

Literature list and reading guide 2019

These are a collection of sources, classics as well as state-of the art, that are central to get oriented in the field of study. Some of these are particularly relevant for certain themes of certain weeks, and they are also grouped and presented according to these themes.

Main course book:

Bredin, K., & Söderlund, J. (2011) ^a. *HRM in project-based organizations: The HR quadriad framework*. Houndmills, Basingstoke Hampshire: Palgrave MacMillan.

List of articles and reading guide

Foundations of Strategic HRM and modern forms of organizing

For the literature for this theme, which is intended to provide a solid base for the rest of the course, certain articles have been marked as key texts (*), and the others are suggestions to expand your knowledge within the area.

Resource-based view

*Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

Wernerfelt, B. (1984). A Resource-based View of the Firm. *Strategic Management Journal*, 5(2), 171-180.

Knowledge-based view

*Grant, R. M. (1996). Toward a Knowledge-Based Theory of the Firm. *Strategic Management Journal*, 17, 109-122.

Strategic SHRM (linking RBV and KBV to HRM)

*Beer, M., Boselie, P., & Brewster, C. (2015). Back to the Future: Implications for the Field of HRM of the Multistakeholder Perspective Proposed 30 Years Ago. *Human Resource Management*, 54(3), 427-438.

*Boxall, P., & Purcell, J. (2000). Strategic human resource management: where have we come from and where should we be going? *International Journal of Management Reviews*, 2(2), 183-203.

*Wright, P. M., Dunford, B. B., & Snell, S. A. (2001). Human resources and the resource based view of the firm. *Journal of Management*, 27(6), 701-721.

Wright, P. M., McMahan, G. C., & McWilliams, A. (1994). Human resources and sustained competitive advantage: a resource-based perspective. *International Journal of Human Resource Management*, 5(2), 301-326.

Lado, A. A., & Wilson, M. C. (1994). Human resource systems and sustained competitive advantage: A competency-based perspective. *Academy of Management Review*, 19(4), 699-727.

Projectification and project-based organizing

*Clark, K. B., & Wheelwright, S. C. (1992). Organizing and Leading 'Heavyweight' Development Teams. *California Management Review*, 34(3), 9-28.

*Hobday, M. (2000). The project-based organisation: an ideal form for managing complex products and systems? *Research Policy*, 29(7/8), 871-894.

*Sydow, J., Lindkvist, L., & DeFillippi, R. J. (2004). Project-Based Organizations, Embeddedness and Repositories of Knowledge: Editorial. *Organization Studies*, 25(9), 1475-1489.

*Rigby, D. K., et al. (2018). Agile at scale. (cover story). *Harvard Business Review*, 96(3): 88-96.

Midler, C. (1995). 'Projectification' of the firm: The Renault case. *Scandinavian Journal of Management*, 11(4), 363-375.

Whitley, R. (2006). Project-based firms: new organizational form or variations on a theme. *Industrial and Corporate Change*, 15(1), 77-99.

HRM and project-/knowledge-based organizing

*Bredin & Söderlund (2011)^a: Chapters 1-4

*Cappelli, P., & Tavis, A. (2018). HR GOES AGILE. *Harvard Business Review*, 96(2), 46-52.

*Keegan, A., Ringhofer, C., & Huemann, M. (2018). Human resource management and project-based organizing: Fertile ground, missed opportunities and prospects for closer connections. *International Journal of Project Management*, 36(1), 121-133.

*Swart, J., & Kinnie, N. (2014). Reconsidering Boundaries: Human Resource Management in a Networked World. *Human Resource Management*, 53(2), 291-310.

Swart, J. and N. Kinnie (2010). "Organisational learning, knowledge assets and HR practices in professional service firms." *Human Resource Management Journal* 20(1): 64-79.

Bredin, K., & Söderlund, J. (2011)^b. The HR Quadriad: A Framework for the Analysis of HRM in Project-based Organizations. *International Journal of Human Resource Management*, 22(10), 2202-2221.

Managing human resources in modern organizations– perspectives from key players

Key managerial roles

Bredin & Söderlund (2011) a: Chapters 5-6, 8-9

Keegan, A., Huemann, M., & Turner, J. R. (2011). Beyond the line: exploring the HRM responsibilities of line managers, project managers and the HRM department in four project-oriented companies in the Netherlands, Austria, the UK and the USA. *The International Journal of Human Resource Management*, 23(15), 3085-3104.

Renwick, D. (2003). Line manager involvement in HRM: an inside view. *Employee Relations*, 25(3), 262-280.

Medina, R., & Medina, A. (2014). The project manager and the organisation's long-term competence goal. *International Journal of Project Management*, 32, 1459-1470.

Bahrami, H., & Evans, S. (1997). Human resource leadership in knowledge-based entities: Shaping the context of work. *Human Resource Management*, 36(1), 23-28.

The individual perspective

Bredin & Söderlund (2011) a: Chapter 7

Cicmil, S., Lindgren, M., & Packendorff, J. (2016). The project (management) discourse and its consequences: on vulnerability and unsustainability in project-based work. *New Technology, Work & Employment*, 31(1)

Bechky, B. A. (2006). Gaffers, Gofers, and Grips: Role-Based Coordination in Temporary Organizations. *Organization Science*, 17(1), 3-21.

Borg, E., & Söderlund, J. (2015). Liminality competence: An interpretative study of mobile project workers' conception of liminality at work. *Management Learning*, 46(3), 260-79

Kahnweiler, J. (2018). HAVE WE GONE TOO FAR IN PROMOTING COLLABORATION? All teamwork--and no individual play--can make for dull employees. *HR Magazine*, 63(2), 26-27.

Keegan, A., & Den Hartog, D. (2019). Doing it for themselves? Performance appraisal in project-based organisations, the role of employees, and challenges to theory. *Human Resource Management Journal*, 29(2), 2017-237