

CIPD Reading List for 5KIOP and 5AIOP (Performance)

Books

- 1 ARMSTRONG, M. (2015) Armstrong's handbook of performance management: an evidence-based guide to delivering high performance. 5th ed. London: Kogan Page.
- 2 AGUINIS, H. (2012) Performance management. 3rd ed. London: Pearson.
- 3 ASHDOWN, L. (2014) Performance management. London: Kogan Page.
- 4 FLEETWOOD, S. and HESKETH, A. (2010) Explaining the performance of human resource management. Cambridge: Cambridge University Press.
- 5 HOLBECH, L. (2005) The high performance organization: creating dynamic stability and sustainable success. Oxford: Elsevier Butterworth Heinemann.
- 6 HUTCHINSON, S. (2013) Performance management: theory and practice. London: Chartered Institute of Personnel and Development.
- 7 LAWLER, E. E., MOHRMAN, S. A. and LEDFORD, G. E. (1995) Creating high performance organizations: practices and results of employee involvement and quality management in Fortune 1000 companies. San Francisco, CA: Jossey-Bass.
- 8 MANION, J.J. (2012) The workforce engagement equation: a practitioner's guide to creating and sustaining high performance. Boca Raton, FL : Taylor & Francis.
- 9 NIELSEN, S. B. and HUNTER, D.E.K. (2013) Performance management and evaluation. New Directions for Evaluation, No 137. San Francisco, CA: Jossey Bass.
- 10 PAAUWE, J., GUEST, D. and WRIGHT, P. (eds). (2013) HRM and performance: achievements and challenges. Chichester: Wiley.
- 11 ROBINSON, I. (2006) Human resource management in organisations: the theory and practice of high performance. London: Chartered Institute of Personnel and Development.
- 12 SHIELDS, J., BROWN, M. and KAINE, S. (2016) Managing employee performance and reward: concepts, practices, strategies. 2nd ed. Cambridge: Cambridge University Press.
- 13 STEWART, J. and ROGERS, P. (eds.) (2012) Developing people and organisations. London: Chartered Institute of Personnel and Development. [Chapter 7].
- 14 TAYLOR, S. and WOODHAMS, C. (eds.) (2016) Human resource management : people and organisations. 2nd ed. London: Chartered Institute of Personnel and Development.
- 15 TAYLOR, S. and WOODHAMS, C. (eds.) (2016) Studying human resource management. 2nd ed. London: Chartered Institute of Personnel and Development.

Online resources

- 1 ACAS. (2014) How to manage performance [online]. London: Acas. Available at : <http://www.acas.org.uk/media/pdf/m/0/How-to-manage-performance-advisorybooklet.pdf>
- 2 BOON, C. and KALSHOVEN, K. (2014) How high commitment HRM relates to engagement and commitment: the moderating role of task proficiency. Human Resource Management. Vol 53, No 3, May. pp403-420. Available at: <http://www.cipd.co.uk/hr-resources/online-journals.aspx>

- 3 BOSTON CONSULTING GROUP. (2011) High performance organizations: the secrets of their success [online]. [Toronto]: BCG. Available at: <https://www.bcg.com/documents/file84953.pdf>
- 4 BUCKINGHAM, M. and GOODALL, M. (2015) Reinventing performance management. Harvard Business Review. Vol 93, No 4, April. pp40-50. Available at: <http://www.cipd.co.uk/hr-resources/online-journals.aspx>
- 5 CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT. (2012) Achieving sustainable organisation performance through HR in SMEs [online]. Research report. London: CIPD. Available at: www.cipd.co.uk/hr-resources/a-z
- 6 CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT. (2015) Feedback : 360 degree [online]. Factsheet. London: CIPD. Available at: www.cipd.co.uk/hr-resources/a-z
- 7 CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT. (2015) Performance management: an overview [online]. Factsheet. London: CIPD. Available at: www.cipd.co.uk/hr-resources/a-z
- 8 CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT. (2015) Sustainable organisation performance [online]. Factsheet. London: CIPD. Available at: www.cipd.co.uk/hr-resources/a-z
- 9 CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT. (2011) Sustainable organisation performance: what really makes the difference? Final report [online]. Research report. London: CIPD. Available at: www.cipd.co.uk/hr-resources/a-z
- 10 COCKERILL, T. and MESTER, B. (2006) How to develop high performance. People Management. Vol 12, No 7, 6 April. pp52–53. Available at: <http://www.cipd.co.uk/pm/peoplemanagement/b/weblog/archive/2013/01/29/howtodevelop-2006-04.aspx>
- 11 DELLA TORRE, E. and SOLARI, L. (2013) High performance work systems and the change management process in medium-sized firms. International Journal of Human Resource Management. Vol 24, No 13, November. pp2583-2697. Available at: <http://www.cipd.co.uk/hrresources/online-journals.aspx>
- 12 GODARD J. (2004) A critical assessment of the high performance paradigm. British Journal of Industrial Relations. Vol 42, No 2, June. pp349–378. Available at: <http://www.cipd.co.uk/hr-resources/online-journals.aspx>
- 13 KINNIE, N., SWART, J. and HOPE-HAILEY, V. (2012) Innovative forms of organising: networked working [online]. Research report. London: Chartered Institute of Personnel and Development. Available at: www.cipd.co.uk/hr-resources/a-z
- 14 MITCHELL, R., OBEIDAT, S. and BRAY, M. (2013) The effect of strategic human resource management on organizational performance: the mediating role of high-performance human resource practices. Human Resource Management. Vol 52, No 6, November-December. pp899-921. Available at: <http://www.cipd.co.uk/hr-resources/online-journals.aspx>
- 15 PURCELL J., KINNIE, N. and HUTCHINSON, S. (2003) Understanding the people and performance link: unlocking the black box. London: Chartered Institute of Personnel and Development. Available on the HR and L&D database at: <http://www.cipd.co.uk/hr-resources/database-search.aspx>
- 16 TAMKIN, P. (2004) High performance work practices [online]. Falmer, Brighton: Institute for Employment Studies. Available at : <http://www.employment-studies.co.uk/system/files/resources/files/mp36.pdf>

17 WOOD, S., BURRIDGE, M. and GREEN, W. (2013) High performance working in the employer skills survey [online]. Evidence report, No 17. London: UK Commission for Employment and Skills. Available at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/303153/evidence-report-71-hpw-ess.pdf

18 ZHANG, B. and MORRIS, J. L. (2014) High-performance work systems and organizational performance: testing the mediation role of employee outcomes using evidence from PR China. *International Journal of Human Resource Management*. Vol 25, No 1. pp68-90. Available at: <http://www.cipd.co.uk/hr-resources/online-journals.aspx>

Journal articles

1 BECKER, B. and HUSELID, M. (1998) High performance work systems and firm performance: a synthesis of research and managerial implications. *Research in Personnel and Human Resources Management*. Vol 16. pp53–101.

2 BOXALL, P. (2012) High-performance work systems: what, why, how and for whom? *Asia Pacific Journal of Human Resources*. Vol 50, No 2, April. pp169-186.

3 BOXALL, P. and MACKY, K. (2007) High-performance work systems and organisational performance: bridging theory and practice. *Asia Pacific Journal of Human Resources*. Vol 45, No 3, December. pp261–270.

4 GILL, C. (2009) Union impact on the effective adoption of high performance work practices. *Human Resource Management Review*. Vol 19, No 1, March. pp39–50.

5 HILTROP, J-M. (2005) Creating HR capability in high performance organizations. *Strategic Change*. Vol 14, No 3, May. pp121–131.

6 HOQUE, K., BACON, N. and WU, N. (2014) The adoption of high performance work practices in small businesses: the influence of markets, characteristics and HR expertise. *International Journal of Human Resource Management*. Vol 52, No 8, April. pp1149-1169.

7 STEWART, P., DANFORD, A. and RICHARDSON, M. (2010) Workers' experiences of skill, training and participation in lean and high performance workplaces in Britain and Italy. *Employee Relations*. Vol 32, No 6. pp 606-624.

8 VICKERS, M., OVERHOLT, M. and JAMROG, J. (2008) High-performance organizations: finding the elements of excellence. *People & Strategy*. Vol 31, No 1. pp29–38.

9 ZHANG, M., FAN, D. D. and ZHU, C. J. (2014) High performance work systems, corporate social performance and employee outcomes: exploring the missing links. *Journal of Business Ethics*. Vol 120, No 3, March. pp423-435.

Key journals

1 Human Resource Management Journal Available at: <http://www.cipd.co.uk/hr-resources/onlinejournals.aspx>

2 British Journal of Industrial Relations Available at: <http://www.cipd.co.uk/hr-resources/onlinejournals.aspx>

3 People Management Available at: www.cipd.co.uk/pm

Websites

- 1 www.acas.org.uk Website of Acas (Advisory, Conciliation and Arbitration Service) which aims to improve organisations and working life through better employment relations.
- 2 <https://www.gov.uk/government/organisations/department-for-business-innovation-skills> Website of the Department for Business, Innovation and Skills (BIS)
- 3 www.cipd.co.uk/hr-topics/ Links to CIPD resources on 60 topics covering HR and L&D including factsheets, research, surveys, books, courses and more.
- 4 www.eurofound.europa.eu Website of the European Foundation for the Improvement of Living and Working Conditions
- 5 <http://www.employment-studies.co.uk/> Website of the Institute for Employment Studies
- 6 www.investorsinpeople.co.uk Website offering frameworks for delivering business improvement through people.
- 7 www.ukces.org.uk Website of the UK Commission for Employment and Skills