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Human Resources Management

Concepts, Methodologies,
Tools, and Applications





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Human Resources Management:

Concepts, Methodologies, Tools and Applications

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Preface

The constantly changing landscape of Human Resources Management makes it challenging for experts and practitioners to stay informed of the field's most up-to-date research. That is why Information Science Reference is pleased to offer this three-volume reference collection that will empower students, researchers, and academicians with a strong understanding of critical issues within Human Resources Management by providing both broad and detailed perspectives on cutting-edge theories and developments. This reference is designed to act as a single reference source on conceptual, methodological, technical, and managerial issues, as well as provide insight into emerging trends and future opportunities within the discipline.

Human Resources Management: Concepts, Methodologies, Tools and Applications is organized into eight distinct sections that provide comprehensive coverage of important topics. The sections are: (1) Fundamental Concepts and Theories, (2) Development and Design Methodologies, (3) Tools and Technologies, (4) Utilization and Application, (5) Organizational and Social Implications, (6) Managerial Impact, (7) Critical Issues, and (8) Emerging Trends. The following paragraphs provide a summary of what to expect from this invaluable reference tool.

Section 1, **Fundamental Concepts and Theories**, serves as a foundation for this extensive reference tool by addressing crucial theories essential to the understanding of Human Resources Management. Introducing the book is “*The War for Talent*” by Ricardo Colomo-Palacios *et al.*, a great foundation laying the groundwork for the basic concepts and theories that will be discussed throughout the rest of the book. Another chapter of note in Section 1 is titled “*Strategic Human Resource Management and Organizational Performance*” by P. Kumari and P.C. Bahuguna, which discusses the interesting progress of HRM and organizational performance both. Section 1 concludes, and leads into the following portion of the book with a nice segue chapter, “*Human Resource Development and Technology Integration*,” by Jia Wang. Where Section 1 leaves off with fundamental concepts, Section 2 discusses architectures and frameworks in place for Human Resources Management.

Section 2, **Development and Design Methodologies**, presents in-depth coverage of the conceptual design and architecture of Human Resources Management, focusing on aspects including statistical analysis, sales management, recruitment and retention, performance appraisal, and many more. Opening the section is “*HRM Adaptation to Knowledge Management Initiatives*” by José Luis Pineda, Jacobo Ramírez, and Laura Zapata-Cantú. This section is vital for developers and practitioners who want to know how to begin a process of HRM on a fundamental level. Through case studies, this section lays excellent groundwork for later sections that will get into present and future applications for Human Resources Management, including, of note: “*The Competency-Based Human Resource Management Model*” by Susana de Juana-Espinosa and Jorge Valdés Conca, and “*Human Resource Related Problems in Agile and Traditional Software Project Process Models*” by Stefan Koch and Gerhard Turk. The sec-

tion concludes with an excellent work by Dezhi Wu, titled “*Investigating Temporal Structure Usage in Individual Time Management Practices*.”

Section 3, **Tools and Technologies**, presents extensive coverage of the various tools and technologies used in the implementation of Human Resources Management. Section 3 begins where Section 2 left off, though this section describes more concrete tools at place in the modeling, planning, and production of Human Resources Management. The first chapter, “*Team Dynamics in Virtual Spaces*,” by Allen Kitchel and Martha C. Yopp, lays a framework for the types of works that can be found in this section, a perfect resource for practitioners looking for new ways to benchmark progress and assess quality in the field. Section 3 is full of excellent chapters like this one, including such titles as “*Sources of Legitimacy for the M-Government Initiatives in Turkey*,” “*Lotus Workforce Management*,” and “*Applicability Assessment of Semantic Web Technologies in Human Resources Domain*” to name a few. Where Section 3 described specific tools and technologies at the disposal of practitioners, Section 4 describes successes, failures, best practices, and different applications of the tools and frameworks discussed in previous sections.

Section 4, **Utilization and Application**, describes how the broad range of Human Resources Management efforts has been utilized and offers insight on and important lessons for their applications and impact. Section 4 includes the widest range of topics because it describes case studies, research, methodologies, frameworks, architectures, theory, analysis, and guides for implementation. Topics range from business process modeling, adequacy, attrition, and outsourcing, to more specific looks at case studies from around the world. The first chapter in the section is titled “*Budding Researchers in the Humanities*,” which was written by Vander Viana *et al.* The breadth of topics covered in the chapter is also reflected in the diversity of its authors, from countries all over the globe, including UK, Greece, Australia, Spain, Saudi Arabia, Portugal, New Zealand, USA, and more. Section 4 concludes with an excellent view of a case study in transaction-specific assets, “*Investment in Transaction-Specific Assets and Opportunistic Behavior in a Chinese Supply Chain*” by Barbara Flynn, Yi Liu, Liping Qian, and Xiande Zhao.

Section 5, **Organizational and Social Implications**, includes chapters discussing the organizational and social impact of Human Resources Management. The section opens with “*Transnational Learning and Collaboration in Delivering MBA Programs in Emerging Markets*” by Stephanie Jones. Where Section 4 focused on the broad, many applications of Human Resources Management technology, Section 5 focuses exclusively on how these technologies affect human lives, either through the way they interact with each other, or through how they affect behavioral/workplace situations. Other interesting chapters of note in Section 5 include “*Cross-Cultural Learning and Intercultural Competence*” by Pi-Chi Han and “*Communicating in Multicultural Firms*” by Jakob Luring and Anders Klitmøller. Section 5 concludes with a fascinating study of a new development in Human Resources Management, in “*Assessment of Web 2.0 Applications Employed by Human Resource Departments in U.S. Cities*.”

Section 6, **Managerial Impact**, presents focused coverage of Human Resources Management as it relates to effective uses of knowledge management, motivation, gender equality, talent management, output management, recruiting, and many more utilities. This section serves as a vital resource for developers who want to utilize the latest research to bolster the capabilities and functionalities of their processes. The section begins with “*Managing Professions for Knowledge Management*,” a great look into how small firms can utilize benefits previously thought to be reserved to their larger competitors. The 11 chapters in this section offer unmistakable value to managers looking to implement new strategies that work at larger bureaucratic levels. The section concludes with “*Human Capital Management and Optimization*” by Jürgen Mühlbacher. Where Section 6 leaves off, section seven picks up with a focus on some of the more content-theoretical material of this compendium.

Section 7, **Critical Issues**, presents coverage of academic and research perspectives on Human Resources Management tools and applications. The section begins with “*Issues Influencing Electronic Commerce Activities of SMEs*,” by Sitki Gözlü and Muammer Zerenler. Other issues covered in detail in Section 7 include human resource development, ethics, psychological contracts, incentives, job responsibilities, organizational culture, and much more. The section concludes with “*‘We don’t have the Key to the Executive Washroom’*” by Jessica Guth and Fran Wright, a great transitional chapter between Sections 7 and 8 because it examines an important question going into the future of the field. The last chapter manages to show a theoretical look into future and potential technologies, a topic covered in more detail in Section 8.

Section 8, **Emerging Trends**, highlights areas for future research within the field of Human Resources Management, opening with “*Innovations in Technology for Educational Marketing*” by John Rutaisire. Section 8 contains chapters that look at what might happen in the coming years that can extend the already staggering amount of applications for Human Resources Management. Other chapters of note include “*Re-Theorizing Human Resource Management and Human Resource Management in Context*” and “*Key Capabilities, Components, and Evolutionary Trends in Corporate E-Learning Systems*.” The final chapter of the book looks at an emerging field within Human Resources Management, in the excellent contribution, “*Anonymous Workblogging and Organizational Coping Strategies*” by Abigail Schoneboom.

Although the primary organization of the contents in this multi-volume work is based on its eight sections, offering a progression of coverage of the important concepts, methodologies, technologies, applications, social issues, and emerging trends, the reader can also identify specific contents by utilizing the extensive indexing system listed at the end of each volume. Furthermore to ensure that the scholar, researcher, and educator have access to the entire contents of this multi volume set as well as additional coverage that could not be included in the print version of this publication, the publisher will provide unlimited multi-user electronic access to the online aggregated database of this collection for the life of the edition, free of charge when a library purchases a print copy. This aggregated database provides far more contents than what can be included in the print version, in addition to continual updates. This unlimited access, coupled with the continuous updates to the database ensures that the most current research is accessible to knowledge seekers.

As a comprehensive collection of research on the latest findings related to using technology to providing various services, *Human Resources Management: Concepts, Methodologies, Tools and Applications*, provides researchers, administrators and all audiences with a complete understanding of the development of applications and concepts in Human Resources Management. Given the vast number of issues concerning usage, failure, success, policies, strategies, and applications of Human Resources Management in countries around the world, *Human Resources Management: Concepts, Methodologies, Tools and Applications* addresses the demand for a resource that encompasses the most pertinent research in technologies being employed to globally bolster the knowledge and applications of Human Resources Management.

Section 1

Fundamental Concepts and Theories

This section serves as a foundation for this exhaustive reference tool by addressing underlying principles essential to the understanding of Human Resources Management. Chapters found within these pages provide an excellent framework in which to position Human Resources Management within the field of information science and technology. Insight regarding the critical incorporation of global measures into Human Resources Management is addressed, while crucial stumbling blocks of this field are explored. With 11 chapters comprising this foundational section, the reader can learn and chose from a compendium of expert research on the elemental theories underscoring the Human Resources Management discipline.

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Volume I

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This section serves as a foundation for this exhaustive reference tool by addressing underlying principles essential to the understanding of Human Resources Management. Chapters found within these pages provide an excellent framework in which to position Human Resources Management within the field of information science and technology. Insight regarding the critical incorporation of global measures into Human Resources Management is addressed, while crucial stumbling blocks of this field are explored. With 11 chapters comprising this foundational section, the reader can learn and chose from a compendium of expert research on the elemental theories underscoring the Human Resources Management discipline.

Chapter 1

- The War for Talent: Identifying Competences in IT Professionals through Semantics 1
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Section 3 Tools and Technologies

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