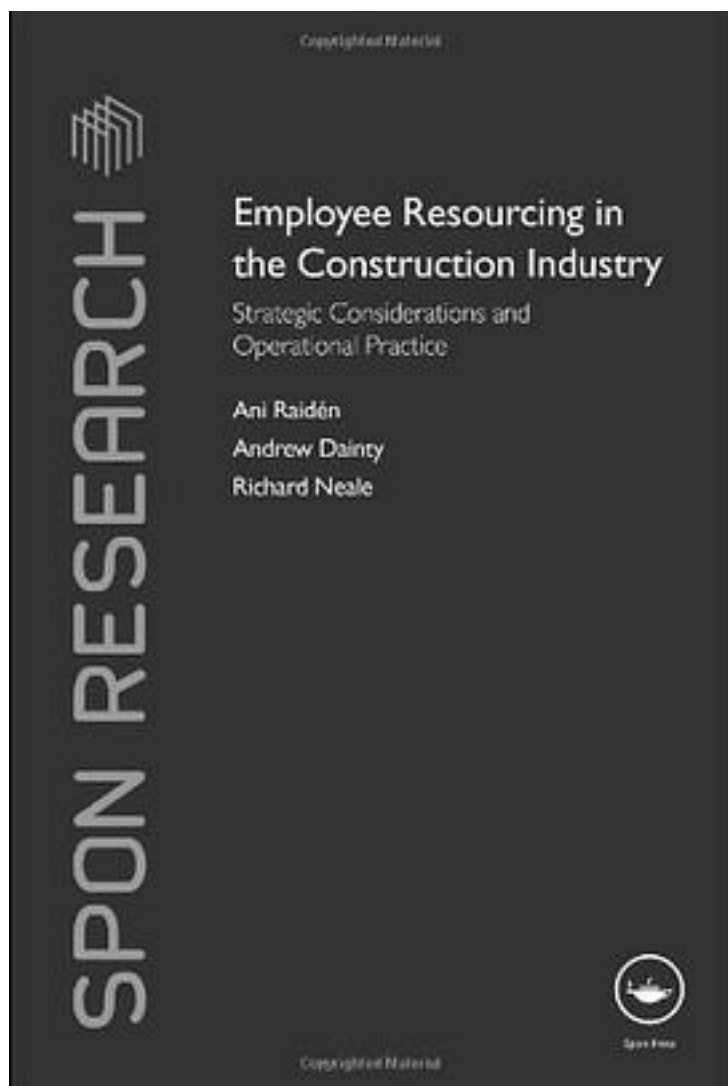


Employee Resourcing in the Construction Industry



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出版者:

出版时间:2009-4

装帧:

isbn:9780415371636

Construction is one of the most challenging industrial environments for effective people management. It is characterised by geographically dispersed projects, production-oriented management styles, long working hours, high levels of staff turnover and employment practices grounded in the traditional 'personnel' paradigm. The employee resourcing function - recruitment, selection and deployment - is largely reactive and intuitive, and fails to draw on the longer-term benefits of strategic human resource management (SHRM). This book explores the challenges inherent in employee resourcing in-depth. It provides insights into the strategic considerations and operational approaches adopted by large construction organisations in deploying their human resources. It presents an improved framework for informed SHRM-style decision-making derived from an extensive study conducted within eight major construction organisations. This book provides a valuable resource for both students and practitioners interested in evaluating and improving current organisational practice.

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