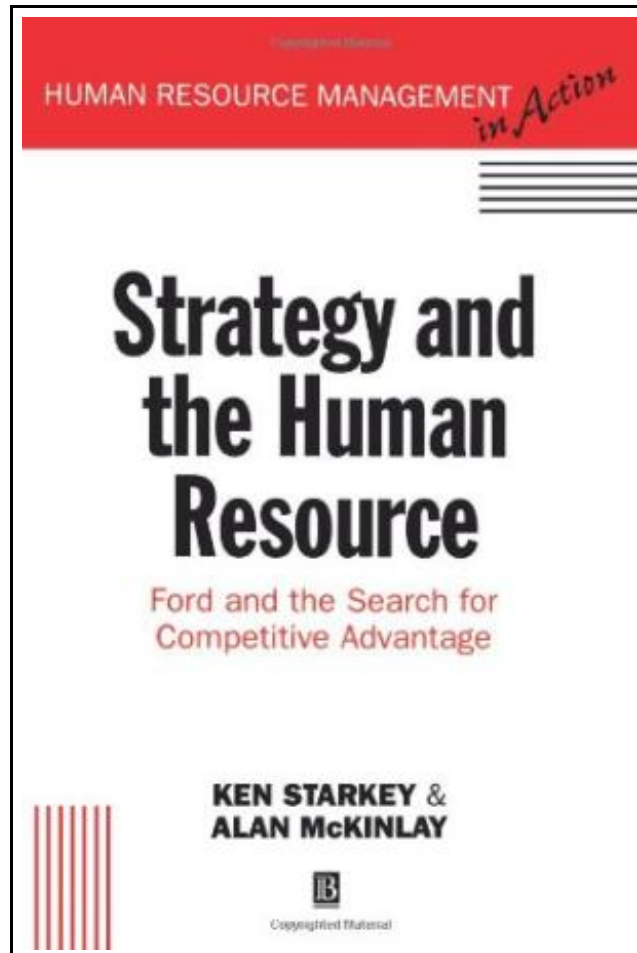


Strategy and the Human Resource: Competitive Advantage Beyond Fordism



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(Gwen Schultz)

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John Wiley and Sons Ltd. Paperback. Book Condition: new. BRAND NEW, Strategy and the Human Resource: Competitive Advantage Beyond Fordism, Ken Starkey, Alan McKinlay, Brian Towers, How do firms respond when the ground shifts and their existing knowledge and skills base becomes obsolete? Strategy and the Human Resource analyses the experience of one of the world's leading corporations during a period of profound strategic change. Ford Motor Company has been synonymous with a particular approach to management, Fordism, which analysts have seen as the quintessential Western Approach. Strategy and the Human Resource is an examination of contemporary changes in human resource management, strategy, structure and management processes. Starkey and McKinlay also Trace the link between strategic analysis and HRM also Examine the relationship between corporate strategy and HRM in a number of companies also Explore these changes in an in-depth analysis of Ford. Starkey and McKinlay demonstrate that competitive advantage is now defined in terms of high quality rather than low costs, technical innovation and design leadership rather than emulation and conservatism, flexibility rather than specialization. This book is unique in its in-depth analysis of the experience of managers in negotiating a period of profound and dramatic strategic change. It challenges quick-fix approaches to management while emphasizing the opportunities and difficulties of reconfiguring Western organizations in the light of Japanese management practices.

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