Contents

PTEIACE	X
Section 1 The Human Resource Function in Transition	1
Introduction Carol T. Schreiber	3
The Tie That Binds - Has Become Very, Very Frayed! Kenneth P. DeMeuse and Walter W. Tornow	7
Human Resource Management: The Right Hand of Strategy Implementation William E. Fulmer	19
Human Resource Planning, 1990s Style James W. Walker	31
Section 2 The Strategic Human Resource Planning	43
Introduction Karen N. Gaertner	45
Linking Human Resource and Business Strategies Lee Dyer	49
The Challenge of Human Resource Management: Adding Value Robert W. Eichinger	55
Strategic Human Resource Planning: Why and How? David Ulrich	75

Section 3 Mergers and Acquisitions) 5
Introduction Nancy K. Napier	97
Strategies for Managing Human Resources During Mergers and Acquisitions: An Empirical Investigation David M. Schweiger and Yaakov Weber	01
Communication During a Merger: The Experience of Two Banks Nancy K. Napier, Glen Simmons and Kay Stratton	19
The Strategic Adaptation Process In International Human Resource Management: A Case Study Peter J. Dowling and Denice E. Welch	37
Section 4 Performance Appraisal and Performance Management	47
Introduction Evelyn E. Rogers14	49
Competitive Human Resource Advantage Through the Strategic Management of Performance Richard W. Beatty	53
Implementing Performance Management and Recognition and Rewards (PMRR) Systems at the Strategic Level: A Line Management-Driven Effort Craig E. Schneier	
Section 5 Compensation 18	85
Introduction Nancy K. Napier18	87
Aligning Executive Total Compensation with Business Strategy Timothy Haigh	89
The Strategic Role of Compensation Jan P. Muczyk	97

Section 6 Succession Planning and Executive Development	213
Introduction Evelyn E. Rogers	215
Developing Executives Through Work Experiences Morgan W. McCall	219
Crafting Competitiveness: Toward a New Paradigm for Executive Development Albert A. Vicere and Kenneth R. Graham	231
Middle and Late Career Problems: Causes, Consequences, and Research Needs Benson Rosen and Thomas H. Jerdee	247
Designing Career Development Systems: Principles and Practices Zandy B. Leibowitz	25 9
Section 7 Strategic Responses to Changing Work and Family Issues	27 3
Introduction Karen N. Gaertner	275
Understanding Organizational Adaptation to Change: The Case of Work-Family Issues	270
Frances J. Milliken, Jane E. Dutton and Janice M. Beyer Work and Family: The New Strategic Plan Dana E. Friedman	
References	308