

Chartered Institute of Personnel and Development

PDS Student Reading list
September 2009

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	11
People Management and Development	12
People Resourcing	14
Managing Diversity and Equal Opportunities	15
Selection and Assessment	16
Career Management and Development	18
Learning and Development	20
Management Development	23
Managing Organisational Learning and Knowledge	24
Managing the Training and Development Function	26
Designing and Delivering Training	28
Employee Reward	30
Performance Management	34
Employee Relations	36
Employment Law	39

MANAGEMENT RESEARCH REPORT AND GENERAL READING

Core texts

ANDERSON, V. (2009) *Research methods in human resource management*. 2nd ed. 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: theory and practice in social research*. Cambridge: Cambridge University Press.

HUGHES, M. (2006) *Change management: a critical perspective*. London: Chartered Institute of Personnel and Development.

JANKOWICZ, A. (2005) *Business research projects*. 4th ed. London: Thomson Learning.

Further Recommended Reading

BEARDWELL, I. and CLAYDON, T. (2007) *Human resource management: a contemporary approach*. 5th ed. Harlow: Financial Times/Prentice Hall.

BRATTON, J. and GOLD, J. (2007) *Human resource management: theory and practice*. 4th ed. Basingstoke: Palgrave Macmillan.

CAMERON, S. and PRICE, D. (2009) *Business research methods*. London: Chartered Institute of Personnel and Development. (Publishes November 2009).

CHEATLE, K. (2001) *Mastering human resource management*. Basingstoke: Macmillan 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 JOHNSON, P. (2009) *Research methods for managers*, 4th ed. London: Sage.

HORN, R. (2009) *The Business Skills Handbook*. London: Chartered Institute of Personnel and Development. (Publishes November 2009).

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

MAYON-WHITE, B. (2005) *Study skills for managers*. 2nd ed. London: 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.

NORTHEGGE, A. (2005) *The good study guide*. 2nd ed. Milton Keynes: Open University Worldwide.

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: Palgrave Macmillan.

The following guide on the CIPD website is also recommended:

Preparing an MRR: A guidance note

http://www.cipd.co.uk/qualifications/Learner_Resources/studyguides/_reports-and-projects.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 the CIPD 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. (2000) *Strategic thinking*. London: Dorling Kindersley.

BURNES, B. (2009) *Managing change*. 5th ed. Harlow: Financial Times Prentice Hall.

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

HUGHES, M. (2006) *Change management: a critical perspective*. London: Chartered Institute of Personnel and Development.

PEDLER, M., BURGOYNE, J. and BOYDELL, T. (2006) *A manager's guide to self- development*. 5th ed. London: McGraw Hill.

WATSON, G. and GALLAGHER, K. (2005) *Managing for results*. 2nd ed. London: Chartered Institute of Personnel and Development.

Further recommended reading

ARMSTRONG, M. and BARON, A. (2005) *Managing performance : performance management in action*. . 2nd ed. London: Chartered Institute of Personnel and Development.

ARMSTRONG, M. (2009) *Armstrong's handbook of management and leadership: a guide to managing for results*. 2nd ed. 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.

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

GRATTON, L. (2004) *The democratic enterprise*. London: Financial Times Prentice Hall.

HANDY, C. (2005) *The new completely revised understanding organisations*. 4th ed. London: Allen Lane.

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

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: making evidence-based decisions*. London: Chartered Institute of Personnel and Development

KENNEDY, C. (2007) *Guide to the management gurus*. 5th 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.

MUMFORD, A. and GOLD, J. (2004) *Management development: strategies for action*. 4th ed. 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, M. (eds) (2006) *Skills and economic performance*. London: Caspian Publishing

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

SOUTHON, M. and WEST, C. (2008) *The beermat entrepreneur: turn your good ideas into a great business*. 2nd ed. Harlow: Prentice Hall Business.

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

TORRINGTON, D. and WEIGHTMAN, J. (1994) *Effective management: people and organisation*. 2nd ed. London: Financial Times Prentice Hall.

WINSTANLEY, D. (2005) *Personal effectiveness: a guide to action*. 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. *Managing in a strategic business context, 2nd edition*. London: Chartered Institute of Personnel and Development, 2005.

KEW, J. and STREDWICK, J. *Business environment: managing in a strategic context. 2nd ed.* London, Chartered Institute of Personnel and Development, 2008.

WETHERLY, P & OTTER, D (eds) *The business environment: themes and issues*. Oxford: Oxford University Press, 2008.

Further Recommended Reading

ABERCROMBIE, N. and WARDE, A. (2000) *Contemporary British society*. 3rd ed. Cambridge: Polity Press.

ABERCROMBIE, N. and WARDE, A. (eds) (2000) *Contemporary British society reader*. Cambridge: Polity Press.

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

BROOKS, I., WEATHERSTON, J. and WILKINSON, G. (2004) *The international business environment*. Harlow: Financial Times Prentice Hall

CRANE, A and MATTEN, D. *Business ethics: managing corporate citizenship and sustainability in the age of globalization*. 2nd ed. Oxford: Oxford University Press.

DE WIT, B. and MEYER, R. *Strategy: process, content, context. An international perspective*. 3rd ed. London: Thomson Learning.

DICKEN, P. (2007) *Global shift: mapping the changing contours of the world economy*. 5th ed. London, Sage.

ECONOMIST The. (2006) *Economics: making sense of the modern economy*. 2nd ed. London: Economist Books

HANCOCK, J (ed). (2005) *Investing in corporate social responsibility*. London: Kogan Page.

JONES, B., KAVANAGH, D. and MORAN, M. (2006) . *Politics UK*. 6th ed. Harlow: Longman.

KEENAN, D. and RICHES, S. (2007) *Business law*. 8th ed. Harlow: Longman.

KOURDI, J. (2009) *Business strategy: a guide to effective decision making*. 2nd ed. London: Economist Books.

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

MORRIS, H, WILLEY, B. and SACHDEV, S *The corporate environment: a guide for human resource managers*. 2nd edition. London, Financial Times Pitman Publishing, 2002.

STANDAGE, T (ed). (2005) *The future of technology*. London: Economist Books.

STONEHOUSE, G., CAMPBELL, D. and HAMILL, J. (2004) *Global and transnational business: strategy and management*. 2nd ed. Chichester: Wiley.

THOMAS, B. and DORLING, D. (2007) *Identity in Britain: a cradle to grave atlas*. Bristol: Policy Press.

WORTHINGTON, I. and BRITTON, C. (2009) *The business environment*. 6th ed, London; Financial Times Prentice Hall.

MANAGING AND LEADING PEOPLE

Core texts

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

RAYNER, C. AND ADAM-SMITH, D. (2009) *Managing and leading people*, 2nd edition. London: Chartered Institute of Personnel and Development.

Further recommended reading

ADAMS, J (2007) *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 GONZALES-MOLINA, G. (2004) *Follow this path: how the world's greatest organizations drive growth by unleashing human potential*. London: Random House BusinessBooks.

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: make your organisation a place where people want to do great work*. London: Chartered Institute of Personnel and Development.

MIDDLETON, J. (2007) *Beyond authority: leadership in a changing world*. Basingstoke: 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: the theory and practice of high performance*. 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.

STREDWICK, J. and ELLIS, S. (2004) *Flexible working* 2nd ed. London: Chartered Institute of Personnel and Development.

TURNBULL JAMES, K. and COLLINS, J. (2008) *Leadership perspectives : knowledge into action*. Basingstoke: Palgrave Macmillan

WARHURST, C., EIKHOF, D.R. and HAUNSCHILD, A. (eds) (2008) *Work less, live more? A critical analysis of the work-life boundary*. 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, F. and BEE, R. (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. (2007) *Accounting for non-accounting students*. 7th ed. London: Financial Times/Prentice-Hall.

ELLIOTT, G. (2004) *Global business information technology: an integrated systems approach*. Upper Saddle River, NJ: Pearson Education.

ELLIOTT, G. and STARKINGS, S. (1997) *Business information technology: systems theory and practice*. Harlow: Financial Times Prentice Hall

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. (2008) *Business information systems: analysis, design and practice*. 6th ed. Harlow: Financial Times Prentice Hall.

JENNINGS, D. and WATTAM, S. (1998) *Decision making: an integrated approach*. 2nd ed. Harlow: Financial Times Prentice Hall.

KAVANAGH, M.J. and THITE, M. *Human resource information systems: basics, applications and future directions*. Thousand Oaks, CA: Sage Publications.

OWEN, F. and JONES, R. (1994) *Statistics*. 4th ed. Harlow: Financial Times Prentice Hall.

STACEY R. D. (2003) *Strategic management and organisational dynamics: the challenge of complexity*. 4th ed. Harlow: Financial Times Prentice Hall.

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, I and CLAYDON, T. (eds). (2007) *Human resource management: a contemporary approach*. 5th ed. Harlow: Financial Times/Prentice-Hall.

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. (2006) *People resourcing: contemporary HRM in practice*. 3rd ed. Harlow: Financial Times/Prentice-Hall.

PITT, G. (2009) *Employment law*. 7th ed. London: Sweet and Maxwell.

TAYLOR, S. (2008) *People resourcing*. 4th ed. London: Chartered Institute of Personnel and Development.

Further recommended reading

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

ARMSTRONG, M. (2009) *Armstrong's handbook of human resource management practice*. 11th ed. London: Kogan Page

ARMSTRONG, M. and BARON, A. (2005) *Managing performance: performance management in action*. London: Chartered Institute of Personnel and Development.

BACH, S.(ed) . (2005) *Managing human resources: personnel management in transition*. 4th ed. Oxford: Blackwell.

BOXALL, P. and PURCELL, J. (2008) *Strategy and human resource management*. 2nd ed. Basingstoke: Palgrave Macmillan.

COOPER, D., ROBERTSON, I. and TINLINE, G. (2003) *Recruitment and selection: a framework for success*. London: Thomson Learning.

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.

LEGG, K. (2005) *Human resource management: rhetorics and realities*. Basingstoke: Palgrave Macmillan.

MUMFORD, A. and GOLD, J. (2004) *Management development: strategies for action*. 4th 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). (2008) *Contemporary human resource management: text and cases*. 3rd ed. Harlow: Financial Times/Prentice Hall.

ROUTLEDGE, C. and CARMICHAEL, J. (2007) *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. (2008) *Human resource management*. 7th ed. Harlow: Financial Times/Prentice-Hall.

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

Recommended journals

Human Resource Management Journal ISSN 0954-5395

People Management ISSN 1358-6297

Personnel Review ISSN 0048-3486

PEOPLE RESOURCING

Core texts

ROBERTS, G. (2005) *Recruitment and selection*. 2nd ed. London: Chartered Institute of Personnel and Development.

TAYLOR, S. (2008) *People resourcing*. 4th 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.

DANIELS, K. (2008) *Employment law: an introduction for HR and business students*. 2nd ed. London: Chartered Institute of Personnel and Development.

EVANS, A. and WALTERS, M. (2002) *From absence to attendance*. 2nd ed. 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.

LEWIS, D. and SARGEANT, M. (2009) *Essentials of employment law*. 10th ed. 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.

STREDWICK, J. and ELLIS, S. (2004) *Flexible working*. 2nd ed. London: Chartered Institute of Personnel and Development.

TOPLIS, J., DULEWICZ, V. and FLETCHER, C. (2005) *Psychological testing: a manager's guide*. London: Chartered Institute of Personnel and Development.

TORRINGTON, D., HALL, L. and TAYLOR, S. (2009) *Fundamentals of human resource management: managing people at work*. Harlow: Financial Times/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 (2000) *Disability Discrimination Act : access for all: a practical guide for professionals and business managers*. Swindon: British Computer Society.

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

COLLINS, H. (1992) *The equal opportunities handbook: a comprehensive guide to law and best practice in Europe*. Oxford: Blackwell.

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 (1992) *Equal opportunities: ten-point plan for employers*. London: Employment Department.

GAMBLES, R., LEWIS, S. and RAPOPORT, R. (2006) *The myth of work-life balance: the challenge of our time for men, women and societies*. Chichester: 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*. London: Institute of Personnel and Development.

KIRTON, G. and GREENE, A.M. (2005) *Dynamics of managing diversity: a critical approach*. 2nd ed. Oxford: Butterworth-Heinemann

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

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

RYAN, M., HASLAM, S. and WILSON-KOVACS, M. (2007) *Managing diversity and the glass cliff*. London: Chartered Institute of Personnel and Development.

STEPHENS, T. and HALLAS, J. (2006) *Bullying and sexual harassment: a practical handbook*. Oxford: Chandos.

OZBILGIN, M., TATLI, A., and WORMAN, D. (2007) *Managing diversity in practice: supporting business goals*. London: Chartered Institute of Personnel and Development.

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: Hodder Arnold.

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

FLETCHER, C. (2008) *Appraisal, feedback and development: making performance review work*. 4th ed. Abingdon: Routledge.

SEARLE, R. (2003) *Selection and recruitment: a critical text*. Basingstoke: Palgrave Macmillan.

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

TOPLIS, J., DULEWICZ, V. and FLETCHER, C. (2005) *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. (2009) *Personnel selection: adding value through people*. 5th ed. Chichester: Wiley.

HERRIOT, P. (ed). (1989) *Assessment and selection in organizations: methods and practice for recruitment and appraisal*. Chichester: Wiley.

HERRIOT, P. and ANDERSON, N. (1994) *Assessment and selection in organizations: 1st update and supplement*. Chichester: Wiley.

HERRIOT, P. and ANDERSON, N. (1995) *Assessment and selection in organizations: 2nd update and supplement*. 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: Routledge.

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

RUST, J. and GOLOMBOK, S. (2008) *Modern psychometrics: the science of psychological assessment*. 3rd 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, No 2, February. 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, No 2, September. 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: Random House Business Books.

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.

HORN, R. (2009) *The Business Skills Handbook*. London: Chartered Institute of Personnel and Development. (Publishes November 2009).

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

OSTERMAN, P. (ed). (1996) *Broken ladders: managerial careers in the new economy*. New York: Oxford University Press.

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

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

SCHEIN, E.H. (1993) *Career anchors: discovering your real values*. Rev. 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: a guide to action*. London: Chartered Institute of Personnel and Development.

The following journals are also recommended:

Career Development International. ISSN 1362-0436
Careers Guidance Today. ISSN 0969-6431
Human Resource Development International. ISSN 1367-8868
Journal of Occupational and Organizational Psychology. ISSN 0963-1798
Journal of Organizational Behaviour. ISSN 0894-3796
People Management. ISSN 1358-6297

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, June. 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, July/August. pp87–95.

The following contacts and websites are also recommended:

www.crac.org.uk

Website of CRAC: the Career Development Organisation

www.investorsinpeople.co.uk

Website of Investors in People UK, giving up-to-date details of the liP standard, plus various diagnostic tools

www.icg-uk.org

Website of the Institute of Career Guidance, the professional organisation for guidance practitioners in the UK.

LEARNING AND DEVELOPMENT

Core texts

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

HARRISON, R. (2009) *Learning and development*. 5th ed. London: 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*. Oxford: Elsevier ButterworthHeinemann.

Further recommended reading

BEVAN, D. (March 2008) *Business Ethics*. London: Chartered Institute of Personnel and Development.

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: the HR business partner's guide to developing people*. 2nd ed. London: Chartered Institute of Personnel and Development.

PURCELL, J., HUTCHINSON, S. and KINNIE, N.. (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, J. (2007) *Personal development and management skills*. London: Chartered Institute of Personnel and Development.

SMITH, P. AND SADLER-SMITH, E. (2006) *Learning in organizations: complexities and diversities*¹. London: Routledge.

SWART, J., MANN, C. and BROWN, S. (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) (2005) *Human resource development: learning and training for individuals and organizations*. 2nd ed. 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)
Two new departments were set up by the Prime Minister 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) and the Department for Business, Innovation and Skills (DBIS)..

CIPD research-related publications for students such as *Impact and Shine* (most of these can be downloaded from the CIPD website). Relevant CIPD research reports, survey reports, executive briefings, factsheets, change agendas and position papers (many of these can be downloaded from the CIPD website).

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 and other publications are also recommended:

Advances in HRD (all editions are themed)
Human Resource Development International. ISSN 1367-8868
Human Resource Development Quarterly. ISSN 1044-8004
Human Resource Development Review. ISSN 1534-4843
Human Resource Management Journal. ISSN 0954-5395
International Journal of Training and Development. ISSN 1360-3736
Journal of European Industrial Training. ISSN 0309-0590

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

www.cipd.co.uk

Website of the Chartered Institute of Personnel and Development, with links to its online Learning, Training and Development Community pages, research pages, and other valuable resources.

www.open.ac.uk/openlearn/home.php

Website of the Open University, this section is their open learning site, offering many free open learning resources

www.trainingzone.co.uk

Website of Trainingzone which offers a mixture of resources, news and products to all training professionals

www.ufhrd.com

Website of the University Forum for Human Resource Development; which aims to develop and inform HRD theories and practices. Works closely with similar bodies in Europe and the USA.

www.theworkfoundation.com

Website of the Work Foundation, an independent body which looks at work and its future, aiming to improve quality of working life..Provides 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

Website of Business Link, which offers a free business and advice service. A central access portal that details all government services for employers.

www.ento.co.uk/standards

Website for the National Occupational Standards in areas such as human resources and learning and development.

www.equalityhumanrights.com

Website of the Equality and Human Rights Commission, the successor to the Equal Opportunities Commission.

www.investorsinpeople.co.uk

Website of Investors in People, giving up to date details of the IiP Standard, plus various diagnostic tools.

www.lifelonglearninguk.org

Website of Lifelong Learning UK, 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

Website of the Learning and Skills Council, giving brief, clear information about government educational policy and initiatives aimed at improving the skills of young people and adults

www.qcda.org.uk

Website of the Qualifications and Curriculum Development Agency, which aims to develop the curriculum and review and reform qualifications. Provides up-to-date information on all approved NVQs/SVQs and explains the national qualification framework.

www.thelearningnetworkonline.com

Website of the Learning Network, ENTO's online support network for anyone who delivers, assesses or verifies NVQs and SVQs.

MANAGEMENT DEVELOPMENT

Core texts

MUMFORD, A. and GOLD, J. (2004) *Management development: strategies for action*. 4th 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: fostering talent at work*. 4th ed. London: Chartered Institute of Personnel and Development.

GOLEMAN, D. (1996) *Emotional intelligence: why it can matter more than IQ*. London: Bloomsbury.

MINTZBERG, H. (2004) *Managers not MBAs: a hard look at the soft practice of managing and management development*. Harlow: Financial Times Prentice Hall.

MUMFORD, A. (1998) *How managers can develop managers*. Aldershot: Gower.

NORTHOUSE, P. (2006) *Leadership: theory and practice*. 4th ed. London: Sage.

PEDLER, M., BURGOYNE, J. and BOYDELL, T. (2006) *A manager's guide to self-development*. 5th ed. London: McGraw Hill.

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

STOREY, J. (ed). (2009) *Leadership in organizations: current issues and key trends*. 2nd ed. London: Routledge.

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

The following journals are also recommended:

Career Development International ISSN 1362-0436

Employee Relations ISSN 0142-5455

Human Resource Management Journal ISSN 0954-5395

Management Learning ISSN 1350-5076

People Management ISSN 1358-6297

Personnel Review ISSN 0048-3486

MANAGING ORGANISATIONAL LEARNING AND KNOWLEDGE

Core texts

ARGYRIS, C. (1999) *On organizational 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: Financial Times Prentice Hall

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: the essential guide to understanding and implementing knowledge management*. London: The Industrial Society.

HARRISON, R. (2009) *Learning and development*. 5th ed. London: 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. London: Sage.

MCELROY, M.W. (2003) *The new knowledge management*. Oxford: Butterworth Heinemann.

MEISTER, J. (1998) *Corporate universities: lessons in building a world-class work force*. Rev ed. 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. (2006) *The fifth discipline*. 2nd ed. London: Random House Business Books.

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

SLOMAN, M. (2001) *The e-learning revolution; from propositions to reality*. 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., TEMPEST, S, and MCKINLAY, A (eds). (2004) *How organizations learn; managing the search for knowledge*. 2nd ed. London: Thomson Learning.

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.bis.gov.uk/

Website of the Department for Business, Innovation and Skills

www.efmd.org

Website of the European Foundation for Management Development, which specialises in international management development

www.km-forum.org

Website of the Knowledge Management Forum, a virtual community which looks at “the theories, methods and practices supporting the knowledge professions”.

www.mliltd.com

Website of Mayo Learning International, a consultancy which looks at developing human capital to enhance company growth and competitive performance

www.tomorrowcompany.com

Website of Tomorrow's Company, a UK think tank which looks at the role of business and its links with society.

MANAGING THE TRAINING AND DEVELOPMENT FUNCTION

Core texts

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

MAYO, A. (2004) *Creating a learning and development strategy: the HR business partner's guide to developing people*. 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*. 2nd ed. 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. London: Chartered Institute of Personnel and Development.

BUCKLEY, R. and CAPLE, J. (2009) *The theory and practice of training*. 6th 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. and RAINBIRD, H. (2006) *Improving workplace learning*. London: Routledge.

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

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

HOLBECHE, L. (2009) *Aligning human resources and business strategy*. 2nd ed. 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, R. and PIPE, P. (1990) *Analysing performance problems or, you really oughta wanna*. 2nd ed. London: Kogan Page.

ROTHWELL, W.J. and KAZANAS, H. (1994) *Planning and managing human resources: : strategic planning for personnel management*. Amherst, MA: 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: emerging good practice*. Oxford: Elsevier Butterworth-Heinemann.

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*. Harlow:: Financial Times Prentice Hall.

TAMKIN, P., YARNALL, J. and KERRIN, M. (2002) *Kirkpatrick and beyond: a review of models of training evaluation*. Brighton: Institute for 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.

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

Website of ASTD, the American Society for Training and Development, the world's largest association dedicated to workplace learning professionals and offering resources on learning and performance

www.cipd.co.uk

Website of the Chartered Institute of Personnel and Development. Resources include change agendas, research reports, surveys, factsheets, People Management magazine, case studies, tools, and access to 350+ journals online

www.trainingjournal.com

Website of the magazine Training Journal (ISSN 1465-6523)

The following journals are also recommended:

Harvard Business Review ISSN 0017-8012

Human Resource Management Journal ISSN 0954-5395

International Journal of Training and Development ISSN 1360-3736

Journal of European Industrial Training ISSN 0309-0590

DESIGNING AND DELIVERING TRAINING

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

ANDERSON, V., RAYNER, C. and SCHYNS, B (2009) *Coaching at the sharp end; the role of line managers in coaching at work*. London: Chartered Institute of Personnel and Development.

ANDERSON, V. (2007) *The value of learning: a new model of value and evaluation*. London: Chartered Institute of Personnel and Development.

BEE, F. and BEE, R. (1998) *Facilitation skills*. London: 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. (2009) *The theory and practice of training*. 6th ed. London: Kogan Page.

CORDER, C. (1990) *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: Institute of Personnel and Development.

HARRISON, R. (2009) *Learning and development*. 5th ed. London: 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: Thomson Learning

MAGER, R.F. (1998) *Preparing instructional objectives: a critical tool in the development of effective instruction*. Tunbridge Wells: Atlantic Books

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

PONT, T. (2003) *Developing effective training skills*. 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.

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. (2007) *The changing world of the trainer. emerging good practice*. Oxford: Elsevier Butterworth:Heinemann.

SLOMAN, M. (2001) *The e-learning revolution: from propositions to reality*.

London: Chartered Institute of Personnel and Development.

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

TRUELOVE, S. (2006) *Training in practice*. London: Chartered Institute of Personnel and Development

The following websites are also recommended:

http://carbon.cudenver.edu/~mryder/itc_data/idmodels.html

Website giving details of various instructional design models

www.astd.org

Website of ASTD, the American Society for Training and Development, the world's largest association dedicated to workplace learning professionals and offering resources on learning and performance

www.cedefop.europa.eu

Website of the European Centre for the Development of Vocational Training, which helps promote and develop vocational education and training in the European Union

www.trainingjournal.com

Website of the magazine Training Journal

www.trainingzone.co.uk

Website of Training Zone which offers a mixture of resources, news and products to all training professionals

EMPLOYEE REWARD

Core texts

- 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.
- 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. (2009) *Armstrong's handbook of human resource management practice*. 11th ed. London: Kogan Page.
- ARMSTRONG, M. (2000) *Rewarding teams*. London: Institute of Personnel and Development.
- ARMSTRONG, M. and BARON, A. (2005) *Managing performance: performance management in action*. 2nd ed. London: Chartered Institute of Personnel and Development.
- ARMSTRONG, M and BARON, A. (1995) *The job evaluation handbook*. London: Institute of Personnel and Development.
- ARMSTRONG, M. and MURLIS, H. (2007) *Reward management: a handbook of remuneration strategy and practice*. 5th ed. London: Kogan Page.
- ARMSTRONG, M. (2007) *A handbook of employee reward management and practice*. 2nd ed. London: Kogan Page
- ARMSTRONG, M. and BROWN, D. (2009) *Strategic reward: implementing more effective reward management*. London; Kogan Page
- CORBY, S., PALMER, S. and LINDOP, E. (2009) *Rethinking reward*. Basingstoke: 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.
- GRAHAM, M.D., ROTH, T.A. and DUGAN, D. (2008) *Effective executive compensation: creating a total rewards strategy for executives*. New York: Amacom.
- INCOMES DATA SERVICES (2008) *Flexible benefits and guide to suppliers*. London: Incomes Data Services.

- KESSLER, I. (2003) Pay and performance. In: TOWERS, B. *The handbook of employment relations, law and practice*. 4th ed. London: Kogan Page.
- KESSLER, I. (2005) Remuneration systems. In: BACH, S. *Managing human resources: personnel management in transition*. 4th ed. Oxford: Blackwell.
- KAHRASS, K. (2008) Governance of senior executive remuneration. In: ARROWSMITH, C. and MCNEIL, R. *Reward governance for senior executives*. Cambridge: Cambridge University Press.
- LANGLEY, A. (2008) *Employee reward structures*. 3rd ed. London: Spiramus Press.
- MAKEPEACE, G. and MARCENARO-GUTIERREZ, O. (2005) *The earnings of workers covered by Pay Review Bodies: evidence from the Labour Force Survey [online]*. London: Office of Manpower Economics.
Available at: www.ome.uk.com/research.cfm
[Accessed 5 August 2009].
- MARCHINGTON, M. and WILKINSON, A. (2008) *Human resource management at work: people management and development*. 4th ed. London: Chartered Institute of Personnel and Development.
- MARTOCCHIO, J.J. (2008) *Strategic compensation: a human resource management approach*. 5th ed. Upper Saddle River, NJ: Pearson Education.
- MILKOVICH, G.T. and NEWMAN, J.M. (2008) *Compensation*. 9th ed. Boston, MA: McGraw-Hill/Irwin.
- ROSE, M. (2001) *Recognising performance: non-cash rewards*. 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.
- SCHUSTER, J. and ZINGHEIM, P. (1996) *The new pay: linking employee and organizational performance*. San Francisco, CA: Jossey Bass.
- SHIELDS, J. (2007) *Managing employee performance and reward: concepts, practices, strategies*. Cambridge: Cambridge University Press.
- 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, G. and DRUKER, J. (2009) *Reward management: a critical text*. 2nd ed. London: Routledge.
- ZINGHEIM, P. and SCHUSTER, J. (2000) *Pay people right: breakthrough reward strategies to create great companies*. San Francisco, CA: Jossey Bass.

The following journals are also recommended:

LAWLER, E. (1995) The new pay: a strategic approach. *Compensation and Benefits Review*. Vol 27, No 4, July/August. pp14–22.

SPARROW, P. (1996) Too good to be true? *People Management*. Vol 2, No 24, 5 December. pp22–27.

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, P. (2008) *Flexible benefits: creating competitive advantage*. 2nd ed. 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:

PARRY, E. (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:

Labour Market Outlook (published quarterly) February 2006 -

Reward Management: annual survey report. 2004 to 2009

In addition Croner Reward publishes an annual salary survey entitled Personnel Rewards (latest edition is 2008/09)

The following CIPD Factsheets are also recommended:

Age discrimination: reward policies and procedures (2009)

Basic pay settlements: data sources (2009)

Bonuses and cash incentives (2009)

Employee benefits: an overview (2009)

Employee share ownership (2008)
Employment and pensions aspects of the Supplementary Budget in Ireland (2009)
Equal pay (2008)
Flexible benefits (2009)
Job evaluation (2008)
Local Pay: approaches and levels (2009)
Market pricing: approaches and considerations (2008)
National Minimum Wage (2009)
Non-cash incentives (2009)
Occupational pensions: strategic issues (2009)
Pay and reward: an overview (2009)
Pay progression (2008)
Pay structures (2008)
Performance related pay (2009)
Salary review process (2009)
Team reward (2009)
Total reward (2009)
Voluntary benefits (2009)

The following websites are also recommended:

www.e-reward.co.uk

Website devoted to reward management: includes research reports

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

Website of the Women and Work Commission, part of the Government Equalities Office. Covers issues such as the gender pay gap, equal pay and flexible working

www.lowpay.gov.uk/

Website of the Low Pay Commission, established to advise the government about the National Minimum Wage

www.statistics.gov.uk/statbase/Source.asp?vlnk=358

Part of the website of the Office for National Statistics, this section looks at the Labour Force Survey and provides information on the UK labour market

www.statistics.gov.uk/statbase/Source.asp?vlnk=428

Part of the website of the Office for National Statistics, this section looks at the New Earnings Survey which examines the earnings of employees in employment

www.watsonwyatt.com/europe/

Website of a leading consultancy Watson Wyatt looks at people and financial issues including pensions information

PERFORMANCE MANAGEMENT

Core texts

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. (2005) *Managing performance: performance management in action*. 2nd ed. London: Chartered Institute of Personnel and Development.

Further recommended reading

ADVISORY, CONCILIATION AND ARBITRATION SERVICE (2008) *Appraisal related pay*. London: Advisory, Conciliation and Arbitration Service.

Available at:-

www.acas.org.uk [Accessed 21 July 2009]

ADVISORY, CONCILIATION AND ARBITRATION SERVICE. (2009) *Discipline and grievances at work: the Acas guide*. London: Advisory, Conciliation and Arbitration Service.

Available at:-

www.acas.org.uk [Accessed 21 July 2009]

ADVISORY, CONCILIATION AND ARBITRATION SERVICE. (2008) *Employee appraisal*. London: Advisory, Conciliation and Arbitration Service.

Available at:-

www.acas.org.uk [Accessed 21 July 2009]

ARMSTRONG, M. (2009) *Armstrong's handbook of human resource management practice*. 11th ed. London: Kogan Page.

ARMSTRONG, M. and BARON, A. (2005) *Managing performance: performance management in action*. 2nd ed. London: Chartered Institute of Personnel and Development.

ARMSTRONG, M. and MURLIS, H. (2007) *Reward management: a handbook of remuneration strategy and practice*. 5th ed. London: Kogan Page.

BARON, A. and ARMSTRONG, M. (2007) *Human capital management: achieving added value through people*. London: Kogan Page.

BEAUMONT, P. (1993) *Human resource management: key concepts and skills*. London: Sage.

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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

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