

## M A Human Resource Management

Leading, Managing and Developing People is critical reading for all those studying the CIPD Level 7 Advanced module in Leading, Managing and Developing People as well as all HR and L&D practitioners. It provides extensive coverage of the aims, objectives and contribution of HRM such as the scope and nature of human resources, HR's role when organisations grow and how to ensure professionalism and ethical behaviour when managing people. This book also includes discussion of major contemporary themes in leading, managing and developing people including leadership development, flexibility, agile working and the psychological contract. This ensures that readers are fully prepared to lead, manage and develop staff in the new world of work. With rigorous academic underpinning and clear theoretical exploration, Leading, Managing and Developing People also includes practical advice on key activities including recruitment, job design, performance management, motivation and reward. Supported by online resources including an instructor's manual, lecture slides, international case studies, example essay questions and annotated web links, this is an indispensable guide for both students and practitioners.

This book introduces human resources to practitioners and students in all disciplines related to health care and health service. It covers important topics such as recruitment, training, termination, legal issues, labor unions, and more. Each chapter is introduced by a case study related to the material that follows and is resolved at the conclusion of each chapter along with expert commentary and practical suggestions that can be used in the real world. Many examples and a number of sample forms and documents are included. This edition has been re-organized to reflect a better chapter flow and organization, and offers: all data updated throughout; a new section on health care legislation; a new section in each chapter, "Customer Service Box", that emphasizes the importance of customer service in the context of the material presented in the chapter; and completely revised instructor ancillary material. --

Fundamentals of Human Resource Management, by Noe, Hollenbeck, Gerhart and Wright is specifically written to provide a brief introduction to human resource management. While it doesn't cover the depths of human resource management theory, the book is rich with examples and engages students through application. This first edition takes on a different approach than the hardback text by the same team. Instead of a higher level of theory that's geared towards the HRM professional, this book focuses on the uses of human resources for the general population. Issues such as strategy are reduced to give a greater focus on how human resources is used in the every day work environment. Much like this author team's first project, Fundamentals of Human Resource Management provides instructors with a robust ancillary package. A comprehensive instructor's manual, test bank, PowerPoint presentation and a complete Online Learning Center make course preparation easy.

The Ninth Edition of Human Resource Management: Gaining a Competitive Advantage was developed to teach students how to face and meet a variety of challenges within their organizations and how to gain a competitive advantage for their companies. This product represents a valuable approach to teaching human resource management for several reasons: The content draws from the diverse research, teaching, and consulting experiences of the four authors who have taught human resource management to undergraduates, MBA students, and experienced managers and professional employees. The teamwork approach gives a depth and breadth to the coverage that is not found in other texts. The content emphasizes how the HRM function, as well as the management of human resources, can help companies gain a competitive advantage. The content discusses current issues such as social networking, talent management, diversity, and employee engagement, all of which have a major impact on business and HRM practice. Strategic human resource management is introduced early in the book and integrated throughout the text. Examples of how new technologies are being used to improve the efficiency and effectiveness of HRM practices are presented. Examples of how companies are evaluating HRM practices to determine their value are discussed.

Strategic Human Resource Management

Handbook of Research in International Human Resource Management

Accountability in Human Resource Management

Armstrong's Handbook of Human Resource Management Practice

You're no idiot, of course. You know that your employees are essential to your company's success. But when it comes to training, motivating, hiring, and firing them, you feel like a few of the many hats you wear don't fit as well as they should. Don't out source your HR function just yet! 'The Complete Idiot's Guide to Human Resource Management' will simplify everything you need to know about the people business. In this 'Complete Idiot's Guide', you learn: -How to locate, hire and retain the most qualified people for positions. -What you need to know about the law and regulations to avoid costly legal battles. -How to organize and administer an effective compensation and benefits plan. -Training tools and techniques to boost employee motivation and performance.

Volume 32 of Research in Personnel and Human Resources Management (RPHRM) contains seven papers on important issues in the field of human resources management. The subject matter in this volume covers myriad areas: compensation, performance evaluation, reputation, employee furloughs, and research methodology.

Change Management is a crucial process for gaining the competitive advantage that is the goal of many organisations. Leaders and change agents are often faced with conflicting challenges of motivating and understanding increasingly diverse workforces, accounting to stakeholders and planning for the future in a chaotic environment. Comprising 12 chapters in 6 parts, the text opens with an explanation of the environment of change faced by organisations today. It then deals with managing organisational development, which is a planned process of change which is often subject to the incursions of organisational transformation, a more dramatic and unpredictable type of change. With the field of organisational change continuing to evolve, especially in an international context, future directions of change management are also discussed. Finally, to emphasise the relationship between theory to practice, Organisational Change: Development and Transformation 6e provides 10 local and international case studies and a suite of online cases supported by a case matrix. Case studies, exercises and support material present the challenges of change management in a real-life manner - examining issues from a variety of viewpoints.

Conducting business across national borders is nothing new; the Knights Templar were banking internationally as long ago as 1135. But modern globalization processes raise different challenges, and as the world becomes smaller and labour movements more common, an international understanding of human resource management is essential. The second edition of International HRM provides a fully updated and revised analysis of this important area. Its innovative, multi-disciplinary approach allows a holistic picture to emerge in which key issues are assessed from organizational, individual and societal perspectives. The collection is divided into three parts: the contemporary internationalization context the management of international employees strategic issues facing international HR managers. Supported by new research, and including work from eminent writers in the field, this book discusses issues as diverse as the relative absence of women in international work, the ethical merits of localization, and the context faced by organizations like the United Nations. It is a valuable tool for all students, researchers and practitioners working in international business and human resource management.

Strategic Issues and Experiential Exercises

GMAT Reading Comprehension

Healthcare Human Resource Management

Readings in Human Resource Management

Mapped to the CIPD Level 7 Advanced module of the same name, Developing Skills for Business Leadership focuses on three core areas for successful professional development and practice: managing yourself and others, transferable managerial skills and postgraduate study skills. Each skill is covered both conceptually and practically by a subject area expert to help all readers analyze and critically evaluate, manage more effectively, make sound and justifiable decisions and lead and influence others. Covering key concepts such as developing your professional identity, effective management of interpersonal relationships at work, people management and interpreting financial information, this fully updated 2nd edition of Developing Skills for Business Leadership is ideal for all postgraduate business students taking a module in professional development, career development or management skills. Integrating IT skills into each chapter, it includes a new chapter on reflecting and coaching, updated references to the CIPD's HR Profession Map, additional coverage of stress, health and wellbeing and an enhanced international dimension throughout the text. Online supporting resources include an instructor's manual and lecture slides as well as additional case studies, and sample assignments, checklists and exam guides lecturers can use in their teaching.

Instructors - Electronic instruction copies are available or contact your local sales representative for an inspection copy of the print version. Containing simple explanations of complex ideas and written in plain English, this text has been designed with your needs as a student firmly in mind. Whether you are studying at undergraduate or postgraduate level, our team of expert authors will guide and develop your understanding of each key area of the curriculum, from the fundamentals through to critical evaluation towards the end of each chapter. Key features: Numerous practical examples and case studies in each chapter bring the rigorous theoretical and academic underpinning alive Cases and examples from across the globe as well as chapters on culture and globalization reflect the global nature of the contemporary workplace Final chapter on the future of HRM by Linda Holbeche, former director of research at the CIPD, will equip you to deal with new and emerging issues and challenges Excellent range of learning features including an end of book glossary to help you quickly understand new and complex terminologies Visit the companion website at: <http://www.sagepub.co.uk/free> Full-text SAGE journal articles available online to encourage further exploration of the field and linked introductions to each area by the book's team of experts.

Healthcare management is changing. Do you know which direction it's headed? HEALTHCARE HUMAN RESOURCE MANAGEMENT, 3E is written to be relevant to you, whether you're a student or currently working in healthcare. This text is current, topical, and informative. No matter your status, this is the human resources and healthcare textbook you need to stay ahead of the curve. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

"I enthusiastically endorse the fourth edition of IHRM. The editors are to be congratulated for recruiting the top-rated authors in this field to contribute to this volume. The chapters are up to date, insightful, and sometimes even provocative. Students, including post-grads and advanced undergraduates, as well as savvy practitioners, will benefit from reading this volume." Neal M. Ashkanasy, Professor of Management, The University of Queensland Anne-Wil Harzing and Ashly Pinnington 's bestselling textbook has guided thousands of students through their International Human Resource Management studies. The fourth edition retains the critical edge, academic rigour and breadth of coverage which have established this book as the most authoritative text on the market. The new edition by our international team of experts provides an even more stimulating journey through the core curriculum, contemporary debates and emerging issues in IHRM. New for the fourth edition: Reduced number of chapters to allow for greater depth and an improved structure ensuring fundamental topics underpin your knowledge Expanded coverage of Equality and Diversity, Corporate Social Responsibility and Sustainability and Cross-Cultural Management in line with developments in the field New Stop and Reflect feature provides an opportunity to test your understanding at regular intervals This text comes with access to a companion website containing web links, SAGE journal articles and more.

The Complete Idiot's Guide to Human Resource Management

Leading, Managing and Developing People

Applied Human Resource Management

Development and Transformation

In this thoroughly revised and updated second edition of Human Resources Management for Public and Nonprofit Organizations, Joan E. Pynes--a respected authority in public administration--demonstrates how strategic human resources management is essential for proactively managing change in an environment of tighter budgets, competition from private organizations, the need to maintain and train a more diverse workforce, and job obsolescence brought about by shifts in technology. Complete with a free online instructor's manual, this new edition offers current compensation and budgetary guidance and helps practitioners navigate the newest legal and technological challenges and opportunities in human resource management.

Presents the papers that promote theory and research on important substantive and methodological topics in the field of human resources management. This title collects papers on important issues in the field of human resources management, including insights on employment branding, family owned firms, virtual global teams and intrinsic motivation.

This book, Human Resources Management in Education, Developing Countries Perspectives, contains eleven chapters. Human resources in an educational organisation refer to all the human beings working in that organisation, including teachers, students, administrators and all other members of staff working in that organisation. The study of human resources management in education will provide you with a theoretical and practical knowledge about the processes of acquiring employees, establishing good relationships with them, training and developing them, retaining and compensating them for their services are important because effective school leadership and management have become very crucial in recent times in the management of educational organisations. Numerous problems are facing many school systems in developing countries today and human, financial and material resources are scarce, and therefore strategic management of all resources is crucial for achieving the goals of the educational systems and the school organisations.

This in-depth guide takes the mystery out of complex reading passages by providing a toolkit of sketching techniques that aim to build comprehension, speed, and accuracy. Learn to identify the underlying structure of reading passages and develop methods to tackle the toughest comprehension questions.

British Qualifications

What Every Manager Ought to Know...

Fundamentals of Human Resource Management

Human Resource Leadership for Effective Schools

This authoritative volume on human resource management is highly recommended reading for business owners, HR professionals, and others who are responsible for the human resource function within their organizations. Written by an acknowledged expert in all areas of business management, The Golden Rules of Human Resource Management is a well-organized guide to understanding this vitally important area of your business. Covering such topics as hiring, orientation, mentoring, performance, and so much more, the author has given us a much-needed reference that you will turn to again and again.

An accessible introduction written by a stellar contributor line up of world-renowned lecturers and practitioners in the field (including Linda Holbeche, Stephen Taylor and Jim Stewart).

This market-leading text takes a pragmatic approach emphasising the strategic role of human resources. Comprehensive, research-based coverage includes all major topics identified on the Human Resource Certification Institutes Content Outline. Coverage includes aglobal chapter, expanded coverage of diversity, new material on performance management, and current hot topics such as self-directed work teams, shamrock organization, broadbanding, competency-based pay systems, job security, violence in the workplace, and howorganizational commitment affects production, quality, and service.

In a marketplace fueled by intangible assets, anything less than optimal workforce success can threaten a firm's survival. Yet, in most organizations, employee performance is both poorly managed and underutilized. The Workforce Scorecard argues that current management and human resources practices hinder employees' ability to contribute to strategic goals. To maximize the power of their workforce, organizations must meet three challenges: view their workforce in terms of contribution rather than cost; replace benchmarking metrics with measures that differentiate levels of strategic impact; and make line managers and HR professionals jointly responsible for executing workforce initiatives. Building on the proven model outlined in their best-selling book The HR Scorecard, Mark Huselid, Brian Becker, and co-author Richard Beatty show how to create a Workforce Scorecard that identifies and measures the behaviors, competencies, mind-set, and culture required for workforce success and reveals how each dimension impacts the bottom line. Practical and timely, The Workforce Scorecard offers crucial lessons for leveraging human capital to achieve strategic success.

Strategic Human Resources Planning

The Golden Rules of Human Resource Management

The Workforce Scorecard

Strategy and Human Resource Management

Steen/Noe Fifth Canadian Edition has been written to make HR more accessible to students, more reflective of their situation, and more about them. Today, every manager is "in HR", and every employee is actively engaged in the process of HRM, regardless of whether they aspire to be a manager or an HR professional. Students will experience HRM every day of their working lives, from how they are perceived by recruiters to completing a performance appraisal, to being promoted or fired. When students ask "What's In It For Me?", the Fifth Canadian Edition will show them just how relevant HRM is to them as people, employees and eventually managers. This easy to read and relevant 11 chapter human resource management text is ideal for a one-semester course. Steen/Noe balances theory with practical application and rich examples that support the need for foundational HRM, thought leadership and applied insight necessary to perform and thrive in organizations today.

Armstrong's Handbook of Human Resource Management Practice is the bestselling and definitive resource for HRM students and professionals, which helps readers to understand and implement HR in relation to the needs of the business. It covers in-depth all of the areas essential to the HR function such as employment law, employee relations, learning and development, performance management and reward, as well as the HR skills needed to ensure professional success, including leadership, managing conflict, interviewing and using statistics. Illustrated throughout in full colour and with a range of pedagogical features to consolidate learning (e.g. source review boxes, key learning points, summaries and case studies from international organizations such as IBM, HSBC and Johnson and Johnson), this fully updated 15th edition includes new chapters on the HRM role of line managers, evidence-based HRM, e-HRM and the gender pay gap, further case studies and updated content covering the latest research and developments. Armstrong's Handbook of Human Resource Management Practice is aligned with the Chartered Institute of Personnel and Development (CIPD) profession map and standards and is suited to both professionals and students of both undergraduate degrees and the CIPD's level 5 and 7 professional qualifications. Online supporting resources include comprehensive handbooks for lecturers and students, lecture slides, all figures and tables, and a literature review, glossary and bibliography.

Emphasizing the relationship of school human resource management to positive outcomes for student learning, this book is driven by recent research and offers real applications throughout. Many Human Resource Management books emphasize only the functions of the area. This text emphasizes how human resource decisions affect student achievement. It also discusses the impact of human resource decisions in schools with site-based management, addresses ISLHC standards, and shows practical applications for research related to human resource practice.

Timed to coincide with the ICC Cricket World Cup 2003 in South Africa this book begins with an account of the 2003 final in Johannesburg. Edward Griffiths then goes back to the beginning - the genesis of the one-day game with the launch of the Gillette Cup in 1963 and traces the development of the game over four decades. There are some accounts of the first and subsequent Cricket World Cup tournaments which highlight the changes in the game over the years, heroic performances, triumphs and defeats.

Developing Countries Perspectives

A Proposed HRM Model

Human Resources Management for Public and Nonprofit Organizations

Introduction to Leadership Development

This manual is a textbook for the Junior Reserve Officers Training Corps course entitled "Introduction to Leadership Development." Part One of the manual explains the Reserve Officer Training Corps at the high school and college levels, outlines the concept of the citizen-soldier in American history, and explains the organization of the Army. The Army's role in American history is discussed in Part Two. Other divisions of the manual are concerned with respect to the flag, prisoner of war behavior, individual health, military customs and ceremonies, and descriptions of weapons. Appendix A deals with uniform care and preservation. (For related document, see AC 012 900.)

Applied Human Resource Management: Strategic Issues and Experiential Exercises gives business students in-depth, hands-on experiential learning applications to help them develop the skills they will need as human resource professionals who deal with people in diverse settings and situations. Providing maximum teaching flexibility, each chapter presents ten different issues that organizations must resolve to manage their human resources effectively. These chapters also offer four distinct types of interactive learning experiences: Strategic Issues in HRM Exercises, Applications, Experiential Exercises, and Creative Exercises. Key Features Offers four Strategic Issues in HRM exercises in each chapter that can be used for class discussions, assigned as homework problems, used as topics for group presentations, or incorporated into tests as essay questions Includes two Applications per chapter, brief projects that require students to apply a human resource management concept to a realistic situation, which are ideal for use as homework assignments, instructor illustrations/demonstrations, or in-class projects Provides two Experiential Exercises in each chapter to provide students with hands-on learning experiences within a realistic context Includes two open-ended Creative Exercises per chapter that ask students or teams to develop unique solutions to realistic problems using what they have learned Provides a list of each chapter's exercises grouped according to The Human Resource Certification Institute's Body of Knowledge in Human Resources Management categories to help instructors plan the exercises they want to use according to the HRM Body of Knowledge Intended Audience This book is an ideal core or supplemental text for graduate-level courses in Human Resource Management, Advanced Human Resource Management, and Personnel Management in departments of business, management, public administration, education, and psychology.

Fundamentals of Human Resource Management provides a complete introduction to human resource management for the general business manager who wants to learn more about how HRM is used in the everyday work environment. Its adaptive learning program and its engaging, focused, and applied content make it the fastest growing HRM program on the market.

Acclaim for the first edition: 'Handbook of Research in International Human Resource Management represents a welcome contribution to IHRM literature and will be required readings for both novices and veteran researchers.' - Dana B. Minbaeva, British Journal of Industrial Relations '... a rich array of contributors including some of the biggest names in the field.' - Roger Bell, Delta Intercultural Academy The second edition of this Handbook provides up-to-date insight into ground-breaking research on international human resource issues today. These issues are faced by multinational companies which can be as small as one person with a computer and Internet connection or as large as a medium-sized country. Written by the field's most distinguished researchers, the book will stimulate thought for new research and provide a glimpse of where we have been and where we are going. The book explores issues such as the importance of linking IHRM activities to organizational strategy and culture; talent management; staffing; performance management; leadership development; diversity management; international assignment and mobility issues; and the role of IHRM in the management of global teams and cross-border joint ventures, mergers and acquisitions. The Handbook illustrates that IHRM research is both theoretically deep and eclectic. Drawing upon a range of paradigms and perspectives this compendium will prove invaluable for HRM scholars, doctoral students, and others interested in IHRM research.

International Human Resource Management

Developing Skills for Business Leadership

A European Perspective

Human Resources Management In Education

Focusing on current workplace issues and employee and employer expectations of Human Resource Management in a rapidly changing business environment, this book examines current trends of HR practices and expands on current literature.

This market-leading and pioneering core textbook outlines the essential principles in strategic HRM and provides students with an understanding of how HR strategies vary across a variety of contexts. Presented in a clear and accessible style, it links HRM theory with practice to demonstrate the role HRM should play in organisational performance. In examining the impact of HR strategy on organisational success and how this is affected by key organisational, industry and societal factors, it provides a nuanced and multi-layered perspective on this significant discipline. Redefining the framework developed in previous editions, this engaging textbook has been thoroughly updated with cutting edge research and it continues to challenge students, academics and practitioners to approach HRM from a strategic perspective. Written by world-leading experts with a combined wealth of industry, research and teaching experience, Strategy and Human Resource Management is an essential core textbook for upper-level undergraduate, postgraduate and MBA students, as well as practitioners interested in the key role that HRM plays in business success.

The concept of strategic human resource management has developed widely in the last couple of years, especially because of the impact of human resources on the competitiveness of organizations. The development of human resource strategies involves taking into account their multiple mutual dependencies and the fact that they must be vertically integrated with the business strategy. These strategies define the intentions and plans related to the overall organizational considerations, such as organizational competitiveness, effectiveness or image, and to more specific aspects of human resources management, such as resourcing, motivating, valuating, learning and development, reward and employee relations. Strategic management of human resources provides a large perspective on the way critical issues or success factors related to people can be addressed and how different concepts of strategic decisions are made, with long-term impacts on the behavior and success of the organization. The fundamental objective of human resource strategic management is to generate strategic capabilities by ensuring that the organization has the high-qualified, committed and well-motivated employees it needs to achieve and sustain the competitive advantage. The emergence of strategic human resource management (SHRM) is influenced by global competition and the corresponding search for sources of a sustainable competitive advantage. SHRM has achieved its prominence because it provides a means by which business firms can enhance the competitiveness and promote managerial efficiency. It facilitates the development of human capital that meets the requirements of a competitive business strategy, so that organizational goals and the mission of the organization will be achieved. The HRM system is defined as "a set of distinct but interrelated activities, functions and processes that are directed at attracting, developing, and maintaining (or disposing of) a firm's human resources." Many agree that HRM is the most effective tool which contributes to the creation of human capital, and in turn, contributes to organizational performance and the competitive advantage. This book puts emphasis on understanding the role of HRM between organizations and people and provides an analytical approach toward encompassing HRM, employment relations, and organizational behavior. As a management discipline, HRM draws insights, models and theories from cognate disciplines and applies them to real-world settings. Further, this book discusses how current theoretical perspectives and frameworks (e.g., those related to strategic competitiveness, Knowledge management, Learning organization, communities of practice, etc.) can be applied by reflective practitioners to create an eco-friendly organizational culture.

This revised edition is a comprehensive, authoritative set of essays. It is more detailed and analytical than the mainstream treatments of HRM. As in previous editions, Managing Human Resources analyses HRM, the study of work and employment, using an integrated multi-disciplinary approach. The starting point is a recognition that HRM practice and firm performance are influenced by a variety of institutional arrangements that extend beyond the firm. The consequences of HRM need to incorporate analysis of employees and other stakeholders as well as the implications for organizational performance.

Contemporary Global Issues in Human Resource Management

Human Resource Management in Health Care

Human Resource Management in Transition

Research in Personnel and Human Resources Management

This study looks into the perceptions on Human Resource Management (HRM) practices and the demographic variables of employees from the private higher education institutions. Practices were perceived to be effective to a great extent. The top three issues identified are the provision of training brochures for employees; clear reward system for high performers; and, provision for compensation and benefits of employees. Among the demographic variables, only job classification has a significant relationship with recruitment and placement practices. Educational attainment is slightly positively correlated with training and development, length of service is slightly negatively correlated with training and development and length of service is slightly negatively correlated with performance appraisal. Job classification is the only demographic variable with significant difference in the implementation of HRM practices, in the extent by which HRM is implemented effectively and in the HRM issues/challenges. There is a significant between the extent of implementation of HRM practices and the issues/challenges encountered in the implementation of these practices; and between the issues/challenges encountered in the implementation of HRM practices and the extent by which HRM is implemented effectively. Based from the findings, the researcher proposes a HRM model.

Techniques for evaluating the human resource function, and measuring its bottom-line contribution. This guide develops a results-based approach to human resources that keeps an eye on the bottom line. Based on actual experiences, accepted practices, and a strong 10-year research base, it clearly shows you how to: Uncover and monitor the costs of human resource (HR) programs Develop programs emphasizing accountability Design data-collection instruments for evaluation Measure the contribution of human resources Calculate the return on investment Elevate management's commitment to HR programs Phillips' nine-step, results-based human resource model helps you analyze, create, and execute successful HR programs. In addition, you'll find a Human Resources Effectiveness Index you can use to measure the overall effectiveness of HR performance. A benchmarking chapter assists you in comparing your success against other organizations. HR professionals, top- and middle-level managers, and students of human resources management will find this book an invaluable resource in which each technique and idea has been tested and proven in actual practice. 'Accountability in Human Resource Management' develops a results-based approach to human resources that keeps an eye on the bottom line. Based on actual experiences, accepted practices, and a strong 10-year research base, it clearly shows you how to: Uncover and monitor the costs of human resource (HR) programs 'Develop programs emphasizing accountability 'Design data-collection instruments for evaluation 'Measure the contribution of human resources 'Calculate the return on investment 'Elevate management's commitment to HR programs Phillips' nine-step, results-based human resource model helps you analyze, create, and execute successful HR programs. In addition, you'll find a Human Resources Effectiveness Index you can use to measure the overall effectiveness of HR performance. A benchmarking chapter assists you in comparing your success against other organizations. HR professionals, top- and middle-level managers, and students of human resources management will find this book an invaluable resource in which each technique and idea has been tested and proven in actual practice.

For Human Resource Management (HRM) and Personnel Management. The #1 best-selling HRM book in the market, Dessler's Human Resource Management provides a comprehensive review of personnel management concepts and practices in a highly readable form. This edition focuses on the high-performance organization building better, faster, more competitive organizations through HR; while continuing to offer practical applications that help all managers deal with their personnel-related responsibilities.

Human Resource Management

Managing Human Resources

Organisational Change

Formulating and Implementing HR Strategies for a Competitive Advantage