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# Human Resource Strategy: Formulation, Implementation, and Impact

By Peter A. Bamberger, Michal Biron, Ilan Meshoulam

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What is human resource strategy? How are human resources strategies formulated and how can we explain the variance between what is espoused and what is actually implemented? What impact – if any – does human resource strategy have on the organization's "bottom line," and how can this impact be explained? Is there one best HR strategy for all firms, or is the impact of HR strategy on performance contingent on some set of organizational, technological or environmental factors?

*Human Resource Strategy, 2nd edition*, provides an overview of the academic and practitioner responses to these and other questions. Applying an integrative framework, the authors review 30 years' worth of empirical and theoretical research in an attempt to reconcile often-conflicting conceptual models and competing empirical results. Complex theoretical models and scientific findings are presented in an accessible and relevant way, in the context of the strategic decisions that executives are forced to make on a regular basis.

This new edition features an updated literature review, coverage of the latest challenges to HR strategy, new mini-cases, discussion questions, additional examples, and an emphasis on the strategic implications of the research, making it an ideal resource for students and practitioners alike.

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**"While research on the link between human resources and strategy has exploded over the last 20 years, a number of questions, challenges, and dilemmas still remain. Bamberger, Biron, and Meshoulam's book identifies these issues, and provides a clear and accurate review of the academic work (both empirical and theoretical) addressing them. The book is a thorough and critical review of this research and provides both the explanation for how we got to where we are as well as the roadmap for where this research needs to go in the future. It is a must read for anyone interested in the linkage between strategy and HR." - Patrick M. Wright, Thomas C. Vandiver Bicentennial Chair in Business, Darla Moore School of Business, USA**

**"Human Resource Strategy is an excellent volume for both researchers and practitioners dedicated to taking the HR function in organizations from its transactional roots to a more transformational future. Changes in technology, globalization, and the need to develop sustainable systems have created both immense challenges and opportunities for HR professionals. This book offers concrete guidance on how to create an HR function that provides an organization competitive advantage. While grounded in rigorous theory and the most recent empirical research, this book also provides a wealth of real world examples from across the globe to show precisely how and why firms that embrace the HR function as a competitive weapon achieve organizational success defined in both financial and social outcomes. Meticulously researched and beautifully written, this book describes the current state-of-the-art in the field of HR, historically recounts how this state came about, and provides a vision for where the field might go in the future." - John R. Hollenbeck, Eli Broad Professor of Management, Michigan State University, USA**

### **About the Author**

Peter A. Bamberger is Dean of Research and Professor of Organizational Behavior at the Recanati Business School at Tel Aviv University, Israel, and Senior Research Scholar at Cornell University's Industrial and Labor Relations School, USA.

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