

10th edition

A Handbook of

HUMAN RESOURCE MANAGEMENT PRACTICE

Michael Armstrong

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About the author

Michael Armstrong is an honours graduate in economics from the London School of Economics, a Companion of the Chartered Institute of Personnel and Development and a Fellow of the Institute of Management Consultancy.

This book is largely based on Michael Armstrong's hands-on experience as a personnel practitioner, initially in the engineering industry, specializing in industrial relations, and then in the engineering and food industries as an employee development specialist.

For 12 years he was an executive director with responsibility for HR in a large publishing firm and for three years of that period also acted as general manager for an operating division. For a further 10 years he headed up the HR consultancy division of Coopers & Lybrand. He is Managing Partner of e-reward.uk and also practises as an independent consultant. This experience has been supplemented recently by a number of research projects carried out on behalf of the Chartered Institute of Personnel and Development. These covered the personnel function's contribution to the bottom line, strategic HRM, incentive pay, job evaluation, team rewards, broad-banded pay structures, and performance management. He was Chief Examiner Employee Reward for the CIPD from 1997–2001.

His publications for Kogan Page include *Reward Management*, *Performance Management*, *How to Be an Even Better Manager*, *A Handbook of Management Techniques* and *A Handbook of Employee Reward, Management and Leadership*.



Preface

This tenth edition of *A Handbook of Human Resource Management Practice* contains many additions and revisions. It refers to major developments in HR practice in the last two to three years such as the development of the theory and practice of human capital management, talent management and approaches to learning and development, all covered in new or substantially revised chapters. Reference is also made to a number of significant research projects including those conducted by the CIPD, IES and e-reward. Chapters on the following subjects have been either wholly replaced or extensively revised in the light of new concepts of good practice, the experience of the author as a practitioner and the outcomes of research:

- human resource management;
- role of the HR function;
- role of the HR practitioner;
- strategic human resource management;
- competency-based HRM;
- the delivery of learning and training;
- performance management;
- reward management fundamentals;
- grade and pay structures.

The plan of the handbook is illustrated in the 'route map' shown in Figure 0.1.

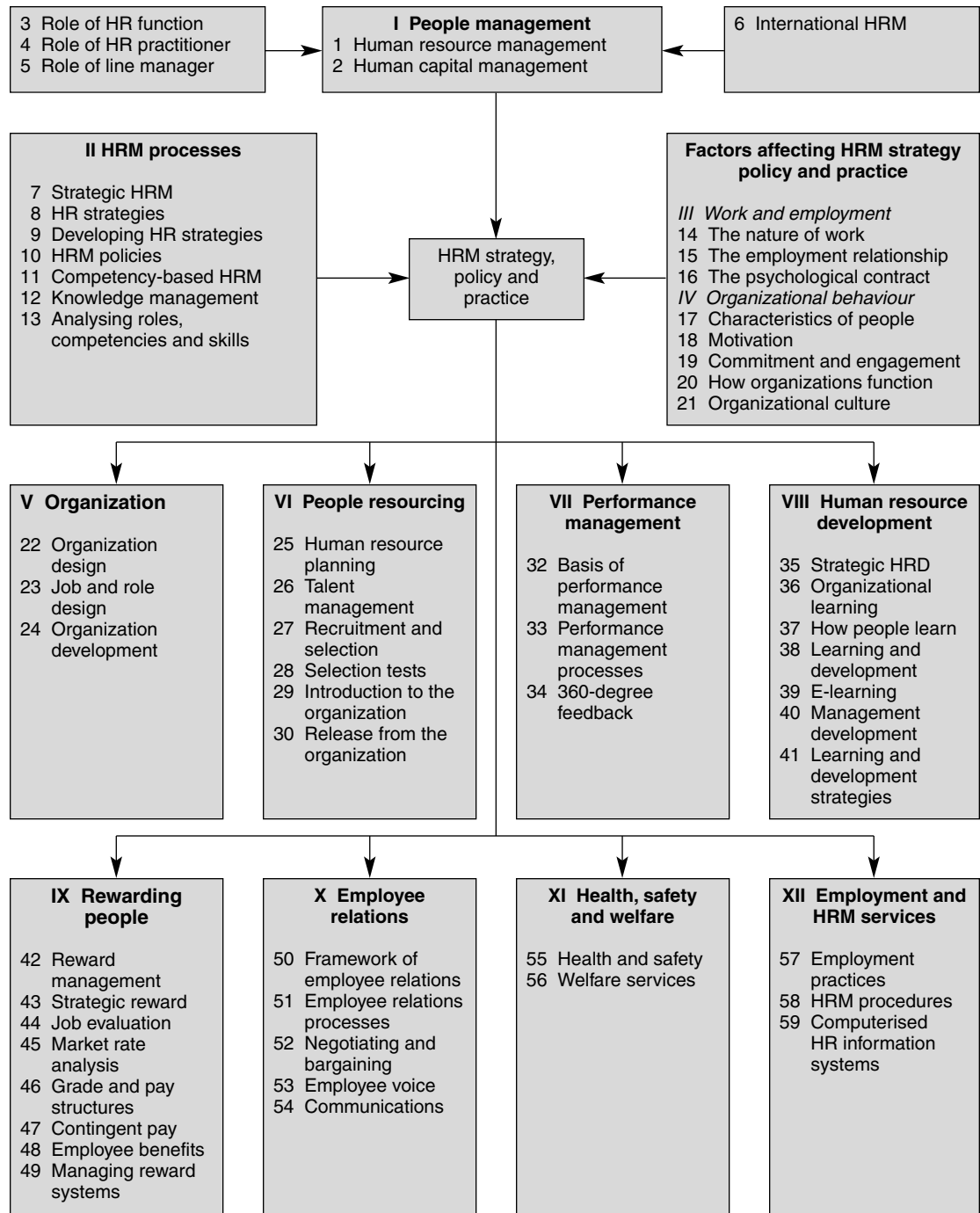


Figure 0.1 Route map



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