The main source of competitive advantage for an organisation rests in its people. Many companies claim that its people are the greatest asset of the company, but the evidence is that few behave accordingly. Indeed, when managers are appointed to new important positions, such as their first general management position, few receive any special training for this role. The evidence is that most appointees are appointed on the basis of their track record, and not through any attempt to evaluate the new position and to match the candidate's objectively measured skill base against the core competencies needed for that job. This book demonstrates the many ways that the careful selection of individuals and teams can add value to the enterprise. It also demonstrates that there are methods by which teams can be enhanced through utilising and understanding the diversity of the different styles of the individuals.

It is no secret that people make the difference. In this bold examination of what really catapults a firm to the top, Pfeffer explores why—despite financial results to the contrary—companies continue to attach secondary importance to their people. This book shows how companies of all sizes & in all industries can dramatically improve performance by redefining relationships with workers.
We all respond to incentives to perform. This handy reference looks at the link between the way a business remunerates its employees and that business's ability to gain competitive advantage. It explains practical performance-based strategies, including profit sharing, gain sharing, merit pay, share ownership, goal-based plans and how to design a system. Containing examples and case studies to help illustrate points, this user-friendly resource is a must-have for business owners, managers, HR professionals and students.

"People are our most important asset." Every company pays lip service to this platitude, but how many companies really embrace it? People are what sustain—or ruin—your brand. If your people are not excited about the company, indifferent, or even alienated from it, your competitive advantage will disappear. In *The Ultimate Competitive Advantage*, FranklinCovey experts Shawn D. Moon and Sue Dathe-Douglass lay out the steps leaders can take to tap into their companies' most valuable and unique resource: people. When you promote a company of proactive and engaged employees who create a winning culture, sustain it, leverage it, and make it work no matter what comes your way, your business rises above the rest. From the company that brought you *The 7 Habits of Highly Effective People*, *The Ultimate Competitive Advantage* offers six highly effective practices that will propel your company to success by unleashing the potential of your people. Each practice in *The Ultimate Competitive Advantage* is based on fundamental principles that hold true across all industries, from the necessity of being proactive to the importance of building win-win relationships. Implementing these practices is the key to making a distinctive difference in the marketplace. *The Ultimate Competitive Advantage* will enable your company to achieve remarkable results and become an industry standout by leveraging your most important asset: your people.

This study investigated the relationship between intellectual capital and public sector performance in Malaysia. Findings revealed that there is a significant and positive relationship between two, and one way of increasing the level of public sector performance is to tie performance to intellectual capital.

In the 'knowledge economy', it is widely recognized that the effective engagement and utilization of human capital and the other facets of intellectual capital are critical, if not the only means, to organizations' short-term success and long-term survival. *Quantitative Multidisciplinary Approaches in Human Capital and Asset Management* provides robust scientific research and multidisciplinary perspectives on the theory behind the governance of human capital and human assets. Focusing on insight from the diverse fields of economics, finance, accounting, IT, biology, and development, this timely publication is designed to fit the research needs of researchers, practitioners, graduate-level students, and executives seeking methods for managing intellectual capital in the new knowledge economy.
Discusses the advantages of having a workforce committed to the organization, and discusses common personnel practices that lead to the opposite result. This book is the outcome of the efforts of many professionals working both in academia and industry who have contributed to the proceedings of the International Conference on Quality Management Practices for Organizational Excellence. Organizational Excellence is a final product composed of two basic elements alloyed prudently by the members/stakeholders of an organization. These two basic elements are Strategy and Culture. When we talk of quality management practices, we have to pursue quality as a strategy and also quality as a culture. Quality as strategy is a conscious and deliberate search for a plan of action that will develop an organization's distinctive competence and compound it. Quality as culture is the amalgamation of behavior patterns of all the stakeholders in terms of beliefs, values, attitudes etc. In other words, quality management is the epicenter of the competitive organizations of the future in which strategy is the scientific pursuits and culture is the artistic artifacts. Numerous authors have put forth their logical thoughts, have articulated their concepts and have validated their hypothesis relating to quality management. The papers, which have found place in this book aim at creating values of quality management practices.

This book examines successful firms operating within the ASEAN Economic Community, their reasons for success, and their role in regional integration. In this book the author explains that managers must build human capital and engender employee engagement by managing them almost not at all, by attending instead to the factors and circumstances that make them successful. In other words, managers must play their role from offstage and out of the limelight. Based on a survey of over 16,000 employees, the author presents Towers-Watson's management performance model: Executing tasks, Building relationships and performance capability, and Energizing change. Additionally, managers must create an atmosphere of authenticity and trust.

Investigating human resource management issues in Russia, this volume looks at the current state of human resource practice within Russian enterprises; its various problems and possible solutions. Following a detailed introduction into the current economic developments taking place in Russia, the book examines the new role of the HR department in Russian enterprises, and the influence of national politics on HR practice. The book also discusses key HRM issues such as recruitment and selection, training and development, payment and compensation, before surveying the various HR problems encountered by multinational companies working in Russia.

Human Capital in the Indian IT / BPO Industry analyses human capital management in the Indian information technology (IT) and business process outsourcing (BPO) industry, which has created a new paradigm for organizing global talent engaged in designing and delivering IT and BPO services.
Modern businesses and organizations understand that corporate social responsibility (CSR) has become an important factor for sustainable success. At the same time, CSR has established itself as a widely accepted element of courses in managerial training and education. This book, designed to support CSR teaching, collects 14 essays that clearly illustrate and explain the benefits and challenges of socially responsible corporate policies. Aligning theory and practice, the book focuses on four central themes: management, environment and sustainability, corporate social responsibility, and accounting and financial reporting. Business students and experienced managers alike will find this book a valuable resource that helps them to discover the strong forces that link successful management with corporate social responsibility.

This collection sets out many of the contributions to the theoretical, conceptual and critical advance of the academic subject of human resource management. This has become recognized as an emergent disciplinary field in which theories and models are generated and their propositions tested by rigorous empirical research. It has also become increasingly international in its outlook. This comprehensive set explores the following themes: origins, developments and critical analyses; comparative and international perspectives on human resource management; strategic human resource management; and emergent issues for the new millennium, including globalization and the multinational enterprise, international assignments and expatriation, managing diversity, competences and knowledge, innovation and creativity, and ethics.

Identity and the Modern Organization presents a lively exchange of ideas among psychology and management scholars on the realities of modern organizational life and their effect on the identities that organizations and their members cultivate. This book bridges the domains of psychology and management to facilitate a multi-disciplinary, multi-level integration of theory and research on identity processes. The volume highlights answers to important questions raised by shifting organizational forms and arrangements, such as: How are identity processes affected by, and how do they affect, the motivations of individuals and organizations? How do identity and identification shape the social processes that unfold between individuals and groups? How do strong versus weak contexts affect identity processes as the boundaries of organizations and social categories within them become more permeable?

An effective tool for understanding a wide variety of organizational phenomena, this book is intended for scholars and students in the fields of management, organizational theory, organizational behavior, social psychology, and industrial/organizational psychology.

This title was first published in 2000: Global competition is increasingly impacting on even the most isolated of companies; the only way for any company to sustain competitive advantage is by tapping into the single remaining area of great potential - the management of people. If we want to be an above-average company, we will need an above-average ratio of above-average people who perform at above-average levels. None of which will happen without above-average levels of management. Malcolm Birkin's Building the Integrated Company offers a model for exploiting the human potential within organizations. This potential is one which, in previous decades, through an absence of focus on business basics and an adherence to mistaken ideas about sustainable competitive advantage, we have contrived to turn into all-too-limited performance. The first stage in any new learning process is to unlearn the misplaced concepts and bad habits we have developed. Section One of the book describes and contrasts the similarities and differences of American, European and Japanese management and then describes the characteristics of the Integrated Company, which has absorbed and perfected the best systems and philosophies from around the world. Anyone seeking to follow this lead needs to be able to distinguish the realities of these management systems from the
Section One is based on a series of myths. Section Two is built around a series of 13 detailed and scored questionnaires, containing over 240 individual questions, enabling the reader to assess every aspect of their business, from management focus to the behaviours of the workforce, against the Integrated Company model. Section Three, the largest and most important section, deals with integration, addressing the practical implementation of the systems and philosophies in a clear, logical and hands-on manner.

As businesses seek to compete on a global stage, they must be constantly aware of pressures from all levels: regional, local, and worldwide. The organizations that can best build advantages in diverse environments achieve the greatest success. The Handbook of Research on Global Competitive Advantage through Innovation and Entrepreneurship explores the emergence of new ideas and opportunities in various markets and provides organizational leaders with the tools they need to take full advantage of those opportunities. With a focus on economic growth in a fast-paced environment, this handbook is a critical reference for business leaders, economists, and students of economic theory.

Ethics and Empowerment is aimed at providing tactical, high-level solutions to today's business and professional challenges. Gathering together experts in various fields, this line of titles will benefit professionals as they face the challenges of the ever-changing business climate. Amid the burgeoning literature on business ethics, this book provides an important lead in taking a well-known everyday management notion such as "empowerment" and using it to make "ethics" more relevant and accessible to the business world. Adding a major contribution to the ongoing debate about the role of business in society, the content examines the issues of power, control, and autonomy, addressing such questions as empowerment as a matter of justice, and also provides case studies of the organizational experiences of empowerment programs.

Managing Knowledge Assets and Business Value Creation in Organizations: Measures and Dynamics provides an advanced, state-of-the-art understanding of the links between the knowledge assets dynamics and the business value creation. This publication focuses on the theory, models, approaches, methodologies, tools and techniques for measuring and managing organizational knowledge assets dynamics supporting and driving business performance improvements. This comprehensive work is a substantial contribution to the field in terms of theory, methodology and applications to replicate, support and challenge existing studies and offer new applications of existing theory and approaches.

Much of the hoopla surrounding quality circles, teams, and high-performance work systems has been based on anecdotes and very thin evidence. It has not been established that those employee involvement strategies amount to anything more than another series of management fads or ruses designed to get more out of workers without giving them anything in return. This revelatory book, written by some of the skeptics, lays some of the suspicion to rest. Based on their visits to 44 plants and surveys of more than 4,000 employees, Eileen Appelbaum, Thomas Bailey, Peter Berg, and Arne L. Kalleberg concluded that companies are indeed more successful when managers share knowledge and power with workers and when workers assume increased responsibility and discretion.

The study of steel, apparel, and medical electronics and imaging plants revealed much. In self-directed teams, workers were able to eliminate bottlenecks and coordinate the work process. In task forces created to improve quality, they communicated with individuals outside their own work groups and were able to solve problems. Expensive equipment in steel mills operated with fewer interruptions, turnaround and labor costs were cut in apparel factories, and costly inventories of components and medical equipment were reduced. And what did the employees think? The worker survey showed that...
jobs in participatory work systems often provide more challenging tasks and more opportunities for creativity. Employees in apparel had higher hourly earnings; those in steel had both higher hourly earnings and higher job satisfaction. Workers in more participatory settings were no more likely than others to report heavy workloads or excessive demands on their time. They were, however, less likely to report involuntary overtime or conflict with co-workers, and were more likely to be satisfied with their surroundings. Manufacturing Advantage provides the best assessment available of the effectiveness of high-performance work systems. Freestanding chapters near the end of the book provide full documentation of research data without interrupting the narrative flow.

This book explores the emergence of new employment practices within foreign-invested Chinese Multinational Corporations from an employee perspective. Is there one best way to run the modern business corporation? What is the appropriate balance between shareholders, executives, and employees? These questions are being vigorously debated as layoffs, scandals, and restructurings rattle companies around the world. The common assumption is that globalization is merging the varieties of corporate capitalism. Yet, as this book shows, corporations in Japan and the United States are responding differently to the pressures unleashed by globalization. In The Embedded Corporation, Sanford Jacoby traces this diversity to national differences in economic history and social norms, and, paradoxically, to global competition itself. The book's vantage point for exploring the varieties of capitalism is the human resource departments of large corporations, where changes in markets and technology turn into corporate labor policies affecting millions of workers. Despite some cross-fertilization, Japanese and American corporations maintain distinctive approaches to human resource management, which has important consequences for how firms compete, for corporate governance, and even for the level of inequality in Japan and the United States. The Embedded Corporation is a major contribution to our understanding of comparative management and the relationship between business, society, and the global economy.

A resource for industry professionals and consultants, this book on corporate strategy lays down the theories and models for revitalizing companies in the face of global recession. It discusses cutting-edge concepts, constructs, paradigms, theories, models, and cases of corporate strategic leadership for bringing about transformation and innovation in companies. It demonstrates that great companies are those that make the leap from 'good' results to 'great' results and sustain these for at least 15 years; it explores, reviews and analyzes great transformation strategies in this context. Each chapter in the book is appended with transformation exercises that further explicate the concepts.

Valuing People and Technology in the Workplace: A Competitive Advantage Framework introduces a more proactive, strategic approach to bring employees into, and develop them within, an organization. Interpreting and accepting this concept requires managers to think of employees as they would think of technology. Technology, equipment, and systems are strategically aligned within organizations. Integrating the literature from strategic technology management, strategic human resource management, and human resource development and exploring how this integration can provide competitive advantage to organizations for better implementation of people and technology development initiatives is a potential solution. Valuing People and Technology in the Workplace: A Competitive Advantage Framework provides a comprehensive framework that can be used to develop and design case
Behavioral strategy continues to attract increasing research interest within the broader field of strategic management. Research in behavioral strategy has clear scope for development in tandem with such traditional streams of strategy research that involve economics, markets, resources, and technology. The key roles of psychology, organizational behavior, and behavioral decision making in the theory and practice of strategy have yet to be comprehensively grasped. Given that strategic thinking and strategic decision making are importantly concerned with human cognition, human decisions, and human behavior, it makes eminent sense to bring some balance in the strategy field by complementing the extant emphasis on the “objective” economics-based view with substantive attention to the “subjective” individual-oriented perspective. This calls for more focused inquiries into the role and nature of the individual strategy actors, and their cognitions and behaviors, in the strategy research enterprise. For the purposes of this book series, behavioral strategy would be broadly construed as covering all aspects of the role of the strategy maker in the entire strategy field. The scholarship relating to behavioral strategy is widely believed to be dispersed in diverse literature. These existing contributions that relate to behavioral strategy within the overall field of strategy has been known and perhaps valued by most scholars all along, but were not adequately appreciated or brought together as a coherent sub-field or as a distinct perspective of strategy. This book series on Research in Behavioral Strategy will cover the essential progress made thus far in this admittedly fragmented literature and elaborate upon fruitful streams of scholarship. More importantly, the book series will focus on providing a robust and comprehensive forum for the growing scholarship in behavioral strategy. In particular, the volumes in the series will cover new views of interdisciplinary theoretical frameworks and models (dealing with all behavioral aspects), significant practical problems of strategy formulation, implementation, and evaluation, and emerging areas of inquiry. The series will also include comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with potential for wider application of behavioral strategy. Through the ongoing release of focused topical titles, this book series will seek to disseminate theoretical insights and practical management information that will enable interested professionals to gain a rigorous and comprehensive understanding of the subject of behavioral strategy. Behavioral Strategy for Competitive Advantage contains contributions by leading scholars in the field of behavioral strategy research. The 8 chapters in this volume deal with a number of significant issues relating to how behavioral strategy may serve to create competitive advantage, covering topics such as decision change timing, top management regulatory focus, cognitive foundations of pricing decisions, short-termism in HRM, and the effects of managerial role enactments on alliance performance. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on the role of behavioral strategy in enhancing competitive advantage.
The global impact of so-called 'offshoring', including of information technology (IT) and related services, continues to be a topic of great interest to academics, practitioners and policy makers. The Indian IT industry has sustained high levels of growth in revenues and employment since the late 1980s. Even following the global financial crisis and meltdown in 2008, the industry has reported growth, albeit at a lower rate. Furthermore, the high rates of technological change and increased competition has forced businesses and managers to be innovative and create new business models. This book examines how managers and entrepreneurs in the Indian IT industry have explored and exploited human capital opportunities at various stages of the industry's evolution to create innovative human resources (HR) practices and new business models. Based on extensive academic research and deep reflective practitioner accounts, this collection presents expert content, views and a coherent picture of the challenges and changes in the Indian IT industry and analyses how the industry has remained competitive in a constantly changing environment. This book will appeal to researchers, students and practitioners, particularly in the fields of human resources and strategic management.

'The book offers a full and wide-ranging analysis of the nature and extent of the organisational changes, and of the role played by employability in the new production contexts. Its strengths lie basically in its multidisciplinary approach, which enables the phenomenon of organisational change to be observed from different angles, and in its commitment to a balance between the pursuit of theory and its empirical underpinnings . . . In summary, this is a well-grounded and argued work, both theoretically and empirically, and will be of interest to anyone wishing to understand the complex nature of organisational change, and especially to those who, even though organisational change may not be their central object of study or concern, nonetheless seek to understand the rich and complex debate concerning processes of organisational transformation as a necessary starting point for the analysis of the broader process of transformation of a model of society.' - Amparo Serrano Pascual, Transfer

'I do not mean to propose any prescriptions for the problem of employment in our time. I leave that to the many fine specialists in the field who have contributed to this book. . . . I find this an excellent and thought-provoking volume that I hope will shed light on a theme of vital significance for people everywhere. For it is in work that people find happiness and fulfilment and meaning.' - From the preface by Carlos Cavallé, University of Navarra, Barcelona, Spain

New technologies, global markets and increased competitive pressures mean that companies are having to reinvent themselves, reappraise their competitive strategies and rethink the ways in which they organize business activities. This timely book illustrates how changes in strategy can translate into organizational changes within the firm itself and can influence the relationship between the firm and their employees and collaborators. The authors provide a broad theoretical and empirical assessment of these complex changes, their effect on the nature of employment, and the consequences for both employers and employees. They develop a framework that encompasses the interaction between the strategic reactions of businesses to a changing environment and the restrictions imposed by social institutions. A key theme of the book is that we are now living in an age of transition where concepts such as job security, which have played a crucial role in society, are no longer valid. Indeed, the importance of the research presented in the book is underlined by the social and political implications such changes will undoubtedly bring. Significantly, the authors view the subject matter from an interdisciplinary perspective applying tools from the fields of organizational behavior, sociology and psychology.

Rapid changes within the modern business landscape have created new demands for human resources management. With a different set of challenges to face, human resources managers must implement novel approaches to improve policy effectiveness. Strategic Labor Relations Management in Modern Organizations is a pivotal reference source for the latest scholarly research on emerging human resource practices in relation to labor management, featuring innovative methods to remain competitive in the global business arena. Focusing on critical analyses and real-world applications, this book is ideally designed for professionals, upper-level students, managers, and researchers actively involved in human resources settings.
Annotation From an early age, an intuitive and strong conviction grew, that in many organizations the explicit and implicit qualities, capabilities and skills of people are seriously under-utilized. The cause and consequences are rooted in the absence of an explicit compassionate vision of man and his wide spectrum of variable and invariable existential needs, his large variety of related behavioral stimuli, and the multi-cultural keys that need to be addressed and activated. Apparent miracles but actually very human things can be achieved by eliminating some of the causes of this very real under-utilization phenomenon. Using case studies, the author describes the power of behavioral stimuli to create and/or destroy success generating synergies in business organizations.

-- Building strategies that don’t just get “buy-in”, but enthusiastic support, enterprise-wide.
-- Powerful techniques for bridging the gap between strategy and human resources.
-- Includes detailed case studies: Motorola, Glaxo, HP, Citibank, BT, and many more.

What difference can the aspiring HR strategist really make to business value? In the new edition of her ground-breaking book, Linda Holbeche answers this question and provides the tools and insights to help HR managers and directors add value to the organization by implementing effective HR initiatives that are aligned to core business strategies. Featuring updated profiles and case studies from top HR strategists who have used their skills to deliver a variety of key business objectives, Aligning Human Resources and Business Strategy, 2nd edition provides inspiration and guidance on how to apply the theory to challenges in your organization. Learn how you can strengthen and prove the relationship between people strategy and business success through your approach to performance and development and impress at the highest levels with this new edition of an HR classic. Linda Holbeche is Director of Research and Policy at the Chartered Institute of Personnel and Development (CIPD). Linda chairs and speaks at meetings and conferences worldwide and appeared at number six in Human Resources magazine’s HR most influential 2008 roll call of top industry thinkers.