Contents

Dedication ix
Preface xi

SECTION 1: DEVELOPMENT OF THE HRM FIELD AND HRM EDUCATION 1
Chapter 1. Parallel Approaches to Development of the HRM Field and HRM Education 3
   Vida Gulbinas Scarpello

   Thomas A. Mahoney

SECTION 2: HR MASTER’S PROGRAMS IN INDUSTRIAL RELATIONS AND IN INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY 39
Chapter 3. The Origins, Development, and Current State of Professional Master’s Programs in Industrial Relations 41
   John A. Fossum

Chapter 4. What We Should Know but (Probably) Never Learned in School: Thoughts on HR Education in Psychology Departments 69
   Cameron Klein, Renée E. DeRouin, Eduardo Salas, and Kevin C. Stagl
SECTION 3: HR EDUCATION IN BUSINESS SCHOOLS 87
Thomas J. Bergmann and Scott Lester

Chapter 6. The Critical Components of HRM Undergraduate Preparation: Textbook, Application, and Competency Development 103
Rebecca A. Thacker

Chapter 7. Teaching HR to Undergraduate Students: The Colorado and Copenhagen Business School Approaches 111
David B. Balkin and Leon Schjoedt

SECTION 4: NEW EMPHASIS ON INTERNATIONAL HRM EDUCATION 125
Chapter 8. The Graduate Class in International Human Resource Management: Strategies and Tactics 127
Greg Hundley

Chapter 9. Managing People in Global Markets 141
Colette A. Frayne

Chapter 10. Educating the HR Professional and General Manager on Key Issues in International HRM 153
Wayne F. Cascio

SECTION 5: NEGLECTED TOPICS IN HRM EDUCATION 169
Chapter 11. Rewards: From the Outside Looking In 171
Jerry M. Newman

John R. Deckop

Chapter 13. A Model of the Transfer of Knowledge in Human Resources Management 201
Dianna L. Stone, Kimberly Lukaszewski, and Eugene F. Stone-Romero
SECTION 6: MICRO- AND MACRO-ORGANIZATIONAL CONCEPTS RELEVANT TO HRM


Brian Murray and James H. Dulebohn

Chapter 15. Fundamentals of Organizing: Structural Design and Its Relationship to HRM Practices

Vida Gulbinas Scarpello

SECTION 7: STAKEHOLDER VIEWS OF HRM EDUCATION

Chapter 16. HR Executives’ Views of HR Education: Do Hiring Managers Really Care What Education HRM Applicants Have?

Lynn M. Shore, Patricia Lynch, and Debra Dookeran

Chapter 17. Labor Stakeholder Views of HR Professionals: Implications for Graduate HR Education

Mary E. Graham and Patrick P. McHugh

Chapter 18. Strategic Partnerships Between Academia and Practice: The Case for Nurturing Undergraduate HR Education

Debra J. Cohen

SECTION 8: HR SUCCESS CONSTRAINTS

Chapter 19. “Be There, or Be in HR!” The Trials and Tribulations of Human Resource Management in Business Schools

Sara L. Rynes, Skip Owens, and Christine Quinn Trank

Chapter 20. Why Human Resources Managers Fail as Players in the Strategic Management Process

Nancy A. Bereman and Gerald H. Graham

Chapter 21. Why Knowledge of Core Business Functions Is Crucial for HR Managers

Herman A. Theeke
SECTION 9: HR PROFESSIONAL SUCCESS AND PARTING THOUGHTS 395

Chapter 22. Human Resource Professional Success 397
    David A. Pierson

Chapter 23. Parting Thoughts on Human Resource Management Education in the United States 407
    Vida Gulbinas Scarpello

Name Index 423
Subject Index 431
About the Editor 445
About the Contributors 447