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Management provides

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offer. Accordingly, mediocre or poor performance gives rise to an unremarkable service experience or one to which customers would not return

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performance of staff and  
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This challenge is further complicated by a number of structural characteristics including: dominance of unaffiliated small to medium-sized

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This book accounts for  
the above factors using  
an approach which is  
part prescriptive and  
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oriented. In doing so,

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espoused 'HRM convention' may be understood against 'HRM in practice'.

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develop, and often  
become daily practice".

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practitioners in higher education are rare. The purpose of this Delphi study was to identify emerging trends and related issues that will impact chief human

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resource officers  
(CHRO's) over the next  
ten years in higher  
education and offer  
suggested strategies for  
addressing these issues.  
The researcher utilized

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the Delphi Methodology in conducting this study. The purpose of this study was threefold: (1) to identify emerging trends in HEHR over the next



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ten years, (2) to identify the issues for CHRO's regarding these trends, and (3) to identify the strategies for addressing these issues. Results from

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sixteen CHRO experts in  
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identified 58 trends and  
126 associated issues  
ranked from  
Insignificant to  
Extremely Significant

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over a series of four  
iterative successive  
Delphi questionnaire  
rounds. This expert  
panel suggested  
strategies for  
addressing the 126

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identified issues in higher education. A CHRO's ability to effectively address these trends will have a significant impact on the perception of the HR

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functions' efficacy and  
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environment and is deemed most effective when a strategic focus is in place to ensure that people can facilitate that achievement of

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organizational goals. But, effective human resource management also contains an element of risk management for an organization which, as a minimum, ensures



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