

# Human Resource Management

## *Special Issue Call for Papers Human Resource Management and the Supply Chain*

### *Guest Editors:*

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Supply chain management involves “the planning and management of all activities involved in sourcing and procurement, conversion, and all logistics management activities” (Council of Supply Chain Management Professionals, 2007). Interactions across multiple transacting firms (namely suppliers, manufacturers, distributors, and retailers) pose complex management challenges. Therefore, efficiently and synergistically managing the supply chain can be a considerable, untapped source of competitive advantage (Ketchen & Hult, 2007).

Current research on supply chain management emerges mainly from the logistics and operations fields, as well as information systems, information technology, and marketing. The predominance of these research traditions is not unexpected, given that supply chain management emphasizes the efficient and effective flows of materials and information within and between organizations. Notable for its absence in this literature, however, is the field of human resource management, or the “people factor” in supply chains. Like supply chain management, human resource management is characterized as a potentially important yet underutilized source of competitive advantage for firms (Ulrich & Brockbank, 2005).

The goal of this special issue is to examine the ways in which human resource management, broadly speaking, relates to supply chain functioning. We see two primary types of linkages between human resource management and supply chain activities, interactions, and outcomes. The first involves the application of current human resource management theories and practices within firms as they manage their supply chains, including firms that rely upon their supply chains as a source of competitive advantage. The second type of linkage involves consideration of human resource management activities across firms in a supply chain. The latter can take the form of firms requiring that their supply chain partners adopt certain HR best practices, as well as voluntary reconfigurations of HR practices by supply chain partners so as to facilitate productive relationships across firms (e.g., Koulikoff-Souviron & Harrison, 2007).

Authors are encouraged to submit research manuscripts that make significant contributions to the literature on human resource management in the supply chain context. This special issue call for papers is a broad one. We welcome both theoretical and empirical submissions, as well as studies utilizing a variety of qualitative and/or quantitative methodologies. Both conventional and critical perspectives on the intersection of human resource management and supply chain

management are encouraged. Finally, we encourage joint submissions from HR scholars working with researchers in operations management and other supply-chain related disciplines in order to maximize cross-functional insights on this topic.

A suggestive, but not exhaustive list of research topics that would be appropriate for this special issue is as follows:

- Using strategic HRM to support supply chain activities
- The retention of critical supply chain management professionals
- Change management and the supply chain
- Effects of organizational culture on supply chain collaboration
- Cross-cultural management challenges in the supply chain
- HR architecture and the supply chain
- People-related supply chain disruptions
- The training and development of supply chain professionals
- The use of incentive pay in the supply chain
- Workforce diversity in the supply chain
- Competency profiles of successful supply chain professionals
- Worker relationships across supply chain partners
- Health and safety issues in the supply chain
- Management of co-located employees from multiple organizations
- Outsourcing as a staffing strategy in supply chains

Researchers are encouraged to contribute papers on these topics as well as other topics consistent with the special issue theme. A section of the paper must address the implications for the practice of human resource management.

## References

Council of Supply Chain Management Professionals.

<http://cscmp.org/AboutCSCMP/Definitions/Definitions.asp>, Accessed September 6, 2007.

Ketchen, D.J. & Hult, G.T.M. 2007. Bridging organization theory and supply chain management: The case of best value supply chains. Journal of Operations Management, 25: 573-580.

Koulikoff-Souvion, M. & Harrison, A. 2007. The pervasive human resource picture in interdependent supply relationships. International Journal of Operations & Production Management, 22: 32-44.

Ulrich, D. & Brockbank, W. 2005. The HR value proposition. Boston: Harvard Business School Press.

## Manuscript Submission and Review

All articles for the HR Science Forum will be double-blind reviewed by HRM and supply chain scholars. Papers suited for the HR Leadership Forum (practitioner-focused case studies, etc.) will be single-blind reviewed by subject matter experts. Please see HRM's Publishing Cues for a complete description of each section.

The deadline for submitting papers is **November 30, 2008**. Questions about content and ideas should be directed to the guest coeditors noted above.

Manuscripts must be submitted electronically using the Journal's Web-based submission and review Web site called Manuscript Central: <http://mc.manuscriptcentral.com/hrm>. **Electronic submission through Manuscript Central is required.** Manuscript Central is configured to be very intuitive; however, should you have problems, please contact Managing Editor Leslie Wilhelm at [lwilhelm@umich.edu](mailto:lwilhelm@umich.edu).

When submitting through Manuscript Central, please submit the following documents:

Document 1: A "**blind**" copy of your manuscript. Delete all author identification from this primary document. This document may include your tables and figures, or you may include tables and figures in separate documents. You **do not** need to blind any of your citations or references to any of the authors.

Document 2: Submit a separate document with information that would typically appear on the document's title page (title, author names, complete postal addresses, titles, affiliations, contact information including email, phone, and fax). This document may also include author biographies if you wish.

Document 3: A cover letter addressed to the guest coeditors specifically identifying how the paper fits within the special issue theme.

In addition:

Answer "Yes" to the question regarding special issue submission and clearly label your submission for the "**Special Issue on Human Resource Management and the Supply Chain**" in the textbox provided.

Direct logistical questions about submitting your manuscript through Manuscript central to Managing Editor Leslie Wilhelm at [lwilhelm@umich.edu](mailto:lwilhelm@umich.edu) or 734-763-0785.