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<table>
<thead>
<tr>
<th>Subscribed Databases by UNIMAS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A</strong></td>
</tr>
<tr>
<td>ABI/INFORM Complete (Legacy Platform)</td>
</tr>
<tr>
<td>Academic Source Premier</td>
</tr>
<tr>
<td>Access Medicine (e-Books)</td>
</tr>
<tr>
<td>ACM Digital Library</td>
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<tr>
<td><strong>B</strong></td>
</tr>
<tr>
<td>BiomedCentral</td>
</tr>
<tr>
<td>Books 24x7 Reference for Professionals (e-Books)</td>
</tr>
</tbody>
</table>
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If you want to search on “management”, type “management” in the search box.

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### Document Information:

**Title:** A holistic framework for the strategic management of first tier managers  
**Author(s):** Lola Peach Martins, (Middlesex University,endon, UK)  
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**Abstract:**

**Purpose** – The intention of this research paper is to shed light on the key factors influencing the human resource management (HRM) performance of first tier managers (FTMs), and the vital importance that a holistic strategic framework can have in this regard.

**Design/methodology/approach** – The research paper uses an up-to-date historical approach and, additionally, draws on detailed case study evidence from an aerospace manufacturing/engineering company via manually and electronically analysed in-depth semi-structured interview and company documentation.

**Findings** – The case study findings reveal that the FTMs’ HRM performance is greatly influenced by a group of four key factors, and their interrelationships.

**Research limitations/implications** – The literature survey was mainly industry-specific (manufacturing), and the sample was restricted to one sector (aerospace), as well as one case study organisation. Furthermore, the views of FTMs’ staff are not directly represented.

**Originality/value** – The FTMs’ HRM role shows no signs of abating; in addition, questions regarding their performance of this role have increasingly emerged. This has become more evident as organisations have continued to expand the FTMs’ role by devolving greater HRM responsibilities to them, and their performance of the role demonstrates that many FTMs are ill equipped to perform their HRM duties to the required standard. However, the vital importance that a holistic strategic framework (which encompasses the four key factors influencing their performance) can have on their performance of this role is not acknowledged. The present research paper, gives an empirical example of a case study, and therefore provides a springboard to address the weakness in the literature.
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