



Strategic Human Resources: Frameworks for General Managers

By James N. Baron, David M. Kreps

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Human Resources are the most important resource that a firm commands and should be regarded as capital, a factor of production in which managers invest today in order to realize future profits. This book deals with the strategic implications of Human Resource Management as an important strategic asset and emphasizes its importance within the overall strategy of the firm. The book covers issues such as job design, evaluation, recruitment, training, career concern, and outsourcing and downsizing. The linkage between the various pieces of HRM policy are stressed and how the policies are related to management issues such as TQM, just-in-time manufacturing, and others. The book is aimed at the general manager, not the HRM practitioner and it stresses conceptual frameworks, not procedural methodology.

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Editorial Review

From the Inside Flap

How Every General Manager Should Think about Human Resources Human resources are increasingly recognized as an important—perhaps the most important—strategic weapon in the organization's arsenal. Yet general managers and students of general management have lacked a compelling general framework for thinking about managing human resources strategically. Baron and Kreps provide such a framework:

- Emphasizing connections among different pieces of the organization's HRM strategy, as well as links between the organization's strategy, technology, culture, and environment and its HRM strategy.
- Tackling important and timely issues, including outsourcing, managing a diverse workforce, pay-for-performance, teams, high-commitment HR systems, and HRM both in multinationals and in emerging high-tech start-ups.
- Blending together disciplinary thinking from economics, sociology, and social psychology, the book will bring you up to speed on the latest thinking on the subject.
- Emphasizing strategic concepts and insights—and avoiding technicalities—this book is written for general managers and HR specialists interested in a general management perspective.

From the Back Cover

Advance praise for *Strategic Human Resources: Frameworks for General Managers*

I would have asked every one of my professional HR people to read the text if it had been available to them. The HR profession has been longing for a solid foundation from which to operate and this text provides it.
—**Debra Engel**, Executive Adviser and retired Senior Vice President, Corporate Services, 3Com Corporation

It's very simple. Baron and Kreps have produced a path breaking HRM text by mixing rigorous analysis and up-to-date research findings with engaging case material. They convey what all current and future managers, regardless of their functional specialty or interests, need to know to manage effectively the workforce and organizations of the future. HRM teaching will never be the same, and we will all be better off for it.
—**Thomas A. Kochan**, George M. Bunker Professor of Management, Sloan School of Management, MIT

This book provides general managers with a valuable framework, empirical evidence, and some thoughts to consider on how to align human resource strategy with business vision.
—**Richard M. Kovacevich**, President and CEO, Wells Fargo & Company

Baron and Kreps have written an extraordinary text on human resource management that combines as perhaps no others have the cutting edge in social science theory on the employment relation with the best in real business practice.
—**James R. Lincoln**, Spieker Professor of Leadership, Haas School of Business, and Director, Institute of Industrial Relations, University of California at Berkeley

This book demonstrates the benefits of interdisciplinary collaboration. Baron and Kreps have developed a practical, comprehensive framework for the design and analysis of HR strategies.
—**James Montgomery**, Interdisciplinary Institute of Management, London School of Economics

Management is about (1) deciding what to do and (2) making it happen. In today's world, making it happen is all about people: having the right ones (and avoiding the wrong ones) and integrating those people into an

effective work system. This text is all about making the people equation happen. Certainly, if I were to teach a class on HR management as experienced by a practitioner, I would find this text a perfect vehicle to frame the course and develop its content.

—**John S. Reed**, Chairman and Co-Chief Executive Officer, Citigroup Inc.

About the Author

James N. Baron is the Walter Kenneth Kilpatrick Professor of Organizational Behavior and Human Resources at Stanford University's Graduate School of Business. He has received numerous professional awards and honors, including a fellowship at the Center for Advanced Study in the Behavioral Sciences and elected membership in the Sociological Research Association and Macro Organizational Behavior Society. He has served as an advisor on human resource issues to corporations, law firms, government agencies, and nonprofit organizations.

David M. Kreps is the Paul E. Holden Professor of Economics at the Stanford Graduate School of Business, and is a Senior Professor by Special Appointment at the Eitan Berglas School of Economics, Tel Aviv University. He is a Fellow of the Econometric Society and the American Academy of Arts and Sciences, and is a member of the National Academy of Sciences. In 1989, he was awarded the John Bates Clark Medal from the American Economic Association.

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