## Contents

*List of boxes, figures and tables*  
viii

*Introduction*  
x

*Acknowledgements*  

**Part 1  Foundations**

1  **Human resource management: what and why?**  
   - Fundamental characteristics of HRM  
   - Strategic goals and tensions in HRM  
   - Discerning and describing HR strategies  
   - Conclusions  
   3  

2  **Strategy and strategic management**  
   - Strategic problems and the strategies of firms  
   - Strategy and the life cycle of the firm  
   - The process of strategic management  
   - Conclusions  
   31  

**Part 2  General principles**

3  **Strategic HRM: 'best fit' or 'best practice'?**  
   - Strategic HRM: the best-fit school  
   - Strategic HRM: the best-practice school  
   - Conclusions  
   57  

58  

72  

79
12 Final thoughts: main themes and next steps
   The main themes of this book 274
   Developing a 'more strategic approach' to HRM 288
   Conclusions 300

References 302

Author index 333

Subject index 344