

Online Library Armstrongs Handbook Of Reward Management Practice Improving Performance Through Reward 4th Fourth Edition By Armstrong Michael Published By Kogan Page 2012

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Providing guidance on the processes of management and leadership, this work presents particular reference to what managers and aspiring managers need to know about the skills of management and approaches to effective leadership.

Develop and manage reward and recognition strategies, policies and processes with this definitive guide by leading expert Michael Armstrong.

Focuses on performance and reward using systems thinking and a dual model of strategic alignment and psychological engagement.

Armstrong's Handbook of Reward Management Practice is the definitive guide to understanding, developing and implementing effective reward strategies. It covers all the essential aspects of improving organizational, team and individual performance through reward processes, including financial and non-financial rewards, job evaluation, grade and pay structures, rewarding specific employee groups and ethical considerations. This revised and updated sixth edition incorporates the

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latest research and developments and contains updated coverage of equal pay and the gender pay gap, employee benefits and total reward and a new chapter on employee financial wellbeing. As with all of Armstrong's texts, Armstrong's Handbook of Reward Management Practice bridges the gap between academic and practitioner and is ideally suited to both HR professionals and those studying for HR qualifications, including master's degrees and the CIPD's intermediate and advanced level qualifications. Tips and checklists and can be found throughout, alongside case studies from organizations including General Motors, the UK National Health Service and Tesco. Online supporting resources include lecture slides and comprehensive handbooks for lecturers and students, which include learning summaries, discussion questions and exercises, literature reviews and glossaries.

cesses involved in developing and implementing reward strategies.

Armstrong on Reinventing Performance Management presents a holistic approach to performance management, drawing on Michael Armstrong's vast research and experience. Most organizations have performance management processes in one form or another, but these are often based on formal annual reviews, forced rankings and directly linked to pay decisions. These

traditional approaches are often at the expense of ongoing, continuous feedback and focus on looking back at what has or has not been achieved rather than looking forward. Direct links to pay decisions avert attention from people development, and managers often get lost in the bureaucracy of complex forms rather than fully engaging with their people. Armstrong on Reinventing Performance Management details how to build a culture of ongoing feedback and coaching and provides case studies of how this approach to building performance has been effective in organizations including Deloitte, Gap, Expedia and Google. Filled with practical advice, including how to deal with underperformers, it enables organizations to remove overly bureaucratic and ineffective systems based on top-down judgments and ratings, and demonstrates how to get line managers' support for the process focusing on actionable feedback and growth.

Deciding how to effectively reward staff is one of the most tricky and contentious areas in people management. Getting it right can help promote a motivated workforce, and significantly improve recruitment and retention. But how do you decide what pay scale is suitable for which job and how do you design reward packages which recognise contribution and encourage employees? The Reward Management Toolkit provides practical, step-

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by-step guidance on designing and delivering rewards across organizations. In each tool the authors describe what the tool will achieve and provide guidance on when it is appropriate to implement. Each tool is supported by questionnaires, checklists and opinion surveys which can be used as the basis for analysis, discussions in workshops, project teams and focus groups. These tools include: the design, development and implementation process, strategic reward, job evaluation, market rate analysis, benefits options, including flexible benefits and the management and evaluation of reward systems.

This second edition has been completely updated to provide guidance on the various approaches to use in developing and managing reward strategies, policies, and processes.

Armstrong's Handbook of Performance Management addresses all areas of performance management, from performance pay and giving feedback to managing underperformers and having difficult conversations, so organizations can optimize staff performance. This fully updated and restructured 6th edition analyzes traditional as well as the latest developments in performance management including the shift from ratings and annual reviews. Veteran HR expert Michael Armstrong examines where these new approaches should be embraced and where traditional methods of performance management may be preferable. Packed with examples, exercises, checklists and new case studies from

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organizations such as Microsoft, IBM and Expedia, this book remains the most authoritative and engaging textbook on performance management. Supporting online resources for Armstrong's Handbook of Performance Management include an instructor's manual, a student's manual, lecture slides, a glossary of terms and a literature review.

Organizations have different drivers that influence how roles and jobs are evaluated and rewarded. Valuing Roles offers practical advice and highlights the benefits and risk of the different approaches businesses can use. It shows how job evaluation intersects with pay-related processes, systems and policies. Valuing Roles examines the 'why' and 'how' behind the concept. It provides:

- * An overview of the approaches and current issues
- * An outline of the methodology
- * A guide to designing and implementing a scheme and structures
- * Coverage of topics such as equal pay and marketing pricing

It also includes international case studies, flowcharts, checklists, templates, and an analysis of a job evaluation survey carried out in 2007 by e-reward. Judged "the undisputed 'bible on the topic'" by the "Journal of Administrative Management," the definitive book on the subject explains reward management, which is concerned with implementing policies and strategies that aim to reward people fairly, equitably, and consistently.

Managing staff performance is an effective mechanism for developing both staff and organizational growth. By clarifying an organization's objectives, translating these into clear individual goals and reviewing these goals

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regularly, performance management provides a well-structured and effective management tool. In the completely updated fifth edition of Armstrong's Handbook of Performance Management, Michael Armstrong considers the latest developments in this area, and how these can be applied to managing staff for increased performance. The new edition includes guidance on 360-degree feedback and the results of a far-reaching e-reward survey of performance management practices in 156 organizations. Ideal for practitioners and students alike, Armstrong's Handbook of Performance Management is aligned to the CIPD standards for Performance Management and so is ideal for those working towards the intermediate and advanced level qualifications. It remains the most authoritative and engaging textbook on performance management. Online supporting resources include lecture slides, a glossary of terms and a literature review. Reward management deals with the strategies, policies and processes required to ensure that the value of people and the contribution they make to achieving organizational, departmental and team goals is recognized and rewarded. Armstrong's Handbook of Reward Management Practice is the definitive guide to understanding, developing and implementing effective reward systems. It is aimed at HR practitioners involved in employee reward, and at students who need to understand the importance of reward and how it can be successfully applied across organizations. Updated to reflect the practical implications of the most recent research and discussion on reward management, this

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edition includes new case studies and chapters on evidence-based reward management, reward risk management and ethical approaches to reward management. This authoritative and engaging book is accompanied by extensive online resources, including PowerPoint slides and notes for tutors, and exercises to help students to test their learning. It is also closely aligned to the CIPD's standards in Reward Management, making it an ideal companion for both practitioners and students undertaking a professional qualification.

This brand-new book from HRM expert and bestselling author, Michael Armstrong, is an ideal companion for those studying learning and development (L&D) at third year undergraduate and postgraduate level as well as practitioners in L&D roles in the workplace. Armstrong's Handbook of Learning and Development provides an essential grounding in L&D theory including the components of L&D, the distinction between L&D and training, the relationship of L&D to human resources and knowledge management as well as coverage of the role of an L&D practitioner. In addition, this book covers emerging areas of learning such as digital, social and workplace learning as well as some of the latest developments including micro, connected and personalized learning as well as earning experiences. There is also coverage of how to use AI, gamification and curation to support learning and how to host both online and offline learning events. Supported by case studies and examples to put the theory in context, reflective exercises to consolidate learning and further reading suggestions to broaden knowledge and

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engagement with the topic, Armstrong's Handbook of Learning and Development is crucial reading for academic success. The final part of the book includes additional aspects of L&D including apprenticeships, leadership development and personal and interpersonal skills development. Online resources include lecture slides for every chapter, a lecturer manual and student manual.

To make an effective contribution, HR specialists have to be good at management, leadership and developing both themselves and others. They also need to be aware of the management and business considerations that affect their work. Armstrong's Handbook of Management and Leadership for HR provides guidance on the processes of management and leadership with particular reference to what HR managers and aspiring managers need to know and do to make a difference. Written by renowned human resources expert and bestselling author Michael Armstrong, Armstrong's Handbook of Management and Leadership for HR covers in one volume the 'Leading, Managing and Developing People' and 'Developing Skills for Business Leadership' Chartered Institute of Personnel and Development (CIPD) modules. It includes numerous practical features such as case studies, practitioner interviews, exercises and clear learning objectives to aid learning. This is the essential book for HR students and professionals looking to broaden their skills and understanding relating to management and leadership. Online supporting resources include lecture slides, an instructor's manual, a student's manual and a literature review.

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Revised and rewritten to take account of the new academic standards that will be taught from September 2002, this text examines the many forces influencing decisions about pay - market forces, economics, corporate culture and strategy, to name a few. It provides clear guidance on all remuneration issues, including job evaluation, grading structures, performance management, profit-related pay, benefits and reward for particular groups. By starting from first principles and adopting an integrated approach, *Employee Reward* provides a definitive overview of the whole process. Strategic human resource management has been taken up by academics, consultants and practitioners alike. However, the integration of human resource strategy with overall business strategy is often easier in theory than in practice. Armstrong's *Handbook of Strategic Human Resource Management* provides a bridge between theory and practice, and offers a guide both to formulating human resource strategies and to implementing them. Fully updated, this edition incorporates the latest thinking, research and practice on strategic Human Resource Management and contains completely revised chapters on HRM, HR strategy, the formulation and implementation of strategy, roles in strategic HRM and strategic reward. This indispensable book includes coverage of international aspects of strategic human resource management. It also reflects important developments in HR strategies linked with those issues that affect HRM on a day-to-day basis, including human capital management, corporate social responsibility, organization development, employee

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engagement and talent management. Including a new chapter on organizational effectiveness, Armstrong's Strategic Human Resource Management sets out a strategic framework for HRM; a framework for implementing SHRM in action; and a section on HR strategies. Case studies, checklists, practical examples and a strategic HR toolkit make this book an extremely practical resource for all those who are involved in putting complex strategy into practice in order to effect positive and productive change.

Equip yourself to manage, motivate, compensate, and reward everyone in this workplace revolution The future of work is here. From the shift to Millennials and Gen Z in the workforce to the advent of the Fourth Industrial Revolution and the Gig Economy, the world of work and rewards has significantly changed since the initial WorldatWork Handbook was published. Human resources and total rewards professionals need tools to equip them to manage a changing workforce. This completely revised second edition addresses the challenging and disruptive issues facing employers today and tomorrow. The WorldatWork Handbook of Total Rewards is the definitive authority on compensation and rewards from the leading global nonprofit organizations for professionals who are engaged in the critically important practice of total rewards. This book is a go-to resource for all business professionals and leaders who reward and create productive, committed and inspired workforces worldwide. Readers will learn the basics of rewards, along with a deep dive and high-level view of how rewards programs enable organizations to deliver

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on their brand promises and perform at their optimal level. Gain a thorough understanding of compensation and benefits, along with employee well-being, development, and recognition, all updated to address the realities of today's workplace. Understand why the Millennial and Gen Z workforce requires a different value proposition, and how to meet their needs. Discover the tools and techniques you need to help you reskill and become a highly valued workforce contributor and leader in the digital era. Learn how to attract, retain, and engage talent by building a healthy workplace culture and employing unique incentives that drive high performance and loyalty. Technical enough for specialists but broad in scope for managers and HR generalists, this well-rounded resource belongs on the desk of anyone interested in organizational effectiveness. An indispensable tool for understanding and implementing the total rewards concept, The WorldatWork Handbook of Total Rewards, Second Edition is the key to designing programs and practices that ensure employee engagement and organizational success.

Non-monetary incentives and recognition programmes are an area of employee motivation that is often overlooked. Yet, as Fisher's book reveals, a strategic focus on non-cash rewards can generate significant return on investment in terms of employee engagement, performance improvement and financial results. In the present economic context, with companies pushing to deliver more for less, it is a particularly pertinent issue. Strategic Reward and Recognition brings together theory

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and practice to guide HR professionals, consultants and senior leaders in developing the most effective programmes for their organizations. It features examples of good practice from all over the world, from different sectors and from both large and small organizations, providing coverage of digital as well as in-person schemes.

Job evaluation is key to ensuring that employees are compensated fairly for their work. It is therefore essential that HR professionals have a robust process in place so that pay and reward are transparent and defensible within teams and across departments. Armstrong's Job Evaluation Handbook gives HR professionals all the tools they need to assess which approach to job evaluation is most suitable, how to implement it and how to maintain it. Packed with case studies from leading organizations such as Microsoft, Vodafone and the NHS, this guide will provide HR professionals with the ability to answer key questions such as how can we decide what is fair to pay our staff, how can we make sure that work of equal value receives equal pay and how can we make sure that our salaries remain competitive in the market? Armstrong's Job Evaluation Handbook covers everything needed to put effective job evaluation processes in place, including analytical matching and market pricing, developing job grades and defining pay structures. There is also coverage of the latest trends and issues in job evaluation, such as the decline in points-rated systems and the use of levelling by consultants. Underpinned by original research, this is a book that no HR department can afford to be without.

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Gain a complete understanding of the theory and practice of L&D for students and practitioners alike covering the fundamentals of learning and development, new developments, learning cultures and strategic L&D. HR managers have to serve the interests of their organizations, comprising employees, customers and the community at large as well as shareholders, or, in the public or voluntary sectors, those who have the ultimate responsibility for what the organization does. It also means exercising social responsibility, being concerned for the interests (well-being) of employees and acting ethically with regard to the needs of people in the organization and the community. Armstrong's Essential Human Resource Management Practice provides a complete overview of the practices and processes fundamental to managing people. The text provides a thorough introduction to the core areas of HR including: people resourcing, performance management, learning and development and rewarding people. It also examines the contribution of HR to organizational aims and objectives and how it is integrated within the business. The book is accompanied by online resources for both lecturers and students and adopts an increased focus on employee engagement, a concept which is becoming increasingly prominent in people management, but which is often presented as a mantra without being properly understood; this is examined in detail with reference to recent research. Michael Armstrong's original Handbook of Human Resource Management is the classic text for all those studying HR or who are entering the profession for the first time. In

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this new title Michael Armstrong provides a condensed text which has been rewritten with the non-HR student or professional in mind, describing and evaluating key HRM concepts such as: HRM itself; strategic HRM; the resource-based view; the choice between best practice and best fit; human capital measurement; motivation theory; emotional intelligence; the flexible firm; the learning organization; and financial rewards.

Evidence-Based Reward Management presents an analysis of the current failure of organisations to assess the effectiveness of pay and reward practices. It considers the reasons for this and outlines the damaging consequences of it. By examining recent developments in human capital information and measurement it looks at how HR can construct effective reward for improved performance, both for the individual and organization. The authors present the tools and techniques which can be applied to practice evidence-based reward management including a 4 step model, which sets strategic goals, reviews current policies, looks at how to pilot and make changes and improvements and explains how to monitor and adapt on an ongoing basis.

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

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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, toolkits, and a literature review, glossary and bibliography.

Armstrong's Handbook of Reward Management Practice is the definitive guide to understanding, developing and implementing effective reward. It is closely aligned to the CIPD's standard in reward management and is supported by online resources for both lecturers and students. Updated to reflect the practical implications of the most recent research and discussion on reward management, this new fifth edition includes a new chapter on computerized reward management, completely updated chapters on job evaluation, pay

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structures, merit pay and executive pay, and new case studies. As with all of Armstrong's texts, Armstrong's Handbook of Reward Management Practice truly bridges the gap between academic and practitioner and is, therefore ideally suited to anyone studying for a professional qualification in HR, of which Reward is often a core part, in particular the CIPD's intermediate and advanced level qualifications. Online supporting resources include lecture slides, an instructor's manual and a student's manual complete with a glossary, bibliography and literature review.

In order to make an effective contribution, HR specialists have to be good at management, leadership and developing themselves and others. However in addition, they need to be aware of the management and business considerations that affect their work. Armstrong's Handbook of Management and Leadership provides guidance on the processes of management and leadership with particular reference to what managers and aspiring managers need to know and do to make a difference. This new edition is the only book that covers in one volume the new Leading, Managing and Developing People and Developing Skills for Business Leadership modules, which are part of the Chartered Institute of Personnel and Development's Leadership and Management Standards. Online supporting resources for this book include lecture slides for each chapter, flashcards and case studies with exercises. Armstrong's Handbook of Management and Leadership provides guidance on the processes of management and leadership with particular reference to what managers

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and aspiring managers need to know and do to make a difference. As well as presenting the key skills required for effective management it also deals with three important areas of management: change management, continuous improvement and the achievement of high levels of customer service. The book is aligned to the Managing for Results module which is part of the Chartered Institute of Personnel and Development's Leadership and Management Standards. This new edition has been updated to bring it inline with changes made to this module, as well as updates to reflect new thinking and ideas in this area. The text also serves as an ideal resource for those studying introductory management modules on business and HR programmes. The book is accompanied by additional online material for use by instructors as well as an exhaustive set of questions and answers to help students test their learning.

Managing performance is a critical focus of HR activity. This title reveals what leading organisations are doing to manage their employees' performance and how they are delivering results. It shows you how to improve the management of your employees' performance.

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Armstrong's Handbook of Reward Management Practice is the definitive guide to understanding, developing and implementing effective reward. It is aimed at HR practitioners involved in employee reward, and at students who need to understand the importance of

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reward and how it can be successfully applied across organizations. The book is closely aligned to the CIPD's standard in reward management and is supported by online resources for both lecturers and students.

Updated to reflect the practical implications of the most recent research and discussion on reward management, this new fourth edition includes new case studies and chapters on evidence-based reward management, reward risk management and ethical approaches to reward management.

Armstrong's Handbook of Human Resource Management Practice is the classic text for all students and practitioners of HRM. Providing a complete resource for understanding and implementing HR in relation to the needs of the business as a whole, it contains in-depth coverage of all the key areas essential to the HR function, including performance, reward, employee engagement and HR policy. This fully revised and updated thirteenth edition contains an entirely new part covering the increasingly important subject of international human resource management. Other new chapters have been added on rewarding special groups and on employment law, and the chapters on HRM, motivation and engagement have been completely revised. This essential handbook has also been brought up to date by reference to the findings of a number of significant research projects and other investigations of how HRM operates in practice. Comprehensive online support material for the instructor, student and practitioner is provided, offering a complete resource for teaching and self-learning. Resources for students

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include: learning notes, a glossary of key concepts and terms, multiple choice questions, case studies and a guide to taking CIPD exams. Lecturers are also provided with a range of resources, including PowerPoint slides and support notes for teaching.

Develop and implement HR strategies which are aligned with wider business strategies to achieve organizational success.

"Armstrong's Handbook of Management and Leadership" provides guidance on what managers and aspiring managers need to know to make a difference. Explains the key skills required for effective management and includes additional online material.

This text seeks to take reward management to the next level - paying for competence as well as performance; paying for those skills and behaviours which support the future success of the organization, not just for immediate past results.

Examples from research and case studies are provided.

Strategic reward is the process of deciding what route to take in developing appropriate reward arrangements and dealing with the issues which arise in making that journey. Armstrong and Brown hold great faith in strategic reward and present here their 'new realism' philosophy and breadth of experience on the subject. They examine the essence and context of strategic reward and the processes involved in developing and implementing strategies, along with a clear overview of the opportunities and risks of pursuing a reward strategy, demonstrating how critical it is to the dual agenda of successful organizational performance and the motivation and engagement of staff.

Manage staff performance with this handbook on the latest innovations in performance management as well as guidance on feedback, pay and personnel development planning.

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HR managers have to serve the interests of their organizations, comprising employees, customers and the community at large as well as shareholders, or, in the public or voluntary sectors, those who have the ultimate responsibility for what the organization does. It also means exercising social responsibility, being concerned for the interests (well-being) of employees and acting ethically with regard to the needs of people in the organization and the community. Armstrong's Essential Human Resource Management Practice provides a complete overview of the practices and processes fundamental to managing people. The text provides a thorough introduction to the core areas of HR including: people resourcing, performance management, learning and development and rewarding people. It also examines the contribution of HR to organizational aims and objectives and how it is integrated within the business. The book is accompanied by online resources for both lecturers and students and adopts an increased focus on employee engagement, a concept which is becoming increasingly prominent in people management, but which is often presented as a mantra without being properly understood; this is examined in detail with reference to recent research. Michael Armstrong's original Handbook of Human Resource Management is the classic text for all those studying HR or who are entering the profession for the first time. In this new title Michael Armstrong provides a condensed text which has been rewritten with the non-HR student or professional in mind, describing and evaluating key HRM concepts such as: HRM itself; strategic HRM; the resource-based view; the choice between best practice and best fit; human capital measurement; motivation theory; emotional intelligence; the flexible firm; the learning organization; and financial rewards. Revised in the light of recent developments in HRM policy and practice, this text now includes new chapters on human

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capital management, the role of the front line manager, HR strategies, and implementing HR strategies and learning and development. It also incorporates the results of surveys and research projects conducted by professionals.

From Michael Armstrong, HR expert and best-selling author, comes this new edition of the business staple, How to Manage People. Providing valuable insight into the functions and skills required to be an effective manager - from how to manage teams to successful recruitment - it will help you get the best from your staff through motivation, reward and leadership. With three brand new chapters on managing virtual teams, enhancing employee engagement and managing conflict, it is full of easily applicable advice as well as practical tools and checklists. Essential reading for anyone who wants to get the best from their teams, How to Manage People distils the essence of good management into one handy book.

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