

1. Record Nr.	UNINA9910148601903321
Autore	Armstrong Michael <1928->
Titolo	Armstrong's handbook of management and leadership for HR : developing effective people skills for better leadership and management // Michael Armstrong
Pubbl/distr/stampa	London, England ; ; Philadelphia, Pennsylvania ; ; New Delhi, India : , : Kogan Page, , 2016 ©2016
ISBN	9780749478162 0749478160
Edizione	[Fourth edition.]
Descrizione fisica	1 online resource (xx, 452 pages) : illustrations, tables
Classificazione	BUS071000BUS041000BUS030000
Disciplina	658.3
Soggetti	Management Leadership
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Third edition published as: Armstrong's handbook of management and leadership. 2012.
Nota di bibliografia	Includes bibliographical references at the end of each chapters and index.
Nota di contenuto	Machine generated contents note: List of figures and tables -- Preface -- Alignment of text with CIPD modules -- PART ONE Leading, managing and developing people fundamentals01 Leadership -- Introduction -- Leadership defined -- Leadership theories -- What leaders do -- Leadership style -- Types of leaders -- Leadership development -- 02 Management -- Introduction -- Management defined -- The role of the management of an organization -- The role of the manager -- The characteristics that managers need -- Strategic management -- Leadership and management compared -- Managing virtual teams -- Effective managers -- 03 Developing people -- Introduction -- How people learn -- The motivation to learn -- Learning theory -- Learning styles -- Lessons from neuroscience -- PART TWO Human resource management and learning and development04 The essence of human resource management -- Introduction -- The concept of HRM -- HRM defined -- The goals of HRM -- The philosophy of HRM -- Underpinning theories of HRM -- Models of HRM -- Strategic HRM -- The HR architecture -- The context

of HRM -- HRM today -- 05 The practice of HRM -- Work, organization and job design -- People resourcing -- Performance management -- Reward management -- Managing the employment relationship -- 06 The practice of learning and development -- Introduction -- Identifying learning needs -- The process of L&D -- Evaluation of learning -- The role of L&D -- 07 The contribution of HRM and L&D in different types of organizations -- Introduction -- The overall contribution of HR -- The contribution of learning and development -- The impact of HR -- HRM in different contexts -- International HRM -- 08 The professional and ethical approach to HRM and L&D -- Introduction -- Professionalism in HR -- Codes of professional conduct -- Professional ethical standards -- Organizational codes of practice (ethics policies) -- The meaning and nature of ethics -- The nature of ethical decisions and judgements -- Ethical theories -- Ethical concepts -- The ethical dimension of HRM -- HRM ethical guidelines -- Ethical dilemmas -- PART THREE People management processes -- 09 Motivation -- Introduction -- The meaning of motivation -- Types of motivation -- Motivation theory -- Conclusions -- 10 Commitment -- Introduction -- The importance of commitment -- Commitment and engagement -- Critical evaluation of the concept of commitment -- Developing a commitment strategy -- 11 Employee engagement -- Introduction -- The meaning of employee engagement -- The components of employee engagement -- Drivers of employee engagement -- Outcomes of engagement -- Enhancing employee engagement -- Measuring engagement -- Critical evaluation of the concept of employee engagement -- 12 Change management -- Introduction -- Types of change -- The change process -- Change models -- Resistance to change -- Implementing change -- Organizational transformation -- The role of HR in managing change -- 13 Flexible working -- Introduction -- The flexible firm -- Operational flexibility -- Flexible working arrangements -- 14 Managing diversity and inclusion -- Introduction -- The meaning and significance of managing diversity and inclusion -- The rationale for managing diversity and inclusion -- How to manage diversity and inclusion -- PART FOUR Leadership, management and learning and development skills -- 15 Leadership skills -- Introduction -- The skills required by effective leaders -- The qualities of a good leader -- How to motivate people -- 16 Management skills -- Introduction -- Effective supervision: providing direction -- Delegating -- Influencing people -- How to make an effective presentation -- Chairing meetings -- Facilitating and coordinating discussions -- Project management -- 17 People management skills -- Introduction -- How to conduct a selection interview -- How to conduct a performance review meeting -- Providing feedback -- How to conduct a discipline meeting -- How to manage poor performance -- 18 Learning and development skills -- Introduction -- Defining role profiles -- Induction training -- Personal development plans -- Coaching -- Mentoring -- Job instruction -- 19 Managing interpersonal relationships at work -- Introduction -- Characteristics of effective teams and team building -- Assertiveness -- Interpersonal communication -- Handling emotional behaviour -- Handling conflict -- Handling challenging conversations -- Networking -- Negotiating -- Organizational politics -- Meeting HR aims in a politically astute and ethical manner -- Liaising with customers -- 20 Managing oneself -- Introduction -- Individual differences -- Dimensions of personality -- Self-awareness -- Time management -- Personal organizing skills -- Managing stress -- Principles of continuous professional development -- Professional and ethical approaches to self-management at work -- 21 Problem solving and

decision making -- Introduction -- Problem solving -- Decision making -- 22 Analytical, critical and consultancy skills -- Introduction -- Evidence-based management -- Analytical skills -- Logical reasoning -- Critical thinking -- Critical evaluation -- Developing and justifying original arguments -- Consultancy skills -- 23 Information handling skills -- Introduction -- Handling information -- HR analytics -- Using statistics -- HR information systems -- 24 Business and financial skills -- Introduction -- Business skills -- Financial skills -- 25 Postgraduate study skills -- Introduction -- Effective learning -- Study skills -- Essay and report writing -- Author index -- Subject index.

Sommario/riassunto

"In order to make an effective contribution, HR specialists have to be good at management, leadership, and developing themselves and others. In addition, they need to be aware of the management and business considerations that affect their work. Armstrong's Handbook of Management and Leadership for HR explores these three concepts, providing the essential practical knowledge to reach excellence as a manager. This updated fourth edition of Armstrong's Handbook of Management and Leadership for HR includes new information on managing diversity and cross-cultural management and managing virtual teams; extra case studies, business examples, interviews, and student activities"--

"To make an effective contribution, HR specialists have to be good at management, leadership and developing both themselves and others. They also need to be aware of the management and business considerations that affect their work. Armstrong's Handbook of Management and Leadership for HR: Developing Effective People Skills for Better Leadership and Management provides guidance on the processes of management and leadership with particular reference to what HR managers and aspiring managers need to know and do to make a difference. Written by renowned human resources expert and bestselling author Michael Armstrong, Armstrong's Handbook of Management and Leadership for HR covers in one volume the 'Leading, Managing and Developing People' and 'Developing Skills for Business Leadership' Chartered Institute of Personnel and Development (CIPD) modules. It includes numerous practical features such as case studies, practitioner interviews, exercises and clear learning objectives to aid learning. This is the essential book for HR students and professionals looking to broaden their skills and understanding relating to management and leadership. Supporting online resources include downloadable flashcards, slideshows, case studies and activities"--
