

CONTENTS	<i>Tables and Exhibits</i>	vii
	<i>Preface and Acknowledgments</i>	xi
	<i>The Authors</i>	xiii
	1 What HR Needs to Do	1
	2 Research Design	13
	3 Role of Human Resources	22
	4 Human Resources Role with Boards	28
	5 Business and HR Strategy	32
	6 HR Decision Science	43
	7 Design of the HR Organization	57
	8 Activities of the HR Organization	64
	9 HR Metrics and Analytics: Uses and Comprehensiveness	70
	10 HR Metrics and Analytics: Effectiveness	85
	11 Outsourcing	93
	12 Use of Information Technology	101
	13 Human Resources Skills	110
	14 Effectiveness of the HR Organization	120
	15 Determinants of HR Effectiveness	129
	16 Determinants of Organizational Performance	142
	17 How HR Has Changed	152
	18 What the Future of HR Should Be	163
	<i>References</i>	175
	<i>Appendices</i>	179