
| | The nature of work | 81 |
| | The concept of 'good work' | 81 |
| | Theories explaining the meaning of work | 82 |
| | Impacts on the nature of work | 83 |
| | The state of work | 85 |
| | The future of work | 87 |
| | References | 87 |
| 10 | HRM and organisational performance | 89 |
| | Chapter objectives | 89 |
| | The factors shaping organizational performance | 89 |
| | The impact of HRM on performance | 89 |
| | What can HR do about making an impact? | 94 |
| | References | 97 |
| 11 | The ethical dimension of HRM | 100 |
| | Chapter objectives | 100 |
| | Ethics and HRM | 100 |
| | The meaning and concerns of ethics | 100 |
| | The nature of ethical decisions and judgements | 101 |
| | HRM ethical guidelines | 103 |
| | Ethical dilemmas | 105 |
| | What organizations can do about ethical behaviour | 106 |
| | The ethical role of the HR function | 106 |
| | References | 108 |
| 12 | HRM and corporate social responsibility | 110 |
| | Chapter objectives | 110 |
| | Corporate social responsibility defined | 110 |
| | The social purpose of organizations | 111 |
| | Sustainable HR | 111 |
| | The rationale for CSR | 111 |
| | The opposing view | 112 |
| | CSR activities | 112 |
| | The role of HR | 113 |
| | The ESG model | 113 |
| | References | 116 |

PART IV Delivering HRM 119

13 The role of the HR function 121

- Chapter objectives 121
- The basic role of the HR function 121
- HR function activities 122
- The HR operating model 123
- Conducting an HR operating model review 124
- Evaluating the HR function 125
- Outsourcing HR work 125
- References 126

14 The role of the HR professional 127

- Chapter objectives 127
- The essential role of HR professionals 127
- The capabilities needed by HR professionals 128
- The strategic role of the HR professional 130
- The role of HR professionals as innovators 131
- The advisory/guidance role of HR professionals 131
- HR professional behaviours: CIPD 132
- Carrying out the role of the HR professional 132
- What it means to be an HR professional 133
- References 133

15 The HRM role of line managers 135

- Chapter objectives 135
- The HR role of line managers 135
- How well do line managers exercise their people management responsibilities? 136
- Factors affecting the implementation of HR policies by line managers 137
- Dealing with the issues 138
- References 139

PART V HRM processes 141

16 Evidence-based HRM 143

- Chapter objectives 143
- The importance of evidence 143
- Evidence-based HRM defined 143
- Evidence-based management 143
- The approach to evidence-based HRM 144
- References 146

17 HR analytics 147

- Chapter objectives 147
- The importance of HR analytics 147
- HR analytics defined 147
- The purpose of HR analytics 147
- The content of HR analytics 148
- The process of HR analytics 148
- Types of HR analytics 148
- Keeping people informed 152
- References 153

18 Digital HRM 154

- Chapter objectives 154
- Digital HRM defined 154
- The purpose of digital HRM 154
- The uses of digital HR 154
- Minimizing bias 155
- Digital transformation 155
- Human Resource Information System (HRIS) 156
- References 157

19 Artificial intelligence and HRM 158

- Chapter objectives 158
- Artificial intelligence defined 158
- Generations of AI 158
- AI agents 159
- The components of AI 159
- Uses of artificial intelligence 159
- AI concerns 161
- Introducing AI 161
- References 163

20 Knowledge management 164

- Chapter objectives 164
- Knowledge management defined 164
- The meaning of knowledge 165
- Approaches to knowledge management 166
- Knowledge management issues 166
- Implementing knowledge management 166
- References 167

Skills 169

171

- Chapter objectives 171
- The nature of skill 171
- The skills context 172
- The skills revolution 175
- The role of the HR function in developing a skills-based organization 177
- Skills-based organizations in action 179
- References 181

183

- Chapter objectives 183
- Skills analysis defined 183
- The process of skills analysis 183
- Skills analysis techniques 184
- Role analysis methodologies 186
- References 187

188

- Chapter objectives 188
- Skills intelligence defined 188
- Skills frameworks 188
- Skills taxonomies 190
- Skills ontologies 194
- Skills mapping 194
- Reference 195

196

- Chapter objectives 196
- Skills planning defined 196
- Skills planning and business/corporate planning 196
- Skills planning and workforce planning 197
- The skills planning sequence 197
- Analysis of skills requirements 197
- Skills gap analysis 199
- Action planning 199
- Skills development 201
- References 203

PART VII Organization 205

25 **Organizational behaviour** 207

- Chapter objectives 207
- Organizational behaviour defined 207

| | |
|---|-----|
| The sources and applications of organizational behaviour theory | 208 |
| How organizations function | 209 |
| Organizational culture | 212 |
| Organizational climate | 215 |
| Organizational processes | 216 |
| Characteristics of people | 218 |
| Implications for HR specialists | 221 |
| References | 223 |

26 Organization design 225

| | |
|-------------------------------------|-----|
| Chapter objectives | 225 |
| The nature of organization design | 225 |
| Organization design theories | 225 |
| Organization design guidelines | 226 |
| Organizational choice | 227 |
| The approach to organization design | 228 |
| Successful organization design | 229 |
| References | 230 |

27 Work design 231

| | |
|----------------------------------|-----|
| Chapter objectives | 231 |
| Work design defined | 231 |
| Work design – a short history | 231 |
| Work system design | 231 |
| Approaches to work system design | 232 |
| The role of HR in work design | 235 |
| References | 236 |

28 Job design 237

| | |
|---|-----|
| Chapter objectives | 237 |
| What is job design? | 237 |
| Good jobs | 237 |
| Job quality | 238 |
| The principles and practice of job design | 239 |
| Approaches to job design | 242 |
| Responsibility for job design | 242 |
| Job crafting | 242 |
| Challenges to the legacy approach to job design | 243 |
| Job deconstruction | 243 |
| References | 245 |

29 Role development 246

| | |
|--------------------------|-----|
| Chapter objectives | 246 |
| Role development defined | 246 |
| What is a role? | 246 |

| | |
|--|-----|
| Role theory | 246 |
| The distinction between roles and jobs | 246 |
| The approach to role development | 247 |
| Role profiles | 247 |
| References | 250 |

30 Organization development 251

| | |
|---|-----|
| Chapter objectives | 251 |
| Organization development defined | 251 |
| The nature of organization development | 251 |
| The story of organization development | 252 |
| The organization development consulting cycle | 255 |
| Diagnosis | 255 |
| Diagnostics | 255 |
| Organization development interventions | 257 |
| Organization development programmes | 258 |
| References | 260 |

PART VIII Factors affecting the behaviour of people at work 263

31 Motivation 265

| | |
|-------------------------------------|-----|
| Chapter objectives | 265 |
| The meaning of motivation | 265 |
| Development of the concept | 266 |
| Reinforcement theory | 266 |
| Content theory | 267 |
| Process theory | 269 |
| Intrinsic and extrinsic motivation | 271 |
| Summary of motivation theories | 272 |
| Motivation and job satisfaction | 272 |
| Motivation and financial incentives | 274 |
| Conclusions on motivation theory | 275 |
| Motivation strategies | 275 |
| References | 277 |

32 Commitment 279

| | |
|--|-----|
| Chapter objectives | 279 |
| The meaning of commitment | 279 |
| The commitment approach | 280 |
| Commitment and engagement | 281 |
| Factors affecting commitment | 281 |
| Increasing commitment: the high commitment model | 281 |
| Developing a commitment strategy | 282 |
| Critical evaluation of the concept of commitment | 283 |
| Conclusion | 284 |
| References | 284 |

33 Employee engagement 286

- Chapter objectives 286
- The meaning of employee engagement 286
- The theory of engagement 287
- The components of employee engagement 287
- Drivers of employee engagement 288
- Outcomes of engagement 289
- Burnout 289
- Measuring engagement 290
- Enhancing job engagement 292
- Enhancing organizational engagement 290
- Engagement strategy 293
- Critical evaluation of the concept of employee engagement 294
- References 295

PART IX Employee resourcing 299

34 Resourcing strategy 301

- Chapter objectives 301
- Strategic resourcing 301
- The nature of resourcing strategies 301
- References 302

35 Workforce planning 303

- Chapter objectives 303
- The nature of workforce planning 303
- Strategic and operational workforce planning 303
- The link between workforce and business/corporate planning 304
- Workforce planning and skills planning 304
- Incidence of workforce planning 305
- Systematic workforce planning 305
- Approach to workforce planning 309
- References 311

36 Recruitment and selection 312

- Chapter objectives 312
- The nature of recruitment and selection 312
- The recruitment and selection process 312
- AI in recruitment and selection 313
- The seven stages of recruitment and selection 313
- Defining requirements 313
- Attracting applicants 315
- Sources of candidates 316
- Screening applications 321

| | |
|-----------------------------------|-----|
| Selection methods | 323 |
| Selection interviews | 323 |
| Selection testing | 324 |
| Assessment centres | 327 |
| Making the decision | 327 |
| Offers | 328 |
| Following up | 329 |
| Dealing with recruitment problems | 329 |
| References | 330 |

37 Talent management 331

| | |
|------------------------------|-----|
| Chapter objectives | 331 |
| Talent management defined | 331 |
| What is meant by talent? | 331 |
| Talent on demand | 332 |
| The talent management system | 332 |
| Talent management strategy | 335 |
| References | 337 |

38 Employment practices 339

341

| | |
|--|-----|
| Chapter objectives | 341 |
| The employee experience defined | 341 |
| The concept of the employee experience | 341 |
| Improving the employee experience | 342 |
| References | 345 |

346

| | |
|----------------------------------|-----|
| Chapter objectives | 346 |
| Introduction to the organization | 346 |
| Hybrid working | 348 |
| Managing employee retention | 349 |
| Employee turnover | 351 |
| Redundancy | 354 |
| Dismissal | 355 |
| Absence management | 355 |
| Presenteeism | 358 |
| References | 359 |

360

| | |
|--------------------------------|-----|
| Chapter objectives | 360 |
| The nature of flexible working | 360 |
| Forms of flexibility | 361 |
| Flexible working | 362 |

Flexibility policy 364
The role of HR 364
References 365

366

Chapter objectives 366
EDI defined 366
The rationale for managing EDI 366
Managing EDI 367
How to manage EDI 367
Evaluation 369
References 370

PART XI Learning and development 371

- 42 The basis of learning and development 373**
- Chapter objectives 373
Learning and development defined 373
The elements of learning and development 373
The learning and development system 374
Learning culture 374
Learning and development strategy 374
References 377
- 43 The process of learning and development 378**
- Chapter objectives 378
The learning and development sequence 378
Identify learning needs 378
Plan learning and development activities 381
Implement the L&D plan 382
Evaluate learning and development outcomes 382
References 386
- 44 Managing learning and development 387**
- Chapter objectives 387
Responsibility for learning and development 387
Learning management facilities 392
References 398
- 45 How people learn 399**
- Chapter objectives 399
The process of learning 399
Types of learning 399
What makes people want to learn? 399

Learning to learn 400
Learning theory 401
Practical implications of learning theory 403
References 405

46 Organizational learning 406

Chapter objectives 406
Organizational learning defined 406
The purpose of organizational learning 406
The process of organizational learning 406
Single- and double-loop learning 407
Developing organizational learning 407
The learning organization 408
References 410

47 Individual learning 411

Chapter objectives 411
The characteristics of individual learning 411
The theory of individual learning 411
Learning in the flow of work 412
Self-directed learning 413
Personal development planning 415
Continuing professional development 415
Skills development 415
Training 418
Apprenticeships 421
References 422

48 Leadership and management development 424

Chapter objectives 424
Leadership and management development defined 424
The nature of leadership and management 424
Leadership and management development compared 425
Leadership development 426
Management development 428
Criteria for leadership and management development 431
References 432

PART XII Performance management 433

49 The basis of performance management 435

Chapter objectives 435
Performance management defined 435
Performance management and performance appraisal 435
The purpose of performance management 436
How performance management functions 437

| | |
|---|-----|
| Factors affecting the management of performance | 437 |
| Choice of approach to managing performance | 437 |
| References | 438 |

50 The process of performance management 439

| | |
|--|-----|
| Chapter objectives | 439 |
| Performance management systems | 439 |
| Performance and development planning | 442 |
| Implementing | 443 |
| Monitoring | 443 |
| Reviewing | 443 |
| Performance management and skills | 444 |
| 360-degree feedback | 444 |
| Performance management issues | 444 |
| Responses to the issues | 449 |
| Managing performance – the role of line managers | 449 |
| Performance leadership | 449 |
| The way ahead | 450 |
| References | 450 |

Reward management 453

455

| | |
|-------------------------------------|-----|
| Chapter objectives | 455 |
| Reward management defined | 455 |
| The aim of reward management | 455 |
| The philosophy of reward management | 456 |
| Reward strategy | 457 |
| Reward policies | 458 |
| Total reward | 459 |
| Reward management in practice | 461 |
| The reward system | 461 |
| References | 463 |

464

| | |
|---------------------------------------|-----|
| Chapter objectives | 464 |
| Base pay management | 464 |
| Market pricing | 465 |
| Job evaluation | 466 |
| Pay structures | 468 |
| Base pay progression | 477 |
| Individual bonuses | 481 |
| Team pay | 481 |
| Paying for organizational performance | 482 |
| Recognition schemes | 482 |

| | |
|----------------------------------|-----|
| Employee benefits | 482 |
| Administering reward management | 482 |
| References | 484 |
| | 485 |
| Chapter objectives | 485 |
| Chief executive officers | 485 |
| Rewarding sales staff | 486 |
| Rewarding customer service staff | 488 |
| Paying front-line workers | 488 |

PART XIV Employment relations 493

54 The employment relationship 495

| | |
|---|-----|
| Chapter objectives | 495 |
| The nature of the employment relationship | 495 |
| The basis of the employment relationship | 495 |
| Labour process theory and the employment relationship | 497 |
| Employment relationship contracts | 497 |
| Managing the employment relationship | 497 |
| Developing a climate of trust | 498 |
| References | 499 |

55 The psychological contract 500

| | |
|--|-----|
| Chapter objectives | 500 |
| The psychological contract defined | 500 |
| The significance of the psychological contract | 501 |
| The psychological contract and the employment relationship | 501 |
| How psychological contracts develop | 501 |
| The problem with psychological contracts | 501 |
| Developing and maintaining a positive psychological contract | 502 |
| References | 503 |

56 The practice of employment relations 504

| | |
|---|-----|
| Chapter objectives | 504 |
| The meaning of employment relations | 504 |
| The state of employee relations in the UK | 505 |
| Management style in employment relations | 505 |
| Managing with trade unions | 505 |
| Managing without unions | 505 |
| Approaches to employment relations | 505 |
| Employment relations policies | 506 |
| Employment relations strategy | 507 |
| References | 507 |

57 The practice of industrial relations 508

- Chapter objectives 508
- The nature of industrial relations 508
- Trade unions 508
- Collective bargaining 509
- Collective agreements 510
- Dispute resolution 511
- Informal industrial relations 512
- References 513

58 Employee voice 514

- Chapter objectives 514
- Employee voice defined 514
- The case for employee voice 514
- Collective voice 515
- Individual voice 516
- Employee voice strategy 518
- References 519

59 Employee communications 520

- Chapter objectives 520
- The nature of communications 520
- Signalling theory 520
- The importance of communications 521
- Barriers to communication 522
- What should be communicated 522
- Approach to communications 522
- Employee communication strategy 523
- References 525

PART XV Employee wellbeing 527

60 The principles and practice of employee wellbeing 529

- Chapter objectives 529
- The nature of employee wellbeing 529
- The basis of wellbeing 529
- The case for wellbeing 530
- Factors affecting wellbeing 531
- Employee wellbeing strategy 531
- References 535

61 Health and safety 537

- Chapter objectives 537
- The nature of health and safety programmes 537

| | |
|---|-----|
| Managing health and safety at work | 537 |
| Health and safety policies | 538 |
| Conducting risk assessments | 538 |
| Health and safety audits | 540 |
| Health and safety inspections | 541 |
| Accident prevention | 541 |
| Occupational health programmes | 542 |
| Managing stress | 542 |
| Measuring health and safety performance | 543 |
| Communicating the need for better health and safety practices | 544 |
| Health and safety training | 545 |
| Organizing health and safety | 545 |
| References | 546 |

PART XVI HRM practices 547

62 HR policies 549

| | |
|---------------------------|-----|
| Chapter objectives | 549 |
| The nature of HR policies | 549 |
| Why have HR policies? | 549 |
| Overall HR policy | 549 |
| Specific HR policies | 550 |
| Developing HR policies | 554 |
| Implementing HR policies | 554 |

63 HR procedures 556

| | |
|-----------------------------|-----|
| Chapter objectives | 556 |
| The nature of HR procedures | 556 |
| Capability procedure | 556 |
| Disciplinary procedure | 557 |
| Grievance procedure | 559 |
| Redundancy procedure | 559 |

64 Dealing with the legal aspects of employment 562

| | |
|--|-----|
| Chapter objectives | 562 |
| The requirements of employment law | 562 |
| The nature of employment law | 562 |
| The purpose of employment law | 563 |
| How are the objectives of employment law achieved? | 564 |
| How is employment law enforced? | 568 |
| HRM and employment law | 569 |
| References | 573 |

PART XVII International HRM 575

- 65 The basis of international HRM 577**
Chapter objectives 577
The nature of international HRM 577
The international scene 577
International HRM strategies 578
Contextual factors 578
Convergence and divergence 580
References 581
- 66 The practice of international HRM 582**
Chapter objectives 582
The nature of international HRM practice 582
Differences between international and domestic HRM 583
International workforce planning 583
International resourcing 583
International talent management 585
International performance management 585
International reward management 586
Multicultural working 587
Role of the international HR function 587
References 588
- 67 Managing expatriates 589**
Chapter objectives 589
What is involved in managing expatriates? 589
Why use expatriates? 589
The process of managing expatriates 590
Resourcing policies 590
Recruitment and selection policies 591
Preparation policy 592
Assimilation and support 592
Career development 593
Performance management 593
Re-entry policies 594
Pay and allowances policies 594
References 596

PART XVIII HR skills 599

*Business skills***68 Strategic management skills** 601

- Chapter objectives 601
- The strategic role of the HR professional 601
- The strategic business partner model 601
- The strategic skills required 601
- Reference 602

69 Business acumen 603

- Chapter objectives 603
- The need for financial acumen 603
- Business skills 604
- Financial skills 604
- Business models 607
- References 609

70 Dealing with business issues from an HR perspective 610

- Chapter objectives 610
- Identify business issues 610
- Establish people factors 611
- Critically analyse relevant HR policy and practice 611
- Conduct or participate in research 612
- Analyse quantitative and qualitative information 612
- Draw conclusions 613
- Prepare and make the business case 613
- Reference 614

*Analytical, problem-solving and digital skills***71 Problem-solving and decision-making skills** 615

- Chapter objectives 615
- The nature of problem-solving 615
- What is involved in problem-solving 615
- Decision-making 617
- References 619

72 Analytical skills 620

- Chapter objectives 620
- The nature of analysis 620

Analytical skills 620
Diagnostic skills 620
Logical reasoning 621
Critical thinking 622
Critical evaluation 622
Developing and justifying arguments 623
A final word 623
References 624

73 Systems thinking 625

Chapter objectives 625
The nature of systems thinking 625
The importance of systems thinking 625
Systems thinking techniques 626
The approach to systems thinking 628
Using systems thinking 629
References 630

74 Research skills 631

Chapter objectives 631
The nature of research 631
Processes involved in research 632
Research methodology 633
Methods of collecting data 634
Planning and conducting research programmes 637
References 641

75 Statistical skills 642

Chapter objectives 642
The nature of statistics 642
Frequency 642
Measures of central tendency 643
Measures of dispersion 643
Correlation 643
Regression 644
Causality 644
Tests of significance 645
Testing hypotheses 645

76 Digital skills 647

Chapter objectives 647
Digital people management defined 647
Digital transformation 647
The skills required 647

HR practice skills

- 77 Role analysis** 649
- Chapter objectives 649
 - The nature and purpose of role analysis 649
 - The nature and purpose of role profiles 649
 - Examples of role profiles 650
 - Role analysis techniques 654
 - Role analysis methodologies 655
 - Reference 657
- 78 Selection interviewing skills** 658
- Chapter objectives 658
 - The selection interview: purpose and nature 658
 - Types of selection interviews 658
 - Structured interviews 659
 - Skill-based interviews 659
 - Preparing for the interview 659
 - Conducting the selection interview 660
 - Coming to a conclusion 662
 - Selection interviewing tips 663
 - References 664
- 79 Learning and development skills** 665
- Chapter objectives 665
 - Coaching 665
 - Mentoring 666
 - Facilitating 666
 - Job instruction 667
 - References 668
- 80 Negotiating skills** 669
- Chapter objectives 669
 - The nature of negotiating 669
 - The process of negotiation 669
 - Stages of negotiation 670
 - Negotiating and bargaining skills 673

Personal skills

- 81 Influencing skills** 674
- Chapter objectives 674
 - Influencing people 674
 - Persuading people 674

Case presentation 675
Making a business case 675

82 Political skills 677

Chapter objectives 677
The nature of organizational politics 677
Dealing with organizational politics 677

Managing people problems skills

83 Handling people problems 679

Chapter objectives 679
The nature of people problems 679
Ways of handling people problems 680
Conducting a disciplinary meeting 681
Handling negative behaviour 682
Dealing with under-performance 684
Absenteeism 684
Handling poor timekeeping 685
Dealing with grievances 685
References 686

84 Handling challenging conversations 687

Chapter objectives 687
The nature of challenging conversations 687
Conducting a challenging conversation 687
Approach to handling a challenging conversation 688
Holding meetings to discuss problems 689
Holding meetings to convey bad news 689

85 Managing conflict 690

Chapter objectives 690
The nature of conflict 690
Handling inter-group conflict 690
Handling interpersonal conflict 691
Resolving conflict between team members 692
Reference 693

Management skills

86 Leadership skills 694

Chapter objectives 694
The meaning of leadership 694
Leadership theories 694

| | |
|---------------------------|-----|
| What leaders do | 695 |
| Leadership styles | 696 |
| Types of leaders | 696 |
| Effective leaders | 698 |
| The reality of leadership | 699 |
| References | 700 |

87 Change management skills 702

| | |
|---|-----|
| Chapter objectives | 702 |
| The process of change management | 702 |
| The role of HR professionals in managing change | 703 |
| The skills required to manage change | 704 |
| References | 705 |

88 Innovation skills 706

| | |
|---|-----|
| Chapter objectives | 706 |
| The 10 innovation behaviours and skills | 706 |

89 Project management skills 707

| | |
|----------------------------------|-----|
| Chapter objectives | 707 |
| The nature of project management | 707 |
| Project planning | 707 |
| Setting up the project | 708 |
| Controlling the project | 708 |

PART XIX Conclusion 709

90 Trends in HRM 711

| | |
|-----------------------------------|-----|
| Chapter objectives | 711 |
| The major trends | 711 |
| New HRM operating models | 711 |
| The skills revolution | 713 |
| Digital transformation | 713 |
| AI agents | 713 |
| Enhancing the employee experience | 713 |
| References | 714 |

Author index 715

Subject index 719