

Chartered Institute of Personnel and Development

PDS Student Reading List
September 2010

Contents

Management Research Report and General Reading	3
Managing for Results	5
Managing in a Strategic Business Context	7
Managing and Leading People	9
Managing Information for Competitive Advantage	10
People Management and Development	11
People Resourcing	13
Managing Diversity and Equal Opportunities	14
Selection and Assessment	15
Career Management and Development	16
Learning and Development	18
Management Development	21
Managing Organisational Learning and Knowledge	22
Managing the Training and Development Function	24
Designing and Delivering Training	26
Employee Reward	28
Performance Management	32
Employee Relations	34
Employment Law	37

MANAGEMENT RESEARCH REPORT AND GENERAL READING

Core texts

ANDERSON, V. (2009) *Research methods in human resource management*. London: Chartered Institute of Personnel and Development.

ASTON CENTRE FOR HUMAN RESOURCES. (2008) *Strategic human resource management: building research-based practice*. London: Chartered Institute of Personnel and Development.

CURRIE, D. (2005) *Developing and applying study skills: writing assignments, dissertations and management reports*. London: Chartered Institute of Personnel and Development.

FODDY, W. (1993) *Constructing questions for interviews and questionnaires*. Cambridge: Cambridge University Press.

HORN, R. (2009) *Researching and Writing Dissertations: a complete guide for business and management students*. London: Chartered Institute of Personnel and Development.

HUGHES, M. (2010) *Managing Change*. London: Chartered Institute of Personnel and Development

JANKOWICZ, A. (2000) *Business research projects*. 3rd ed. London: Business Press.

Further recommended reading

BEARDWELL, J. and CLAYDON, T. (2007) *HRM: A Contemporary Approach, 5th edition*. Harlow: FT/Prentice Hall.

BRATTON, J. and GOLD, J. (2007) *Human resource management: theory and practice*. 3rd ed. Basingstoke: Palgrave Macmillan.

CHEATLE, K. (2001) *Mastering human resource management*. Basingstoke: Palgrave.

CURNOW, B. and REUVID, J. (eds). (2003) *The international guide to management consultancy*. 2nd ed. London: Kogan Page. Especially part two, Ethics and best practice, and part four, Key consultancy activities.

GILL, J. and CLAYDON, T. (2002) *Research methods for managers, 3rd ed.* London: Sage.

MAUND, L. (2001) *An introduction to human resource management: theory and practice*. Basingstoke: Palgrave.

MAYON-WHITE, B. (2002) *Study skills for managers*. 2nd ed. Thousand Oaks, CA: Sage Publications.

MULLER-CAMEN, M., CROUCHER, R. and LEIGH, S. (2008) *Human Resource Management: A case study approach*. London: Chartered Institute of Personnel and Development.

NORTHEEDGE, A. (1990) *The good study guide*. Milton Keynes: Open University Press.

ROSE, J (2007) *The mature student's guide to writing, 2nd ed.* Basingstoke: Palgrave Macmillan.

SUTHERLAND, J. and CANWELL, D. (2004) *Key concepts in human resource management*. Basingstoke: Macmillan.

The following guide on the CIPD website is also recommended:

Preparing an MRR: A guidance note

http://www.cipd.co.uk/centres/_programadmin/_mangresearchrpt.htm

The following journal is also recommended:

People Management – issued fortnightly, free to CIPD members.

The following website is also recommended:

www.cipd.co.uk/onlineinfodocuments – this part of our website, houses a full range of information and guidance on workplace issues in quick, easy-to-access formats.

MANAGING FOR RESULTS

Core texts

BRUCE, A. and LANGDON, K. (2005) *Strategic thinking*. London: Dorling Kindersley.

BURNES, B. (2005) *Managing change*. 5th ed. Harlow: Pearson Education.

CAPLAN, J. (2003) *Coaching for the future: how smart companies use coaching and mentoring*. London: Chartered Institute of Personnel and Development.

HUGHES, M. (2010) *Managing Change*. London: Chartered Institute of Personnel and Development

PEDLER, M., BURGOYNE, J. and BOYDELL, T. (2001) *A manager's guide to self-development*. 4th ed. London: McGraw Hill.

WATSON, G. and GALLAGHER, J.K. (2005) *Managing for results*. London: Chartered Institute of Personnel and Development.

Further recommended reading

ALFES, K et al, *Creating an Engaged Workforce: Findings from the Kingston Employee Engagement Consortium Project*, London, (2010), Chartered Institute of Personnel and Development Research Report.

ARMSTRONG, M. and BARON, A. (2004) *Performance management: action and impact*. 2nd ed. London: Chartered Institute of Personnel and Development.

ARMSTRONG, M. and STEPHENS, T. (2005) *A handbook of management and leadership*. London: Kogan Page.

ASTON CENTRE FOR HUMAN RESOURCES. (2008) *Strategic human resource management: building research-based practice*. London: Chartered Institute of Personnel and Development.

BLANCHARD, K. and GOTTRY, S. (2004) *The on-time, on-target manager*. London: Harper Collins.

CLUTTERBUCK, D. (2004) *Everyone needs a mentor*. 4th ed. London: Chartered Institute of Personnel and Development.

DONALDSON-FEILDER, E., LEWIS, R., and YARKER, J.(2009), *Preventing Stress: Promoting Positive Manager Behaviour*, London, The Chartered Institute of Personnel and Development

EYRE, E.C. and PETTINGER, R. (1999) *Mastering basic management*. 3rd ed. Basingstoke: Macmillan.

GOLD, J. THORPE, R. and MUMFORD, A. (eds) 2010, *Leadership and Management Development*, 5th ed., London, The Chartered Institute of Personnel and Development
GRATTON, L. (2004) *The democratic enterprise* London: Prentice Hall.

HANDY, C. (1993) *Understanding organisations*. 4th ed. Harmondsworth: Penguin.

HARVEY-JONES, J. and MASEY, A. (1990) *Troubleshooter*. London: BBC.

HOLLYFORDE, S. and WHIDDETT, S. (2002) *The motivation handbook*. London:

Chartered Institute of Personnel and Development.

JARVIS, J. LANE, D.A. and FILLERY-TRAVIS, A. (2006) *The case for coaching*. London: Chartered Institute of Personnel and Development

KENNEDY, C. (2002) *Guide to the management gurus: the best guide to business thinkers*. 4th ed. London: Random House Business Books.

LEIGH, A. (1999) *Persuasive reports and proposals*. London: Institute of Personnel and Development.

LEIGH, A. (2001) *20 ways to manage better*. 3rd ed. London: Chartered Institute of Personnel and Development.

MULLER-CAMEN, M., CROUCHER, R. and LEIGH, S. (2008) *Human Resource Management: A case study approach*. London: Chartered Institute of Personnel and Development.

OWEN, J. (2003) *Hard core management*. London: Kogan Page.

PETERS, T. (1988) *Thriving on chaos*. London: Macmillan.

PORTER S and CAMPBELL (Eds) (2006) *Skills an Economic Performance*. London: Caspian Publishing

SMITH, G. (2004) *Leading the professionals* London: Kogan Page

SOUTHON, M. and WEST, C. (2002) *The beermat entrepreneur*. Harlow: Financial Times Prentice Hall.

THOMSON, K. (1998) *Emotional capital*. Oxford: Capstone.

TORRINGTON, D., WEIGHTMAN, J. and JOHNS, K. (1989) *Effective management: people and organisation*. London: Prentice Hall.

WINSTANLEY, D. (2005) *Personal effectiveness*. London: Chartered Institute of Personnel and Development.

The following CIPD research publications are also recommended:

BEAUMONT, P. and HUNTER, L. (2002) *Managing knowledge workers: the HR dimension*. London: Chartered Institute of Personnel and Development.

CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT. (2002) *Developing managers for business performance: what your board needs to know today*. London: Chartered Institute of Personnel and Development.

FORTH, J. and MILLWARD, N. (2002) *The growth of direct communication*. London: Chartered Institute of Personnel and Development.

GUEST, D., KING, Z. and CONWAY, N. (2001) *Voices from the boardroom*. London: Chartered Institute of Personnel and Development.

MANAGING IN A STRATEGIC BUSINESS CONTEXT

Core Texts

FARNHAM, D. *Human Resource Management in Context: Strategy, Insights and Solutions*. London, Chartered Institute of Personnel and Development, 2010.

KEW, J & STREDWICK, J *Human Resource Management in a Business Context*. London, Chartered Institute of Personnel and Development, 2010.

WETHERLY, P & OTTER, D (eds) *The Business Environment: Themes and Issues*. Second Edition. Oxford, Oxford University Press, 2010.

Further Recommended Reading

ABERCROMBIE, N. and WARDE, A. *Contemporary British Society*. 3rd ed. Cambridge, Polity Press, 2000.

ABERCROMBIE, N. and WARDE, A. (eds) *The Contemporary British Society Reader*. Cambridge, Polity Press, 2000.

BROOKS, I, WEATHERSTON, J. and WILKINSON, G. *The International Business Environment : challenges and changes*. Second Edition. London, FT/Prentice Hall, 2010.

CAMPBELL, D. STONEHOUSE, G., HAMILL, J & PURDIE T *Global and Transnational Business: Strategy and Management*. Second Edition. Wiley, 2004

CRANE, A & MATTEN, D. *Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization*. Third Edition. Oxford, OUP. 2010.

DE WIT, B & MEYER, R. *Strategy: Process, Context, Content. An International Perspective*. Fourth Edition. London, Thomson. 2010.

DICKEN, P. *Global shift: Managing the Changing Contours of the World Economy*. Sixth Edition. London, Sage, 2010.

THOMAS, B and DORLING, D. *Identity in Britain: A Cradle to Grave Atlas*. London, The Policy Press, 2007.

THE ECONOMIST. *Economics: Making sense of the modern economy*. London, Economist Books. 2006.

JONES, B. & Norton, P. *Politics UK*. Seventh Edition. Harlow, Longman, 2010.

KOURDI, J. *Business Strategy: A guide to effective decision-making*. Second Edition. London, Economist Books, 2009.

MCCORMICK, J. *Understanding the European Union : a concise introduction*. 4th ed. Basingstoke, Palgrave, 2008.

MORRIS, H, WILLEY, B. and SACHDEV, S *The corporate environment : a guide for human resource managers*. Third Edition. London, Financial Times Pitman Publishing, 2007.

RICHES, S and Allen V. *Business law*. Ninth Edition. Harlow, Longman, 2010.

STANDAGE, T (ed). *The Future of Technology*. London, Economist Books, 2005

WORTHINGTON, I & BRITTON, C. *The Business Environment*. Sixth Edition, London, FT/Prentice Hall, 2009

MANAGING AND LEADING PEOPLE

Core texts

HOLLYFORDE, S. and WHIDDETT, S. (2002) *The motivation handbook*. London: Chartered Institute of Personnel and Development.

REES, G. and FRENCH, R. (eds), (2010) *Leading, Managing and Developing People*. 3rd ed. London: Chartered Institute of Personnel and Development.

Further recommended reading

ADAMS, J (2006) *Managing People in organisations – contemporary theory and practice*. Basingstoke: Palgrave Macmillan.

BUCKINGHAM, M. and COFFMAN, C. (2001) *First, break all the rules: what the world's greatest managers do differently*. London: Simon and Schuster.

COFFMAN, C. and GONZALEZ-MOLINA, G. (2002) *Follow this path: how the world's greatest organizations drive growth by unleashing human potential*. London: Warner Business Books.

HUTCHINSON, S. and PURCELL, J. (2003) *Bringing policies to life: the vital role of front line managers in people management*. London: Chartered Institute of Personnel and Development.

JOHNSON, M. (2004) *The new rules of engagement: life–work balance and employee commitment*. London: Chartered Institute of Personnel and Development.

LEARY-JOYCE, J. (2004) *Becoming an employer of choice*. London: Chartered Institute of Personnel and Development.

MIDDLETON, J. (2007) *Beyond Authority – leadership in a changing world*. Palgrave Macmillan.

O'REILLY, C.A. and PFEFFER, J. (2000) *Hidden value: how great companies achieve extraordinary results with ordinary people*. Boston, MA: Harvard Business School Press.

PFEFFER, J. (1998) *The human equation: building profits by putting people first*. Boston, MA: Harvard Business School Press.

PURCELL, J., KINNIE, N. and HUTCHINSON, S. (2003) *Understanding the people and performance link: unlocking the black box*. London: Chartered Institute of Personnel and Development.

ROBINSON, I. (2006). *Human resource management in organisations*. London: Chartered Institute of Personnel and Development.

ROUTLEDGE C. and CARMICHAEL J. (2007). *Personal development and management skills*. London: Chartered Institute of Personnel and Development.

TURNBULL JAMES, K. and COLLINS, J. (2008) *Leadership perspectives – knowledge into Action*. Palgrave Macmillan

WARHURST, C., EIKHOF, D.R. and HAUNSCHILD, A., eds. (2008). *Work less, live more?* Basingstoke: Palgrave Macmillan.

All CIPD research reports, surveys, and executive briefings on issues related to *Managing & Leading People*

MANAGING INFORMATION FOR COMPETITIVE ADVANTAGE

Core texts

BEE, R. and BEE, F. (2005) *Managing information and statistics*. 2nd ed. London: Chartered Institute of Personnel and Development.

DAVIES, D. (2005) *Managing financial information*. 2nd ed London: Chartered Institute of Personnel and Development.

DYSON, J.R. (2000) *Accounting for non-accounting students*. 5th ed. London: Financial Times/Prentice Hall.

ELLIOTT, G. (2004) *Global business information technology: an integrated systems approach*. Financial Times Prentice Hall.

ELLIOTT, G. and STARKINGS, S. (1997) *Business information technology systems, theory and practice*. Harlow: Longman.

Further recommended reading

CHECKLAND, P. and HOLWELL, S. (1997) *Information, systems and information systems: making sense of the field*. Chichester: Wiley.

CURTIS, G. and COBHAM, D. (2002) *Business information systems: analysis, design and practice*. 4th ed. Financial Times Prentice Hall.

JENNINGS, D. and WATTAM, S. (1998) *Decision making: an integrated approach*. 2nd ed. London: Financial Times Pitman Publishing.

KAVANAGH, M.J. and THITE, M. *Human Resource Information Systems, Basics, Applications and Future Directions*. Sage Publications. ISBN976-1-4129-4456-4

OWEN, F. and JONES, R. (1994) *Statistics*. 4th ed. London: Pitman.

STACEY RALPH, D. (2003) *Strategic management and organisational dynamics: the challenge of complexity*. 4th ed. Financial Times Prentice Hall. Sections 2, 3, 5, 6, 7, 8, 9, 10, 11, 12 for further references on systems thinking.

WEAVER, P., LAMBROU, N. and WALKLEY, M. (2002) *Practical SSADM 4: a complete tutorial guide*. 3rd ed. London: Financial Times/Prentice Hall.

YEATES, D. and WAKEFIELD, T. (2003) *Systems analysis and design*. 2nd ed. London: Financial Times Prentice Hall.

PEOPLE MANAGEMENT AND DEVELOPMENT

Core texts

BEARDWELL, J. and CLAYDON, T. (eds). (2007) *Human resource management: a contemporary approach*. 4th ed. Harlow: Financial Times/Prentice-Hall.

FARNHAM, D. and SMITH, P. (2004) *People management and Development revision guide 2005*. London: Chartered Institute of Personnel and Development.

MARCHINGTON, M. and WILKINSON, A. (2008) *Human resource management at work: people management and development*. 4th ed. London: Chartered Institute of Personnel and Development.

PILBEAM, S. and CORBRIDGE, M. (2010) *People Resourcing and Talent Management: HRM in Practice*. 4th ed. Harlow: Financial Times/Prentice Hall.

PITT, G. (2004) *Employment law*. 5th ed. London: Sweet and Maxwell.

TAYLOR, S. (2010) *Resourcing and Talent Management*. 5th ed. London: Chartered Institute of Personnel and Development.

Further recommended reading

ANDERSON, V. (2009) *Research methods in human resource management*. 2nd edition. London: Chartered Institute of Personnel and Development.

ARMSTRONG, M. (2006), *A handbook of human resource management practice*, London: Kogan Page

ARMSTRONG, M. and BARON, A. (2004) *Performance management: action and impact*. London: Chartered Institute of Personnel and Development.

BACH, S. and SISSON, K. (eds). (2000) *Personnel management: a comprehensive guide to theory and practice*. 3rd ed. Oxford: Blackwell.

BOXALL, P. and PURCELL, J. (2003) *Strategy and HRM*. Basingstoke: Palgrave-Macmillan.

COOPER, D., ROBERTSON, I. and TINLINE, G. (2004). *Recruitment and selection*. London: Thomson.

HUTCHINSON, S. and PURCELL, J. (2003) *Bringing policies to life: the vital role of front line managers in people management*. London: Chartered Institute of Personnel and Development.

LEGGE, K. (2005) *Human resource management rhetorics and realities*. Anniversary edition. Basingstoke: Palgrave-Macmillan.

MUMFORD, A., GOLD, J and THORPE, R. (2010) *Leadership and Management Development*. 5th ed. London: Chartered Institute of Personnel and Development.

RAINBIRD, H., FULLER, A. and MUNRO, A. (2004) *Workplace learning in context*. London: Routledge.

REDMAN, T. and WILKINSON, A. (eds). (2006) *Contemporary human resource management: text and cases*. Harlow: Financial Times/Prentice Hall.

ROUTLEDGE, C. AND CARMICHAEL, *Personal Development and Management Skills*. London: Chartered Institute of Personnel and Development.

SLOMAN, M. (2003). *Training in the age of the learner*. London: Chartered Institute of Personnel and Development.

STOREY, J. (ed). (2001) *Human resource management: a critical text*. 2nd ed. London: Thomson Learning.

TORRINGTON, D., HALL, L. and TAYLOR, S. (2005) *Human resource management*. Harlow: Financial Times/Prentice Hall.

WRIGHT, A. (2003). *Reward Management in context*. London: Chartered Institute of Personnel and Development.

Recommended journals

Human Resource Management journal

Personnel Review

People Management

PEOPLE RESOURCING

Core texts

TAYLOR, S. (2010) *Resourcing and Talent Management*. 5th ed. London: Chartered Institute of Personnel and Development.

Further recommended reading

ASTON CENTRE FOR HUMAN RESOURCES. (2008) *Strategic human resource management: building research-based practice*. London: Chartered Institute of Personnel and Development.

JOHNSON, M. (2004) *The new rules of engagement*. London: Chartered Institute of Personnel and Development.

LEARY-JOYCE, J. (2004) *Becoming an employer of choice*. London: Chartered Institute of Personnel and Development.

LEWIS, D. and SARGEANT, M. (2009) *Essentials of employment law, 10th edition*. London: Chartered Institute of Personnel and Development (new edition due March 2011).

MARCHINGTON, M. and WILKINSON, A. (2008) *Human resource management at work* 4th ed. London: Chartered Institute of Personnel and Development.

TOPLIS, J., DULEWICZ, V. and FLETCHER, C. (2004) *Psychological testing*. 4th ed. London: Chartered Institute of Personnel and Development.

TORRINGTON, D., HALL, L., TAYLOR, S. and ATKINSON, C. (2009) *Fundamentals of human resource management: managing people at work*. Harlow: FT/Prentice-Hall.

Also all CIPD research reports, surveys and executive briefings, on issues related to People Resourcing

MANAGING DIVERSITY AND EQUAL OPPORTUNITIES

BRITISH COMPUTER SOCIETY. (2002) *Disability discrimination act – access for all: a practical guide for professionals and business managers*. Revised ed.

COCKBURN, C. (1991) *In the way of women: men's resistance to sex equality in organizations*. London: Macmillan.

COLLINSON, D., KNIGHTS, D. and COLLINSON, M. (1990) *Managing to discriminate*. London: Routledge.

DANIELS, K. and MACDONALD, L. (2005) *Equality, diversity and discrimination: a student text*. London: Chartered Institute of Personnel and Development.

EDWARDS, J. (1995) *When race counts: morality of racial preference in Britain and America*. London: Routledge.

EMPLOYMENT DEPARTMENT. (1996) *Equal opportunities: ten point plan for employers*. London: Employment Department.

FAMILY FRIENDLY WORKING HOURS TASK FORCE, *Flexible working : working for families, working for business : a report by the Family Friendly Working Hours Taskforce*, London (2010), Family Friendly Working Hours Taskforce

GAMBLES, R., LEWIS, S. and RAPOPORT, R. (2006) *The myth of work-life balance*. London: Wiley

ITZIN, C. and NEWMAN, J. (1995) *Gender, culture and organizational change: putting theory into practice*. London: Routledge

KANDOLA, B. (2009) *The Value of Difference, eliminating bias in organisations*. Pearn Kandola Publishing.

KANDOLA, R. and FULLERTON, J. (1998) *Diversity in action: managing the mosaic*. 2nd ed. London: Institute of Personnel and Development.

KIRTON, G. and GREENE, A.M. (2005) *The dynamics of managing diversity: a critical approach*. 2nd edition. London: Elsevier.

MACDONALD, L. (2004) *Equality, diversity and discrimination*. London: Chartered Institute of Personnel and Development.

MOON, G. (2000) *Race discrimination – developing and using a new legal framework: new routes to equality*. Oxford: Hart.

PRASAD, P., MILLS, A.J. and ELMES, M. (1997) *Managing the organizational melting pot: dilemmas of workplace diversity*. Thousand Oaks, CA: Sage.

RYAN et al (2007) *Managing Diversity and the Glass Cliff*. CIPD Research Report and Tatti et al (2007)

STEPHENS, T. and HALLAS, J. (2006) *Bullying and Sexual Harassment: A practical handbook*. Chandros: ILM Oxford

TATTI et al (2007) *Managing Diversity and Practice: Supporting Business Goals*. CIPD Research Report.

SELECTION AND ASSESSMENT

Core texts

AMERICAN PSYCHOLOGICAL ASSOCIATION. (1988) *Joint Committee on Testing Practices: code of fair testing practices in education*. Washington, DC: American Psychological Association.

COOPER, C. (2002) *Individual differences*. 2nd ed. London: Arnold.

DEARY, I.J. (2001) *Intelligence: a very short introduction*. Oxford: Oxford University Press.

FLETCHER, C. (2004) *Appraisal and feedback*. 3rd ed. London: Chartered Institute of Personnel and Development.

SEARLE, R. (2003) *Selection and assessment: a critical text*. Palgrave-Macmillan/The Open University

SMITH, M. and ROBERTSON, I. (eds). (1989) *Advances in selection and assessment*. Chichester: Wiley.

TOPLIS, J., DULEWICZ, V. and FLETCHER, C. (2004) *Psychological testing: a manager's guide*. 4th ed. London: Chartered Institute of Personnel and Development.

Further recommended reading

BUCKINGHAM, M. and CLIFTON, D. (2001) *Now, discover your strengths: how to develop your talents and those of the people you manage*. London: Simon and Schuster.

COOK, M. (2004) *Personnel selection: adding value through people*. 4th ed. Chichester: Wiley.

HERRIOT, P. (ed). (1989) *Assessment and selection in organizations: methods and practice for recruitment and appraisal*. Chichester: Wiley. First update and supplement (1994). Chichester: Wiley. Second update and supplement (1995). Chichester: Wiley.

JACKSON, C. (1996) *Understanding psychological testing*. Leicester: British Psychological Society.

KLINE, P. (1986) *A handbook of test construction: introduction to psychometric design*. London: Methuen.

PINKER, S. (1998) *How the mind works*. London: Allen Lane.

RUST, J. and GOLOMBOK, S. (1999) *Modern psychometrics: the science of psychological assessment*. 2nd ed. London: Routledge.

The following journal articles are also recommended:

NEISSER, U., BOODOO, G. and BOUCHARD, T. (1996) *Intelligence: knowns and unknowns*. *American Psychologist*. Vol. 51. pp77–101.

SCHMIDT, F.L. and HUNTER, J.E. (1998) *The validity and utility of selection methods in personnel psychology: practical and theoretical implications of 85 years of research findings*. *Psychological Bulletin*. Vol. 124. pp262–274.

CAREER MANAGEMENT AND DEVELOPMENT

Core texts

ARNOLD, J. (1997) *Managing careers into the 21st century*. London: Paul Chapman.

BARUCH, Y. (2003) *Managing careers: theory and practice*. Harlow: Financial Times/Prentice Hall.

HERRIOT, P. and PEMBERTON, C. (1995) *New deals: the revolution in managerial careers*. Chichester: Wiley.

INSTITUTE OF PERSONNEL AND DEVELOPMENT. (1998) *The IPD guide on career management in organisations*. London: Institute of Personnel and Development.

Further recommended reading

CLUTTERBUCK, D. (2004) *Everyone needs a mentor*. 4th ed. London: Chartered Institute of Personnel and Development.

DURCAN, J. and OATES, D. (1996) *Career paths for the 21st century*. London: Century.

HALL, D.T. (ed). (1986) *Career development in organizations*. San Francisco, CA: Jossey Bass.

HERRIOT, P. (ed). (1992) *The career management challenge: balancing individual and organizational needs*. London: Sage.

MEGGINSON, D. and WHITAKER, V. (2007) *Continuing professional development*. 2nd ed. London: Chartered Institute of Personnel and Development.

OSTERMAN, P. (ed). (1996) *Broken ladders*. New York: Oxford University Press.

ROUSSEAU, D.M. (1995) *Psychological contracts in organizations*. Thousand Oaks, CA: Sage.

ROUTLEDGE, C. and CARMICHAEL, *Personal Development and Management Skills*. London: Chartered Institute of Personnel and Development.

SCHEIN, E.H. (1993) *Career anchors: discovering your real values*. Revised ed. San Francisco, CA: Jossey-Bass/Pfeiffer.

SCHEIN, E.H. (1978) *Career dynamics: matching individual and organizational needs*. Reading, MA: Addison Wesley.

WALTON, J. (1999) *Strategic human resource development*. Harlow: Financial Times/Prentice Hall.

WINSTANLEY, D. (2005) *Personal effectiveness*. London: Chartered Institute of Personnel and Development.

The following journals are also recommended:

Career Development International

Career Guidance Today

Human Resource Development International

Journal of Occupational and Organizational Psychology
Journal of Organizational Behaviour
People Management

Note that there is a plethora of journals currently in existence that might incorporate articles on career management and development. Some invaluable articles from journals not listed above are also recommended:

BARUCH, Y. (1999) *Integrated career systems for the 2000s*. *International Journal of Manpower*. Vol. 20, No. 7. pp432–457.

SULLIVAN, S.E. (1999) *The changing nature of careers: a review and research agenda*. *Journal of Management*. Vol. 25, No. 3. pp457–484.

WATERMAN, R. H., WATERMAN, J. A. and COLLARD, B. A. (1994) *Toward a career resilient workforce*. *Harvard Business Review*. Vol. 72, No. 4. pp87–95.

The following contacts and websites are also recommended:

www.crac.org.uk – Careers Research and Advisory Centre

www.guidancecouncil.com – The Guidance Council (the trading name of the National Advisory Council for Careers and Educational Guidance) Tel: 0870 774 3744

www.icg-uk.org – Institute of Career Guidance

www.iipuk.co.uk – Investors in People UK

LEARNING AND DEVELOPMENT

Core texts

EVANS, K. HODKINSON, P., RAINBIRD, H. and UNWIN, L. (2006) *Improving workplace learning*. London: Routledge.

HARRISON, R. (2009) *Learning and development*. 5th ed. London: Chartered Institute of Personnel and Development.

Due January 2011, STEWART, J and RIGG, C, *Learning and Talent Development*, Chartered Institute of Personnel and Development.

HARRISON, R. and KESSELS, J. (2004) *Human resource development in a knowledge economy: an organisational view*. Basingstoke: Palgrave Macmillan.

McGOLDRICK, J., STEWART, J. and WATSON, S. (eds) (2002) *Understanding human resource development: a research-based approach*. London: Routledge.

SLOMAN, M. (2007) *The changing world of the trainer: Emerging good practice*. London: Chartered Institute of Personnel and Development.

Further recommended reading

HUTCHINSON, S. and PURCELL, J. (2003) *Bringing policies to life: the vital role of front line managers in people management*. London: Chartered Institute of Personnel and Development.

MAYO, A. (2004) *Creating a learning and development strategy*. 2nd ed. London: Chartered Institute of Personnel and Development.

PURCELL, J., HUTCHINSON, S., KINNIE, N., SWART, J. and RAYTON, B. (2004) *Vision and values: organisational culture and values as a source of competitive advantage*. London: Chartered Institute of Personnel and Development.

REYNOLDS, J., CALEY, L. and MASON, R. (2002) *How do people learn?* London: Chartered Institute of Personnel and Development.

ROUTLEDGE, C. and CARMICHAEL, *Personal Development and Management Skills*. London: Chartered Institute of Personnel and Development.

SADLER-SMITH, E. and SMITH, P. (2006) *Learning in organisations*¹. London: Routledge.

STEWART, J., RIGG, C. and TREHAN, K. (eds) (2006) *Critical human resource development: Beyond orthodoxy*. London: FT-Prentice Hall.

SWART, J., MANN, C., BROWN, S. and PRICE, A. (2005) *Human resource development: strategy and tactics*. Oxford: Elsevier Butterworth Heinemann.

TJEPKEMA, S., STEWART, J. and SAMBROOK, S. (eds) (2002) *HRD and learning organisations in Europe*. London: Routledge

¹ Focuses on issues of diversity in the context of organisational learning

WILSON, J.P. (ed) (1999) *Human resource development: learning and training for individuals and organisations*. London: Kogan Page

The following sources of information are also recommended:

Government white and green papers, acts and other policy information sources relating to national vocational education, learning and development (see below for website addresses). Three new departments were set up by the Prime Minister on 28 June 2007 to replace the Department for Education and Skills (DfES) and the Department of Trade and Industry (DTI). They are the Department for Children, Schools and Families (DCSF), the Department for Innovation, Universities and Skills (DIUS) and the Department for Business, Enterprise and Regulatory Reform (DBERR). At the time of writing, Government websites were being redesigned accordingly.

CIPD research-related publications for students, such as *Impact* and *Shine* (most can be downloaded from the Institute's website). Relevant CIPD research reports, survey reports, executive briefings, factsheets, Change Agendas and position papers.

The quality press for regular articles and editorials plus educational supplements on matters relating to the field of secondary and tertiary education, and national training.

The following journals/factsheets are also recommended:

Human Resource Management Journal

International Journal of Training and Development

Journal of European Industrial Training

Human Resource Development International

Human Resource Development Quarterly (has a strict requirement for empirical work)

HRD Review (focuses on conceptual and theoretical work)

Advances in HRD (all editions are themed)

The following websites are of particular interest to learning and development practitioners:

www.cipd.co.uk – Chartered Institute of Personnel and Development, with links to its online Learning and Development Community pages, research pages, and so on.

www.open.ac.uk/openlearn/home.php - Open University's open learning site, offering many free open learning facilities.

www.trainingzone.co.uk – award-winning online community for all training professionals, with a mixture of resources, news and products

www.ufhrd.com – UK University Forum for Human Resource Development; works in close collaboration with similar bodies in Europe and the US.

www.theworkfoundation.com - provides regular examples of good practice in business organisations.

The following websites have information specifically about national skills and educational strategies, national occupational standards and their related qualification structures:

www.businesslink.gov.uk – a central access portal that details all government services for employers.

www.ento.co.uk/standards – the website for the national Learning and Development vocational qualification structure.

www.eoc.org.uk – Equal Opportunities Commission, with links to specialist equal opportunities sites.

www.investorsinpeople.co.uk – website giving up to date details of the liP Standard, plus various diagnostic tools.

www.lifelonglearninguk.org – a crucial website, because LLUK is the Sector Skills Council responsible for the professional development of all those working in community learning and development, further education, higher education, libraries, archives and information services, and work-based learning.

www.lsc.gov.uk – Learning and Skills Council, giving brief, clear information about government educational policy and initiatives.

www.qca.org.uk – Qualifications and Curriculum Authority, providing up-to-date information on all approved NVQs/SVQs and explaining the whole national qualification framework.

www.thelearningnetworkonline.com – ENTO's online support network for anyone who delivers, assesses or verifies NVQs and SVQs.

MANAGEMENT DEVELOPMENT

Core texts

MUMFORD, A, GOLD, J. and THORPE, R (2010) *Leadership and Management Development*. 5th ed. London: Chartered Institute of Personnel and Development.

PATCHING, K. (1999) *Management and organisation development*. Basingstoke: Macmillan Business.

WOODALL, J. and WINSTANLEY, D. (1998) *Management development: strategy and practice*. Oxford: Blackwell.

Further recommended reading

CHAPMAN, T., BEST, B. and VAN CASTEREN, P. (2003) *Executive coaching: exploding the myths*. Basingstoke: Palgrave Macmillan.

CLEGG, C., LEGGE, K. and WALSH, S. (1999) *The experience of managing: a skills guide*. Basingstoke: Macmillan Business.

CLUTTERBUCK, D. (2004) *Everyone needs a mentor*. 4th ed. London: Chartered Institute of Personnel and Development.

GOLEMAN, D. (1996) *Emotional intelligence*. London: Bloomsbury.

MINTZBERG, H. (2004) *Managers not MBAs*. London: Financial Times Prentice Hall.

MUMFORD, A. (1993) *How managers can develop managers*. Aldershot: Gower.

NORTHOUSE, P. (2003) *Leadership: theory and practice*. 3rd ed. London: Sage.

PEDLER, M., BURGOYNE, J. and BOYDELL, T. (2001) *A manager's guide to self-development*. 4th ed. London: McGraw Hill.

ROUTLEDGE, C. and CARMICHAEL, *Personal Development and Management Skills*. London: Chartered Institute of Personnel and Development.

STOREY, J. (ed). (2004) *Leadership in organisations: current issues and key trends*. London: Routledge.

WINSTANLEY, D. (2005) *Personal effectiveness*. London: Chartered Institute of Personnel and Development.

The following journals are also recommended:

Career Development International
Employee Relations
Human Resource Management Journal
Management Learning
People Management
Personnel Review

MANAGING ORGANISATIONAL LEARNING AND KNOWLEDGE

Core texts

ARGYRIS, C. (1999) *On organisational learning*. 2nd ed. Oxford: Blackwell.

HARRISON, R. and KESSELS, J. (2003) *Human resource development in a knowledge economy: an organisational view*. Basingstoke: Palgrave Macmillan.

Harvard Business Review on knowledge management. (1998) Boston, MA: Harvard Business School Press.

NONAKA, I. and TAKEUCHI, H. (1995) *The knowledge creating company: how Japanese companies create the dynamics of innovation*. New York: Oxford University Press.

SCARBROUGH, H. and CARTER, C. (2000) *Investigating knowledge management*. London: Chartered Institute of Personnel and Development.

Further recommended reading

BUKOWITZ, W. and WILLIAMS, R. (1999) *The knowledge management fieldbook*. London: Pitman.

EUROPEAN FOUNDATION FOR MANAGEMENT DEVELOPMENT. Corporate University Learning Group 1999–2001. (2001) *The corporate university challenge: corporate competitiveness, learning and knowledge*. Brussels: European Foundation for Management Development.

GAMBLE, P.R. and BLACKWELL, J. (2001) *Knowledge management: a state of the art guide*. London: Kogan Page.

GARVEY, B. and WILLIAMSON, B. (2002) *Beyond knowledge management*. Harlow: Financial Times/Prentice Hall.

GLADSTONE, B. (2000) *From know-how to knowledge*. London: The Industrial Society.

HARRISON, R. (2009) *Learning and development*. 5th ed. London: Chartered Institute of Personnel and Development.

Due January 2011, STEWART, J and RIGG, C, *Learning and Talent Development*, Chartered Institute of Personnel and Development.

JOY-MATTHEWS, J., MEGGINSON, D., and SURTEES, M. (2004) *Human resource development*. 3rd ed. London: Kogan Page.

LITTLE, S. and RAY, T. (2005) *Managing knowledge*, 2nd ed. The OU and Sage

MCELROY, M.E. (2003) *The new knowledge management*. Butterworth Heinemann.

MEISTER, J. (1998) *Corporate Universities*. New York: McGraw-Hill.

REID, M., BARRINGTON, H. and BROWN, M. (2004) *Human resource development: beyond training interventions*. 7th ed. London: Chartered Institute of Personnel and Development.

SENGE, P.M. (1992) *The fifth discipline*. London: Century Business.

SENGE, P.M., ROBERTS, C. and ROSS, R.B. (1994) *The fifth discipline fieldbook*. London: Nicholas Brealey.

SLOMAN, M. (2001) *The e-learning revolution*. London: Chartered Institute of Personnel and Development.

SLOMAN, M. (2003) *Training in the age of the learner*. London: Chartered Institute of Personnel and Development.

STARKEY, K. (ed). (1996) *How organizations learn*. London: International Thomson Business Press.

STERN, E. and SOMMERLAD, E. (1999) *Workplace learning, culture and performance*. London: Institute of Personnel and Development.

WALTON, J. (1999) *Strategic human resource development*. Harlow: Financial Times/Prentice Hall.

WENGER, E., MCDERMOTT, R. and SNYDER, W. (2002) *Cultivating communities of practice*. Boston, MA: Harvard Business School Press.

The following websites are also recommended:

www.dfes.gov.uk/research – Department for Education and Skills

www.efmd.be – European Foundation for Management Development

www.km-forum.org – Knowledge Management Forum

www.mliitd.com – Mayo Learning International

www.tomorrowcompany.com – Tomorrow's Company

MANAGING THE TRAINING AND DEVELOPMENT FUNCTION

Core texts

HARRISON, R. (2009) *Learning and development*. 5th ed. London: Chartered Institute of Personnel and Development.

Due January 2011, STEWART, J and RIGG, C, *Learning and Talent Development*, Chartered Institute of Personnel and Development.

MAYO, A. (2004) *Creating a learning and development strategy*. 2nd ed. London: Chartered Institute of Personnel and Development.

REID, M., BARRINGTON, H. and BROWN, M. (2004) *Human resource development: beyond training interventions*. 7th ed. London: Chartered Institute of Personnel and Development.

WALTON, J. (1999) *Strategic human resource development*. Harlow: Financial Times/Prentice Hall.

Further recommended reading

APPLEGARTH, M. (1991) *How to take a training audit*. London: Kogan Page.

BEE, F. and BEE, R. (2003) *Learning needs analysis and evaluation*. London: Chartered Institute of Personnel and Development.

BEEVERS K. and REA A., *Learning and Development Practice* (2010), London: Chartered Institute of Personnel and Development.

BRAMHAM, J. (1997) *Benchmarking for people managers*. London: Institute of Personnel and Development.

BRAMLEY, P. (2003) *Evaluating training: from personal insight to organisational performance*. 2nd ed. Chartered Institute of Personnel and Development.

BUCKLEY, R. and CAPLE, J. (2004) *The theory and practice of training*. 5th ed. London: Kogan Page.

CAPLAN, J. (2003) *Coaching for the future: how smart companies use coaching and mentoring*. London: Chartered Institute of Personnel and Development.

EVANS, K., HODKINSON, P., RAINBIRD, H. and UNWIN, L. (2006) *Improving workplace learning*. London: Routledge.

GUILLE, G. and FONDA, N. (1998) *Performance management through capability*. London: Institute of Personnel and Development.

HOLBECHE, L. (2001) *Aligning human resources and business strategy*. Oxford: Butterworth Heinemann.

KEARNS, P. (2005) *Evaluating the ROI from learning: how to develop value-based training*. London: Chartered Institute of Personnel and Development.

LEVANT, J. and CLEETON, D. (1993) *Marketing the training function*. London, Kogan Page.

MAGER, C. and PIPE, P. (1990) *Analysing performance problems or, you really oughta wanna*. 2nd ed. London: Kogan Page.

ROTHWELL, W.J. and KAZANAS, H. (1994) *Human resource development: a strategic approach*. USA: HRD Press.

SIMMONDS, D. (2003) *Designing and delivering training*. London: Chartered Institute of Personnel and Development.

SLOMAN, M. (2007) *The Changing World of the Trainer*. London: Chartered Institute of Personnel and Development.

STEWART, J. (1996) *Managing change through training and development*. 2nd ed. London: Kogan Page.

STEWART, J. and MCGOLDRICK, J. (1996) *Human resource development: perspectives, strategies and practice*. London: Pitman.

TANKIN, P., YARNALL, J., and KERVIN, M. (2002) *Kirkpatrick and beyond: a review of models of training evaluation*. Report 392. Institute of Employment Studies.

WHIDDETT, S. and HOLLYFORDE, S. (2003) *A practical guide to competences: how to enhance individual and organisational performance*. 2nd ed. London: Chartered Institute of Personnel and Development.

WILSON, J.P. (2005) *Human Resource Development: Learning and Training for Individuals and Organisations*. 2nd ed. Kogan-Page

CIPD research reports (www.cipd.co.uk/research)

REYNOLDS, J. (2004) *Helping people learn: strategies for moving from training to learning*. London: Chartered Institute of Personnel and Development.

STEWART, J. and TANSLEY C. (2002) *Training in the knowledge economy*. London: Chartered Institute of Personnel and Development.

The following websites are also recommended:

www.astd.org – American Society for Training and Development

www.cipd.co.uk – Chartered Institute of Personnel and Development, for change agendas, research reports, surveys, factsheets, People Management magazine, case studies, tools, access to 300+ journals online)

www.trainingjournal.co.uk – Training Journal

The following journal is also recommended:

Harvard Business Review

Human Resource Management Journal

Journal of European Industrial Training

International Journal of Training and Development

DESIGNING AND DELIVERING TRAINING

Candidates should use the reading list from the Certificate in Training Practice and the following:

ANDERSON, V. (2007) *The Value of Learning*. London: Chartered Institute of Personnel and Development.

ANDERSON, V., RAYNER, C. and SCHYNS, B (2009) *Coaching at the sharp end*. London: Chartered Institute of Personnel and Development

BEE, F. and BEE, R. (1998) *Facilitation skills*. London: Chartered Institute of Personnel and Development.

BEE, F. and BEE, R. (2003) *Learning needs analysis and evaluation*. 2nd ed. London: Chartered Institute of Personnel and Development

BUCKLEY, R. and CAPLE, J. (2004) *The theory and practice of training*. 5th ed. London: Kogan Page.

CORDER, C. (2004) *Teaching hard teaching soft*. Aldershot: Gower.

HACKETT, P. (1997) *Introduction to training*. London: Institute of Personnel and Development.

HACKETT, P. (2003) *Training practice*. London: Chartered Institute of Personnel and Development.

HARDINGHAM, A. (1996) *Designing training*. London: Institute of Personnel and Development.

HARDINGHAM, A. (1998) *Psychology for trainers*. London: Chartered Institute of Personnel and Development.

HARRISON, R. (2009) *Learning and development*. 5th ed. London: Chartered Institute of Personnel and Development.

Due January 2011, STEWART, J and RIGG, C, *Learning and Talent Development*, Chartered Institute of Personnel and Development.

HUTCHINSON, S. and PURCELL, J. (2007) *Line Managers in Reward, Learning and Development*. London: Chartered Institute of Personnel and Development.

MABEY, C. and ILES, P. (eds). *Managing learning*. London: Routledge in association with the Open University.

MAGER, R.F. (1997) *Preparing instructional objectives: a critical tool in the development of effective instruction*. 3rd ed. Atlanta: Center for Effective Performance.

PFEFFER, J. and SUTTON, R.I. (2000) *The knowing-doing gap*. Boston: Harvard Business School Press.

PONT, A. (2004) *Developing effective training skills*. 3rd ed. London: Chartered Institute of Personnel and Development.

REID, M., BARRINGTON, H. and BROWN, M. (2004) *Human resource development: beyond training interventions*. 7th edition. London: Chartered Institute of Personnel and Development.

ROSE, C. and NICHOLL, M. (1997) *Accelerated learning for the 21st century*. London: Piatkus.

SIDDONS, S. (1997) *Delivering training*. London: Institute of Personnel and Development.

SIMMONDS, D. (2003) *Designing and delivering training*. London: Chartered Institute of Personnel and Development.

SLOMAN, M. (2001) *The e-learning revolution*. London: Chartered Institute of Personnel and Development.

SLOMAN, M. (2007) *The Changing World of the Trainer*. London: Chartered Institute of Personnel and Development

STEWART, J. (1999) *Employee development practice*. Harlow: FT Prentice Hall.

BEEVERS, K and REA, A, (2010) *Learning and Development Practice*, London: Chartered Institute of Personnel and Development

The following websites are also recommended:

http://carbon.cudenver.edu/~mryder/itc_data/idmodels.html – Instructional design models

www.astd.org – American Society for Training and Development

<http://www.cipd.co.uk/subjects/lrnanddev/?area=hs> – topics for trainers on the CIPD website

www.trainingvillage.gr/etv – European Training Village

www.trainingjournal.co.uk – Training Journal

www.trainingzone.co.uk – Training Zone

EMPLOYEE REWARD

Core texts

ARMSTRONG, M. (2010) *Armstrong's Handbook of Reward Management and Practice: Improving Performance Through Reward*. 3rd ed. London: Kogan-Page

ARMSTRONG, M. and BROWN, D. (2001) *New dimensions in pay management*. London: Chartered Institute of Personnel and Development.

BROWN, D. (2001) *Reward strategies: from intent to impact*. London: Chartered Institute of Personnel and Development.

PERKINS, S. and WHITE, G. (2008) *Employee reward: alternatives, consequences and contexts*. London: Chartered Institute of Personnel and Development (new edition, *Reward Management*, due March 2011).

THORPE, R. and HOMAN, G. (2000) *Strategic reward systems*. Harlow: Financial Times/Prentice Hall.

WRIGHT, A. (2004) *Reward management in context*, London: Chartered Institute of Personnel and Development.

Further recommended reading

ARMSTRONG, M and BARON, A. (1995) *The job evaluation handbook*. London: Chartered Institute of Personnel and Development.

ARMSTRONG, M., BROWN, D. and REILLY, P. (2010) *Evidence-Based Reward Management: Creating Measurable Business Impact from Your Pay and Reward Practices*, London: Kogan-Page

ARMSTRONG, M. (2000) *Rewarding teams*. London: Chartered Institute of Personnel and Development.

ARMSTRONG, M. and MURLIS, H. (2004) *Reward management: a handbook of remuneration strategy and practice*. 5th ed. London: Kogan Page.

ARMSTRONG, M. and STEPHENS, T. (2005) *A handbook of employee reward management and practice*. London: Kogan Page.

ARMSTRONG, MICHAEL AND BROWN, DUNCAN (forthcoming 2009) *Strategic Reward: Implementing More Effective Reward Management*, London: Kogan Page

FORTH, J. AND BRYSON, A. (2008) *The Theory and Practice of Pay Setting*, The SAGE Handbook of Industrial Relations, Sage Publications, London,

CORBYS, SUSAN; PALMER, STEVE AND LINDOP, ESMOND (Eds.) (2009) Rethinking Reward, Basingstoke ; New York : Palgrave Macmillan.

GERHART, B. AND RYNES, S. L. (2003). *Compensation: theory, evidence and strategic implications*, London: Sage

- GILBERT, D. and ABOSCH, K. (1996) *Improving organizational effectiveness through broadbanding*. Scottsdale, AZ: American Compensation Association.
- GOMEZ-MEJIA, L.R., BERRONE, P. and FRANCO-SANTOS, M. (2010) *Compensation and Organisational Performance: Theory, Research, and Practice*, Armonk, New York: M.E. Sharpe.
- GRAHAM, MICHAEL DENNIS; ROTH, THOMAS A. AND DUGAN, DAWN (2008) *Effective executive compensation : creating a total rewards strategy for executives*,_New York : AMACOM/American Management Association
- INCOMES DATA SERVICES (2007) *HR Policy and Practice: Reward*, London: Incomes Data Services
- INCOMES DATA SERVICES (2005) *Flexible benefits, IDS HR Study Plus, 811, December*, London: Incomes Data Services
- KESSLER, IAN 'Pay and performance' in: Brian Towers (ed.) (2003) *The Handbook of Employment Relations Law and Practice*, 4th edn., London: Kogan Page
- KESSLER, IAN "Remuneration systems" in: Stephen Bach and Keith Sisson (eds.) (3rd edn., 2000), *Personnel Management: a Comprehensive Guide to Theory and Practice*.
- KHARASS, K. (2008) 'Governance of Senior Executive Remuneration' in Arrowsmith, Carole and McNeil, Rupert, *Reward Governance for Senior Executives*, Cambridge : Cambridge University Press.
- LANGLEY, AIDAN L (2008) *Employee Reward Structures*, 3rd Ed., London : Spiramus
- LAWLER, E. (1995) The new pay: a strategic approach. *Compensation and Benefits Review*. Vol. 27, No. 4, July/August. pp14–22.
- MAKEPEACE, G AND MARCENARO-GUTIERREZ, O. (2005) *The Earning of Workers Covered by Pay Review Bodies: Evidence from the Labour Force Survey*, London Office of Manpower Economics.
- MARCHINGTON, M. and WILKINSON, A. *Human resource management at work: people management and development* 4th ed. London: Chartered Institute of Personnel and Development.
- MARTOCCHIO, JOSEPH J. (2009) *Strategic Compensation: A Human Resource Management Approach*, New Jersey, USA: Pearson Education
- MILKOVICH, G. M. AND NEWMAN, J. M. (2008). *Compensation*, 9th Ed., London: McGraw Hill
- MURPHY, T.E. (2010) *Benefits and Beyond: A Comprehensive and Strategic Approach to Retirement, Health Care and More*, London: SAGE
- ROSE, M. (2001) *Recognising performance: non-cash rewards*. London: Chartered Institute of Personnel and Development.
- SCHUSTER, J. and ZINGHEIM, P. (1996) *The new pay*. San Francisco: Jossey Bass.
- SCRIMSHAW, A. (2001) *Pensions*. London: Chartered Institute of Personnel and Development.
- SHIELDS, JOHN (2007) *Managing employee performance and reward: concepts, practices, strategies*, Cambridge: Cambridge University Press
- SHIELDS, JOHN (2007) *Managing Employee Performance and Reward: Concepts, practices, strategies*, Cambridge: Cambridge University Press.
- SPARROW, P. (1996) *Too good to be true?* People Management. Vol. 2, No. 24, 5 December. pp. 22–27.
- STREDWICK, J. (1997) *Cases in reward management*. London: Kogan Page.

WALTERS, M. (ed). (1995) *The performance management handbook*. London: Institute of Personnel and Development.

WHITE, GEOFF AND DRUKER, JANET (Eds.) (2009) *Reward Management : a critical text*, 2nd Ed., Abingdon, Oxon ; New York, N.Y. : Routledge

ZIEMBA, W.T., BERTOCCHI, M. and SCHWARTZ, S.L. (2010) *Optimizing the Aging, Retirement, and Pensions Dilemma*, Chichester: John Wiley

ZINGHEIM, PATRICIA K. AND SCHUSTER, JAY R. (2000) *Pay People Right!: Breakthrough Reward Strategies to Create Great Companies*, San Francisco: Jossey-Bass Publishers.

The following publications from the CIPD executive briefing series are also recommended:

BROWN, D. (2002) *Guide to bonus and incentive plans*. London: Chartered Institute of Personnel and Development.

BROWN, D., BURKITT, N. and BROOMHEAD, A. (2001) *The future of reward*. London: Chartered Institute of Personnel and Development.

CONYON, M.J. (2000) *Directors' pay in UK plcs: a guide to executive pay determination*. London: Chartered Institute of Personnel and Development.

HUBBICK, E. (2001) *Employee share ownership*. London: Chartered Institute of Personnel and Development.

HUTCHINSON, D (2004) *Flexible benefits*. London: Chartered Institute of Personnel and Development.

SCRIMSHAW, A. (2000) *Stakeholder pensions: a guide to implementation and practice*. London: Chartered Institute of Personnel and Development.

SHONFIELD, D. (ed). (2001) *Equal pay guide*. London: Chartered Institute of Personnel and Development.

THOMPSON, P. (2002) *Total reward*. London: Chartered Institute of Personnel and Development.

The following CIPD research reports are also recommended:

CIPD (2008) Risk Sharing Consultation (CIPD submission to the Department for Work and Pensions) London: Chartered Institute of Personnel and Development.

CIPD (2009) CIPD response to Public Accounts Select Committee inquiry into executive pay in the public sector, London: Chartered Institute of Personnel and Development.

COTTON C. (2008) *Remuneration policies* (CIPD letter in response to Financial Services Authority letter of 13 October 2008 on remuneration policies across the banking sector)

PARRY, EMMA (2008) *Managing an ageing workforce: the role of total reward*, London: Chartered Institute of Personnel and Development.

THOMPSON, P. and MILSOME, S. (2001) *Reward determination in the UK*. London: Chartered Institute of Personnel and Development.

The following CIPD survey reports are also recommended:

Reward Management Survey Reports 2004 -

Personnel Rewards 2008-2009

Labour Market Outlook 2006-9

The following CIPD fact sheets are also recommended:

Bonuses and Cash Incentives Factsheet (2009)

Age Discrimination: Reward Policies and Procedures Factsheet (2009)

Non-cash Incentives Factsheet (2009)

Employment and pensions aspects of the Supplementary Budget April 2009 – Ireland

National Minimum Wage Factsheet (2010)

Occupational Pensions: Strategic Issues Factsheet (2009)

Employee Benefits: An overview Factsheet (2010)

Pay and Reward: An overview Factsheet (2010)

Pay Levels: Local Pay: Factsheet (2010)

Pay Levels: Market Pricing: Factsheet (2010)

Team Reward Factsheet (2010)

Salary Review Process Factsheet (2009)

Performance Related Pay Factsheet (2010)

Performance Management: An Overview: Factsheet (2010)

Performance Appraisal: Factsheet (2010)

Voluntary Benefits Factsheet (2009)

Equal Pay Factsheet (2010)

Pay Progression Factsheet (2010)

Pay Structures Factsheet (2010)

Job Evaluation Factsheet (2010)

Local Pay Approaches and Levels Factsheet (2008)

Market Prices: Approaches and considerations Factsheet (2008)

Employee Share Ownership Factsheet (2008)

Basic Pay Settlements: Data sources Factsheet (2008)

Flexible Benefits Factsheet (2008)

Total Reward Factsheet (2008)

The following websites are also recommended:

An online guide to reward management (Accessed 17/06/09)

www.e-reward.co.uk

Low Pay Commission/Minimum Wage information (Accessed 17/06/09)

<http://www.lowpay.gov.uk/lowpay/index.shtml>

Pensions information (Accessed 17/06/09)

<http://www.watsonwyatt.com/europe/>

Gender Pay Gap, Equal Pay and Flexible Working (Accessed 17/06/09)

http://www.equalities.gov.uk/what_we_do/women_and_work/women_and_work_commission.aspx

New Earning Survey (Accessed 17/06/09)

<http://www.statistics.gov.uk/statbase/Source.asp?vlnk=428>

Labour Force Survey (Accessed 17/06/09)

<http://www.statistics.gov.uk/CCI/nugget.asp?ID=207&Pos=1&ColRank=1&Rank=374>

PERFORMANCE MANAGEMENT

Core texts

ARMSTRONG, M. (2006) *Performance management: key strategies and practical guidelines*. 3rd ed. London: Kogan Page.

ARMSTRONG, M. (2009) *Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance*. London: Kogan Page.

ARMSTRONG, M. and BARON, A. (2004) *Managing performance*. 2nd ed. London: Chartered Institute of Personnel and Development.

PURCELL, J., KINNIE, N., SWART, J. and RAYTON, B. (2009) *People Management and Performance*. Oxford: Routledge.

Further recommended reading

AGUINIS, H (2009) *Performance Management*, 2nd ed, Upper Saddle River, N.J.: Pearson Prentice Hall

ADVISORY, CONCILIATION AND ARBITRATION SERVICE. (2003) *Appraisal related pay*. London: Advisory, Conciliation and Arbitration Service.

ADVISORY, CONCILIATION AND ARBITRATION SERVICE. (2001) *Discipline and grievances at work*. London: Advisory, Conciliation and Arbitration Service.

ADVISORY, CONCILIATION AND ARBITRATION SERVICE. (2005) *Employee appraisal*. Revised ed. London: Advisory, Conciliation and Arbitration Service.

ARMSTRONG, M. (2003) *A handbook of human resource management practice*. 9th ed. London: Kogan Page.

ARMSTRONG, M. and BARON, A. (2004) *Managing performance*. London: Chartered Institute of Personnel and Development.

- ARMSTRONG, M. and BARON, A. (2008) *Human Capital Management: Achieving Added Value Through People*. Kogan Page.
- ARMSTRONG, M. and MURLIS, H. (1998) *Reward management: a handbook of remuneration strategy and practice*. 4th ed. London: Kogan Page.
- CARTER, E. and McMAHON, F. (2005) *Improving employee performance through workplace coaching*. London: Kogan Page
- FLETCHER, C. (2004) *Appraisal and feedback*. 3rd ed. London: Chartered Institute of Personnel and Development.
- GILLEN, T. (1998) *The appraisal discussion*. London: Institute of Personnel and Development.
- HOLLOWAY, J., LEWIS, J. and MALLORY, G. (1995) *Performance measurement and evaluation*. London: Sage.
- KAPLAN, R. and NORTON, D. (1996) *The Balanced Scorecard: Translating Strategy into Action*. Harvard Business School
- MARCHINGTON, M. and WILKINSON, A. (2008) *Human resource management at work: people management and development*. 4th ed. London: Chartered Institute of Personnel and Development.
- MONTE, E. and LONDON, M. (2009) *Employee Engagement Through Effective Performance Management: A Practical Guide for Managers*, London: Routledge
- SMITHER, J. and LONDON, M. (eds.) (2009) *Performance Management: Putting Research into Action*, San Francisco: Jossey-Bass
- TORRINGTON, D., HALL, L. and TAYLOR, S. (2002) *Human resource management*. 5th ed. Harlow: Financial Times/Prentice Hall.
- VERMA, A., BUDHWAR, P.S. and DENISI, A. (2008) *Performance Management Systems: A Global Perspective*, London: Routledge
- WHITMORE, J. (2002) *Coaching for Performance: Growing People, Performance and Purpose*, 3rd ed. London: Nicholas Brealey.
- WILSON, T. (1995) *Innovative reward systems for the changing workplace*. New York: McGraw Hill.

EMPLOYEE RELATIONS

Core texts

GENNARD, J. and JUDGE, G. (2010) *Managing Employment relations*. 5th ed. London: Chartered Institute of Personnel and Development.

DUNDON, T. and ROLLINSON, D. (2011) *Understanding Employment Relations*, 2nd ed. Maidenhead: McGraw Hill

ROLLINSON, D & DUNDON, T (2007), *Understanding Employment Relations*, McGraw Hill, London.

Further recommended reading

ACAS (2009) *Annual Report 2008-2009*, London: Advisory, Conciliation and Arbitration Service

ACKERS, P. and WILKINSON, A. (ed). (2003) *Understanding work and employment: industrial relations in transition*. Oxford: Oxford University Press

BLYTON, P. and TURNBALL, P. (2004) *The Dynamics of Employee Relations*. 3rd Edition, Palgrave Macmillan, Basingstoke.

BROWN, W., BRYSTON, A., FORTH, J., and WHITFIELD, K. (eds.), *The Evolution of the Modern Workplace*, Cambridge University Press

BUDD, J.W. (2004), *Employment with a Human Face: balancing efficiency, equity and voice*, Ithaca, Cornell University Press

CENTRAL ARBITRATION COMMITTEE. (2009) *Annual reports 2008/09*. London: Central Arbitration Committee.

CERTIFICATION OFFICE FOR TRADE UNIONS AND EMPLOYERS' ASSOCIATIONS. (2008-2009) and (2009-2010) *Annual report of the Certification Officer*. London: Certification Office for Trade Unions and Employers' Associations.

CIPD (2008), *Mediation: An Employer's Guide*, London: Chartered Institute of Personnel & Development and Advisory, Conciliation and Arbitration Service

<http://www.acas.org.uk/CHttpHandler.ashx?id=949&p=0>

CONWAY, N. AND BRINER, R.B. (2005) *Understanding Psychological Contracts at Work: A Critical Evaluation of Theory and Research*. Oxford University Press.

COLLING, T. and TERRY, M. (2010) *Industrial Relations: Theory and Practice*, 3rd ed., Chichester: John Wiley & Son

DANIELS, K. (2006) *Employee Relations in an organisational context*. London: Chartered Institute of Personnel and Development

DUNDON, T. and ROLLINSON, D. (2004), *Employment Relations in Non-Union Firms*. Routledge: London

GALL, G (2009) (Ed). *Union Revitalisation in Advanced Economies: Assessing the Contribution of Union Organising* Palgrave Macmillan: Basingstoke.

GALL, G (2009) (Ed). *The Future of Union Organising: Building for Tomorrow*, Palgrave Macmillan: Basingstoke.

GIBBONS, M. (2007), *Better Dispute Resolution: A Review of Employment Dispute Resolution in Great Britain*, Business, Enterprise and Regulatory Reform (BERR): London

HARLEY, B., HYMAN J., and THOMPSON, P. (2005) *Participation and Democracy at Work*. Palgrave Macmillan: Basingstoke.

KELLY, J. (1998). *Rethinking Industrial Relations: Mobilization, Collectivism and Long Waves*, Routledge: London

KERSLEY, B., ALPIN C., FORTH, J., BRYSON, A., BEWLEY H., DIX J., AND OXENBRIDGE S. (2006) *Inside the workplace: Findings from the 2004 workplace employment relations survey*. Routledge: London.

KIRTON, G. and GREENE, A.M. (2005) *The Dynamics of Managing Diversity: A Critical Approach. 2nd Edition*. Elsevier, London.

LEWIS, D. and SARGEANT, M. (2009) *Essentials of employment law*. 10th ed. London: Chartered Institute of Personnel and Development (New edition due March 2011).

MACLOAD, D. and CLARKE, N. (2009), *Engaging for Success: Enhancing Performance Through Employee Engagement*, Crown Copyright, Department for Business Innovation and Skills (BIR), London
<http://www.berr.gov.uk/files/file52215.pdf>

MARCHINGTON, M., GRIMSHAW, D., RUBERY, J. & WILLMOTT, H. (2004) (Eds). *Fragmenting Work: Blurring Organisational Boundaries and Disordering Hierarchies*. Oxford University Press.

MORLEY, M., GUNNIGLE, P. and COLLIGS, D. (2006) *Global Industrial Relations*. Routledge: London

NOON, M. and BLYTON, P. (2007), *The Realities of Work, 2nd Edition*. Palgrave Macmillan: Basingstoke

ROSE, E. (2008) *Employment Relations, 3rd Edition*. Prentice Hall: London.

STUART, M. and MARTINEZ-LUCIO, M. (Eds) (2004) *Partnership and Modernisation in Employment Relations*. Routledge: London

TAYLOR, S. & EMIR, A (2009), *Employment Law* 2nd ed., Oxford University Press

TOWERS, B. (ed), (2004) *Handbook of Employment Relations and Employment Law*, London, Kogan Press

TRUSS, C., SOANE, E., EDWARDS, C., WISDOM K. CROLL, A. and BURNETT, J. (2006) *Working Life: Employee Attitudes and Engagement*, London, Chartered Institute of Personnel and Development

WALTON, R. and MCKERSIE, R. (1991) *A behavioral theory of labor negotiations: an analysis of a social interaction system*. 2nd ed. Ithaca, NY: ILR Press.

WILLIAMS, S. & ADAM-SMITH, D. (2010) *Contemporary Employment Relations: a critical introduction*, 2nd ed. Oxford University Press

The following journals are also recommended:

British Journal of Industrial Relations. ISSN 0007-1080

Economic and Labour Market Review. ISSN 1751-8326

Employee Relations. ISSN 0142-5455

European Journal of Industrial Relations. ISSN 0959-6801

Human Resource Management Journal. ISSN 0954-5395

Impact: quarterly update on CIPD policy and research. London: Chartered Institute of Personnel and Development. (Quarterly)

Industrial Relations Journal. ISSN 0019-8692

International Journal of Human Resource Management. ISSN 0958-5192

IRS Employment Review. ISSN 1358-2216

People Management. ISSN 1358-6297

Personnel Review. ISSN 0048-3486

Work, Employment and Society. ISSN 0950-0170

The following websites are also useful:

www.bis.gov.uk

Website of the Department for Business, Innovation and Skills

www.cbi.org.uk

Website of the Confederation of British Industry

www.equalities.gov.uk

Website of the Government Equalities Office

www.equalityhumanrights.com

Website of the Equality and Human Rights Commission

www.eurofound.europa.eu

Website of the European Foundation for the Improvement of Living and Working Conditions

www.tuc.org.uk

Website of the Trades Union Congress

EMPLOYMENT LAW

DANIELS, K: *Employment Law: An introduction for HR and Business Students*. Second edition, London, CIPD. 2008.

DAVIES, A: *Perspectives on Labour Law*. Second edition. Cambridge, Cambridge University Press. 2009.

DEAKIN, S & MORRIS, G: *Labour Law*. Fifth edition. Oxford, Hart Publishing. 2009.

HARDY, S & UPEX, R: *Employment Law for Business Students*. London, Sage. 2006

HONEYBALL, S . *Honeyball and Bower's Textbook on Labour Law*. Eleventh edition, Oxford, OUP, 2010.

LEWIS, D & SARGEANT, M: *Employment Law: The Essentials*. Tenth edition, London, CIPD. 2009 (new edition due March 2011).

LOCKTON, D: *Employment Law*. Seventh edition. Basingstoke, Palgrave. 2010.

NAIRNS, J: *Employment Law for Business Students*. Longman. Third Edition. 2007.

PITT, G: *Employment Law*. London, Sweet and Maxwell. Seventh Edition. 2009.

TAYLOR, S & EMIR, A: *Employment Law: An Introduction*. Second Edition. Oxford, OUP. 2009.

WILLEY, B: *Employment Law in Context*. Third Edition. London, FT/ Prentice Hall. 2009