

Management and Industrial Engineering

Carolina Machado
J. Paulo Davim *Editors*

Organizational Behaviour and Human Resource Management

A Guide to a Specialized MBA Course

 Springer

Management and Industrial Engineering

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Preface

It is common to hear from managers, CEOs, engineers, and all kind of professionals that human resources (HR) are the key strategic issue and a source of competitive advantages of all organizations. Indeed, issues related to organizational behaviour and human resource management are among the most relevant decisions that managers need to take if they want to answer proactively to the challenges faced by the organizations. An organization cannot build a good team of working professionals without good human resources. Recruiting people, training them, implementing effective performance appraisals, promoting career management, motivating employees, implementing good workplace communication, safety, and labour conditions, among others, are only some of the key functions of the human resource management. Having the necessary knowledge about all these practices and policies of human resources management is one of the most concerns that all professionals who need to deal with their collaborators have. At this level, strong interpersonal skills are needed. Having an MBA can be the answer. However, due to time and money constraints, not always these professionals are able to obtain a MBA. Not only the time and schedule needed to obtain the MBA is not compatible with their professional availability, but also the prices established by the most reputable business schools are not accessible to these professionals. Conscious of this reality, and after a earlier book edition entitled *MBA—Theory and Application of Business and Management Principles*, in which we looked to focus some of the “core” curriculum of subjects usually present in an MBA programme (e.g. marketing, human resources, accounting, and finance), this present book, focusing on particular emphasis subjects such as strategic and operational human resource management, organizational behaviour, training and development, equal opportunities and diversity management, international human resource management, talent management, corporate social responsibility, sustainable HRM, among others, looks to give the “core” curriculum of subjects usually present in an MBA programme specialized in *Organizational Behaviour and Human Resource Management*. Based on the “core” subjects presented in this book, everyone interested will be able to obtain the necessary knowledge that can be applied as a whole to a variety of real-world business situations related to organizations’ HR or

from a particular viewpoint that will allow them to follow their own personal or professional interests. Covering the main key HR issues needed to obtain a better organizational and business performance, the lecturers of this book, according to their interests and availability, and without costs, will be able to obtain the skills and knowledge subjacent to an MBA that will prepare them to pursue a career in a variety of working fields. In other words, and taking into account those constraints, this book will be designed to move the lecturer closer to his/her career goals while still allowing him/her to maintain a work/financial limitations/personal availability balance.

Also providing a support to academics and researchers, the book focusing the latest developments and thinking in what concerns the most recent research activity provides discussion and the exchange of information on principles, strategies, models, techniques, methodologies, and applications in the OB&HRM field.

Following these aims, this book looks to cover the field of *Organizational Behaviour and Human Resource Management* in eight chapters. So, the first chapter focuses “[A Symbiotic Relationship: HR and Organizational Culture](#)”, and the second chapter discusses “[Teachable Moments in Human Resource Management: National Culture, Organizational Culture, and Intersectionality](#)”. The third chapter covers “[The Power to Change a Social System](#)”, while the fourth chapter contains information about “[Diversity and Inclusion in the Workplace](#)”. The fifth chapter speaks about “[Management of \(Business\) Expatriates](#)”, and the sixth chapter deals with “[Global Talent Management](#)”. Finally, “[Theoretical Models of Human Resource Management: The Anthropological Model as a Full Model to Manage Human Resources](#)” is discussed in the seventh chapter and at the same time that “[Training and Development of Human Resources: A Brief Contribution to a Better Understanding of Its Relevance](#)” is presented in the eighth chapter.

Designed to increase the knowledge and effectiveness of all those interested in the *Organizational Behaviour and Human Resource Management* field, this book is an excellent tool able to contribute to a continual success of their careers in the different areas of the society such as university research and activity (at the post-graduate level), business, engineering, private and public sectors, profit and non-profit organizations.

The editors acknowledge their gratitude to Springer for this opportunity and for their professional support. Finally, we would like to thank all chapter authors for their interest and availability to work on this project.

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Carolina Machado received her Ph.D. degree in Management Sciences (Organizational and Policies Management Area/Human Resource Management) from the University of Minho in 1999 and master's degree in Management (Strategic Human Resource Management) from Technical University of Lisbon in 1994. Teaching in the human resource management subjects since 1989 at University of Minho, she is since 2004 Associated Professor, with experience and research interest areas in the field of human resource management, international human resource management, human resource management in SME, training and development, management change and knowledge management. She is Head of Human Resource Management Work Group at University of Minho, as well as Chief Editor of the International Journal of Applied Management Sciences and Engineering (IJAMSE).

J. Paulo Davim received the Ph.D. degree in Mechanical Engineering in 1997, the M.Sc. degree in Mechanical Engineering (materials and manufacturing processes) in 1991, the Licentiate degree (5 years) in Mechanical Engineering in 1986, from the University of Porto (FEUP), the Aggregate title (Full Habilitation) from the University of Coimbra in 2005, and the D.Sc. from London Metropolitan University in 2013. He is Eur Ing by FEANI-Brussels and Senior Chartered Engineer by the Portuguese Institution of Engineers with an MBA and specialist title in Engineering and Industrial Management. Currently, he is Professor at the Department of Mechanical Engineering at the University of Aveiro, Portugal. He has more than 30 years of teaching and research experience in Manufacturing, Materials and Mechanical Engineering with special emphasis in Machining and Tribology. He has also interest in Management and Industrial Engineering and Higher Education for Sustainability and Engineering Education. He has received several scientific awards. He has worked as evaluator of projects for international research agencies as well as examiner of Ph.D. thesis for many universities. He is the Editor in Chief of several international journals, Guest Editor of journals, books Editor, book Series Editor, and Scientific Advisory for many international journals and conferences. Presently, he is an Editorial Board member of 25 international journals and acts as reviewer for more than 80 prestigious Web of Science journals. In addition, he has also published as editor (and co-editor) more than 100 books and as author (and co-author) more than 10 books, 60 book chapters, and 400 articles in journals and conferences (more than 200 articles in journals indexed in Web of Science/h-index 40+ and SCOPUS/h-index 50).

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