

Principles Of Human Resource Management By Scott Snell George Bohlander

The core of every company is its people, and Human Resources Management (HRM) is the key to handling all the complexities of human relations, compensation, conflict resolution, and much more. Strategies and tactics are needed to effectively manage the human resource potential that drives all companies to profitability and success. Human Resource Management Essentials You Always Wanted To Know guides readers through the challenges and provides tools to address those challenges. It provides an understanding of areas including: · The concept of HRM · Performance management strategies · Legal and regulatory compliance · Organizational development · Conflict management · Payroll and compensation · Information technology in HRM · Health and safety · Personnel development Human Resource Management Essentials is part of the Self-Learning Management Series focused on working professionals. The series addresses every aspect of business from HR to finance, marketing, and operations. Each book includes fundamentals, important concepts, and well-known principles, as well as practical applications of the subject matter.

Human resource management is experiencing profound change, new challenges, exciting accomplishments, and much uncertainty. The public service has moved away from the old days of "personnel management" concerned mostly with processing "personal action" paperwork, to a system where public employees are managed as human capital to get the work of the government done more effectively and efficiently. This volume brings together the latest thinking on human resource management in the public service, presented by distinguished thought leaders in the field. While it focuses primarily on federal government policies and practices, the principles, conclusions, and recommendations translate readily to state and local government, and to the private sector as well.

Can business activities and decisions be virtuous? This is the first business ethics textbook to take a virtue ethics approach. It explains how virtue ethics compares with alternative approaches to business ethics, such as utilitarianism and deontology, and argues that virtue ethics best serves the common good of society. Looking across the whole spectrum of business—including finance, governance, leadership, marketing and production—each chapter presents the theory of virtue ethics and supports students' learning with chapter objectives, in-depth interviews with professionals and real-life case studies from a wide range of countries. Business Ethics: A Virtue Ethics and Common Good Approach is a valuable text for advanced undergraduates and masters-level students on business ethics courses.

WITH 300 MODELS, TECHNIQUES AND TOOLS

Lessons from America's Best-Run Companies

Human Resource Management in Health Care: Principles and Practice

Principles and Practices

International Human Resource Management

Principles of Human Resource Management is part of a major new national programme of texts and modules designed for undergraduate students following business studies degree courses. It provides 150 hours of high quality study designed to be used by students in a supported learning environment. The module provides a comprehensive introduction to the development of human resource management and the changing nature of work. It also covers some of the key topics in the field, including equal opportunities, employee resourcing, employee relations, reward management and employee development. Principles of Human Resource Management contains numerous activities, exercises and examples to develop an in-depth understanding of the subject. It is the most effective teaching and learning resource available at this level.

The Present Book Is The Most Authentic Presentation Of Contemporary Concept, Tools And Application Of Human Resource Management. All The Latest Developments In The Arena Have Been Incorporated. It Remarkably Differs From The Books On The Subject Written In A Conventional Manner As It Does Not Attempt To Rediscover Personnel Management Under The Garb Of Human Resource Management. A Separate Chapter On Strategic Human Resource Management Is The Uniqueness Of This Book. Attempt Has Been Made To Provide For The Ambitious Students And The Inquisitive Scholars A Comfortable, Genuine And Firm Grasp Of Key Concepts For Practical Application Of Human Resource Management Techniques In Actual Business Organisations. Review Questions Have Been Provided At The End Of Each Section To Help The Students Prepare Well For The Examination. In Its Description Of The Entire Conceptual Framework Of Human Resource Management, Care Has Been Taken To Avoid Jargons Which Usually Obscure A Work Of This Kind. Another Speciality Of The Book Is That It Can Be Used As A Textbook By Students And As Handbook By Hr Managers And Practitioners. It Will Be Highly Useful For The Students Of Mba/Mhrm/Mpm/Plw/Msw In Hrm And M.Com. Courses Of All Indian Universities.

Human resource management is the strategic approach to management of an organization's most valuable asset—its people. It covers the recruitment, management, and direction of people who work for the organization and deals with employee compensation and benefits, hiring and training, performance management, organization development, safety and wellness, and organizational communication. Human Resource Management: Issues, Challenges and Opportunities covers a broad array of topics on human resources management, including new emphasis on corporate social commitment, management practices that are essential for retaining effective professionals, financial rewards to stimulate longer workforce participation, entrepreneurial leadership, examination of leadership styles in different countries, dealing with organizational change, teamwork and employee resistance, integrating human resources aspects with corporate goals, and more. This book provides an interesting group of chapters that shed light on a variety of international human resources management styles and practices. The competitive nature of twenty-first-century global commerce requires that businesses be managed strategically by managers who are knowledgeable in the principles of the field. The efficient, nonexploitive use of human resources is essential to building successful businesses around the world.

Business Ethics

Principles of Human Resource Management

Questions and Answers

HR Principles in Human Resource Management

Human Resource Management in Public Service

Human Resources for the Non-HR Manager appeals to anyone interested in management issues. The book explains why human resource issues are increasing the responsibilities of front-line managers rather than the HR department. Chapters present the basics of HR including the fundamentals of hiring, performance appraisal, reward systems, and disciplinary systems, so that any manager--regardless of his or her background or functional area--can approach these parts of the job with confidence. The book also covers the latest developments in equal opportunity law and describes the manager's responsibilities in controlling sexual harassment and managing diverse employees, including older workers and employees with disabilities. Each chapter's material is firmly grounded in the current HR academic literature, but the book's friendly, conversational tone conveys basic principles of good practice without technical jargon. Designed to make the material more accessible and personally relevant, the book includes the following special features: *Manager's Checkpoints--a series of questions that help the reader apply the material to his or her own organizational context; *Boxes that describe real-life examples of how companies respond to HR challenges; *For Further Reading--references to articles published in outlets that bridge the academic-practitioner divide; *Manager's Knots--presented in a question-and-answer format, these describe typical managerial problems, take the reader into some of the gray, ambiguous areas of HR, and suggest ways to apply the chapter material to real-life managerial dilemmas.

Applied Human Resource Management: Strategic Issues and Experiential Exercises gives business students in-depth, hands-on experiential learning applications to help them develop the skills they will need as human resource professionals who deal with people in diverse settings and situations. Providing maximum teaching flexibility, each chapter presents ten different issues that organizations must resolve to manage their human resources effectively. These chapters also offer four distinct types of interactive learning experiences: Strategic Issues in HRM Exercises, Applications, Experiential Exercises, and Creative Exercises. Key Features Offers four Strategic Issues in HRM exercises in each chapter that can be used for class discussions, assigned as homework problems, used as topics for group presentations, or incorporated into tests as essay questions Includes two Applications per chapter, brief projects that require students to apply a human resource management concept to a realistic situation, which are ideal for use as homework assignments, instructor illustrations/demonstrations, or in-class projects Provides two Experiential Exercises in each chapter to provide students with hands-on learning experiences within a realistic context Includes two open-ended Creative Exercises per chapter that ask students or teams to develop unique solutions to realistic problems using what they have learned Provides a list of each chapter's exercises grouped according to The Human Resource Certification Institute's Body of Knowledge in Human Resources Management categories to help instructors plan the exercises they want to use according to the HRM Body of Knowledge Intended Audience This book is an ideal core or supplemental text for graduate-level courses in Human Resource Management, Advanced Human Resource Management, and Personnel Management in departments of business, management, public administration, education, and psychology.

Provides a brief introduction to human resource management. This book focuses on the uses of human resources for the general population. A comprehensive instructor's manual, test bank, PowerPoint presentation and a complete Online Learning Center make course preparation easy.

Human Resource Management

Principles of Personnel Management

Fundamentals of Human Resource Management with CD & Powerweb

Lessons for Leaders

Principles and Techniques of Personnel Management/HRM (2 Ed.)

Introduce your students to all aspects of human resource management as you demonstrate how HR impacts and can empower both individuals and organizations with this market-leading, practical text. Snell/Bohlander's popular PRINCIPLES OF HUMAN RESOURCES MANAGEMENT, 15E, International Edition builds upon a foundation of research and theory with an inviting, practical framework that focuses on today's most critical HR issues and current practices. The book's engaging writing style and strong visual design use more than 500 memorable examples from a variety of real organizations to illustrate key points and connect concepts to current HR practice. Fresh cases throughout this edition spotlight the latest developments and critical trends, while hands-on applications focus on practical tips and suggestions for success. The book's integrated learning system and comprehensive package, including a new Teaching Assistance Manual, provide more resources for effectively teaching human resources. Look to the leader, Snell/Bohlander's PRINCIPLES OF HUMAN RESOURCES MANAGEMENT, 15E, International Edition to help your students develop the competencies to understand and help tomorrow's organizations create a sustainable competitive advantage through people.

In this fully revised and updated edition of Principles of Human Resource Development, the authors present a rigorous and comprehensive overview of the theory and practice of HRD. They provide the building blocks of human resource development and illustrate the relationships among all the components that constitute the field. Showcasing the various roles and practices of HRD--including organizational learning, instructional design, program planning and evaluation, and internal consulting--they identify concrete ways to improve the HRD practice in order to raise its visibility and enhance its credibility within the organization. An all-in-one resource, this book will be indispensable for educators, students, and human resource professionals alike.

An introduction to key issues in the field of human resource management. Goss identifies a number of underlying assumptions and principles associated with developments in human resource management and explores the implications of these.

Human Resource Management - Principles and Practice

HUMAN RESOURCE MANAGEMENT, Sixth Edition

Strategic Issues and Experiential Exercises

Getting the Public's Work Done in the 21st Century

Strategic Approach to Human Resource Management

Gain a better understanding of how human resources impacts both individuals and organizations with this market-leading, practical text. PRINCIPLES OF HUMAN RESOURCE MANAGEMENT, 16E, International Edition builds upon a foundation of research and theory with an inviting, practical framework that focuses on today's most critical HR issues and current practices. The book's engaging writing style and strong visual design use more than 500 memorable examples from a variety of real organizations to illustrate key points and connect concepts to current HR practice. Fresh cases spotlight the latest developments and critical trends, while hands-on applications focus on practical tips and suggestions for success.

Human resource management is a particularly challenging role, both domestically and globally. This challenge can be viewed either as an opportunity or as a threat. As an opportunity, the principles and practices of total quality presented in this book can help human resource professionals or anyone who manages people, transform institutionalized mediocrity into organizational excellence. The focus of this book is on managing the difference TQ makes in human resources. Whereas the traditional nature and scope of responsibility for most human resource professionals has been that of staff support geared to administrative compliance, the total quality approach offered here reveals the keys to developing and sustaining commitment to world-class performance. These keys include strategic input and continual improvement of the human resource system to enhance internal and external customer satisfaction both now and in the future. The full meaning of these new TQ role demands is explored in light of the driving forces reshaping the HR environment into the 21st Century. In addition, this book offers practitioner assessment instruments, practical TQ tools, and specific implementation steps to take in order to make the TQ difference in managing human resources domestically and globally.

Human Resource Management addresses the challenges faced by human resource managers, integrating traditional theory with real-world strategy to equip students with the knowledge, perspective, and skills they need to thrive in the ever-changing global business environment. Presented in a clear and relatable style, this text emphasizes how effective human resource management and strategic planning work in concert to allow organizations to achieve maximum success. The focus on practical application illustrates the essential link between strategic planning and implementation, providing an inside look at how real-world companies increase effectiveness through world-class human resources management practices. A wealth of case studies, discussion topics, and exercises reinforce key concepts, strengthening students' ability to think strategically and integrate core HR management principles into the decision-making process. By mirroring the current landscape's increased reliance on smart people-management strategy, this text underscores the importance of HR management in attracting and retaining the top talent that drives an organization forward.

Principles of MANAGEMENT

Smart Leadership

Personnel Management, Principles, Practices, and Point of View

Managing Human Resources

Human Resource Planning for the 21st Century

Armstrong's Handbook of Human Resource Management Practice is the bestselling and definitive resource for HRM students and professionals, which helps readers to understand and implement HR in relation to the needs of the business. It covers in-depth all of the areas essential to the HR function such as employment law, employee relations, learning and development, performance management and reward, as well as the HR skills needed to ensure professional success, including leadership, managing conflict, interviewing and using statistics. Illustrated throughout in full colour and with a range of pedagogical features to consolidate learning (e.g. source review boxes, key learning points, summaries and case studies from international organizations such as IBM, HSBC and Johnson and Johnson), this fully updated 15th edition includes new chapters on the HRM role of line managers, evidence-based HRM, e-HRM and the gender pay gap, further case studies and updated content covering the latest research and developments. Armstrong's Handbook of Human Resource Management Practice is aligned with the Chartered Institute of Personnel and Development (CIPD) profession map and standards and is suited to both professionals and students of both undergraduate degrees and the CIPD's level 5 and 7 professional qualifications. Online supporting resources include comprehensive handbooks for lecturers and students, lecture slides, all figures and tables, toolkits, and a literature review, glossary and bibliography.

Human resource management has become an integral part of the managerial role and is vital to the success of most organizations. Emphasising current developments in theory and practice, David Goss discusses the key issues in human resource management and highlights the extent to which previous personnel procedures have been superceded by emerging ideas and techniques in HRM. His examination of the field from a non-specialist's position offers a critical assessment of the human resource function and draws the links between HRM and general management practice and strategy. Human resource management has become an integral part of the managerial role and is vital to the success of most organizations. Emphasising current developments in theory and practice, David Goss discusses the key issues in human resource management and highlights the extent to which previous personnel procedures have

been superceded by emerging ideas and techniques in HRM. His examination of the field from a non-specialist's position offers a critical assessment of the human resource function and draws the links between HRM and general management practice and strategy. This text seeks to help students understand the dynamic and exciting environment of human resources (HR) management and the complex decisions that all managers must make when managing employees.

Human Resources for the Non-HR Manager

In Search of Excellence

An Active Learning Approach

A Virtue Ethics and Common Good Approach

Paradoxes, Processes, and Problems

Human Resources topics are gaining more and more strategic importance in modern business management. Only those companies that find the right answers to the following questions have a sustainable basis for their future success: - How can we attract and select the right talent for our teams? - How can we develop the skills and behaviours that are key for our business? - How can we engage and retain the talent we need for our future? While most other management disciplines have their standards and procedures, Human Resources still lacks a broadly accepted basis for its work. - operational perspective Both the structured collection of reflected real-life experience and the multiple perspective view support readers in making informed and well-balanced decisions. With this handbook, Springer provides a landmark reference work on today's HR management, based on the combined experience of more than 50 globally selected HR leaders and HR experts. Rather than theoretical discussions about definitions, this handbook focuses on sharing practical experience and lessons learned from the most relevant business perspectives: - cultural / emotional perspective - economic perspective - risk perspective

Modern businesses are placed in a complex and intricate environment. The constraints imposed and the opportunities provided by the nature of the economic, political, social, and demographic factors have a profound impact on the business. Management is a process by which managers continuously reinvent themselves to meet the organizational goals and global competition. A good manager must also possess a sound understanding of human behaviour to develop the most important managerial skill—empathy. This book is a first-level introduction to the field of management enabling students to understand what managers do, what skills are needed by managers, what the basic functions are, and in a nutshell what management is all about. The book elaborately describes the five functions of a manager—Planning, Organizing, Human Resource Management, Leading, and Directing and Control. The chapter-end exercises and practice quizzes encourage the student to rehearse the various concepts learnt through the text. The book is useful for students pursuing courses in Business Management both at the undergraduate and postgraduate levels. It is also a useful text for undergraduate students pursuing courses in engineering disciplines and other professional courses where Principles of Management is part of the curriculum. A distinguishing feature of this book is that there is a visible bias of author's training in Psychology.

Human Resource Management: Principles And Practice Is Designed To Provide A Comprehensive Introduction To The Subject. It Is A Student-Oriented Textbook As It Satisfies The Requirements Of Students For An Exhaustive Exposure To The Principles And Practice

Applied Human Resource Management

Human Resources Management

Innovations in Human Resource Management

Principles and Practice

Issues, Challenges and Opportunities

"I enthusiastically endorse the fourth edition of IHRM. The editors are to be congratulated for recruiting the top-rated authors in this field to contribute to this volume. The chapters are up to date, insightful, and sometimes even provocative. Students, including post-grads and advanced undergraduates, as well as savvy practitioners, will benefit from reading this volume." Neal M. Ashkanasy, Professor of Management, The University of Queensland Anne-Wil Harzing and Ashly Pinnington's bestselling textbook has guided thousands of students through their International Human Resource Management studies. The fourth edition retains the critical edge, academic rigour and breadth of coverage which have established this book as the most authoritative text on the market. The new edition by our international team of experts provides an even more stimulating journey through the core curriculum, contemporary debates and emerging issues in IHRM. New for the fourth edition: Reduced number of chapters to allow for greater depth and an improved structure ensuring fundamental topics underpin your knowledge Expanded coverage of Equality and Diversity, Corporate Social Responsibility and Sustainability and Cross-Cultural Management in line with developments in the field New Stop and Reflect feature provides an opportunity to test your understanding at regular intervals This text comes with access to a companion website containing web links, SAGE journal articles and more.

"“God allows us to experience the low points of life in order to teach us lessons we could not learn in any other way. The way we learn those lessons is not to deny the feelings but to find the meanings underlying them.” -Stanley Lindquist It is rightly said that wise persons learn from the experiences of others whereas foolish persons learn by their own

experiences. This book helps you become a wise person by learning from the experiences of others. It is packed with the case studies of various international leaders such as Peter Drucker, Marshall Goldsmith, Frances Hesselbein, Florence Nightingale, Barack Obama, and Steve Jobs. It inspires you to learn from their success stories and assists you to discover your blind spots. It is a "short-term course" on leadership meant for those who lead a hectic life but want to excel as smart leaders. The book will make valuable contributions to enhance your leadership qualities and effectiveness. It is useful to leaders from various fields working at different levels including entrepreneurs, educators, and life-long learners. International Acclaim for Professor M. S. Rao's Book! "The international leadership guru, Professor M. S. Rao, outlines the essence of leadership lessons that help you become a smart leader. I strongly recommend this book." Vijay Govindarajan Among World's Top 3 Management Gurus "In his book, Smart Leadership - Lessons for Leaders, international leadership guru, Professor M. S. Rao, gives us a curriculum for becoming 'smart leaders' - several lessons for achieving such status and excelling in this new role. Without having to enrol at your local university or college, you'll be treated to a brilliant 'guest lecture' in each chapter by some of the world's smartest leaders - Steve Jobs, Martin Luther King, Jr. and Peter Drucker, just to name a few. In his 'six steps for success' within the book, Professor Rao gives us the key to enter the elite world of 'smart leaders'. He teaches us to have 'clarity of purpose first,' then to tackle his six steps, and ultimately, to unlock our secret potential." Marshall Goldsmith Author of the New York Times bestsellers, MOJO and What Got You Here Won't Get You There "Smart Leadership brings essential leadership lessons, not for the leaders of the past, but for the leaders of the future. Professor M. S. Rao's book will inspire, engage and move us to share its messages widely. Moreover, it's fun to read, to contemplate, and make it our own." Frances Hesselbein President & CEO, The Frances Hesselbein Leadership Institute (Formerly, The Peter F. Drucker Foundation for Nonprofit Management) Former CEO, The Girl Scouts of the USA "Professor M. S. Rao has compiled a thought-provoking treasury of leadership wisdom in this slim book, going to the heart of principles that support enlightened management practice. Of special value is his focus on cultivating skills that produce both success and broader significance. These are ideas that can create a better world." Dipak C. Jain Dean, INSEAD "

Organisations are created, managed, and they excel by human beings despite the enabling process of technology. There is no substitute for the human brain. Human resource is the most important and crucial among all other resources in the organizational context. Of late, in the fast-changing business environment, there is a paradigm shift in terms of the role and function of the human resource professional. Human resource management has become more strategic in the function directly linking to the overall business strategy of the organization. The ultimate aim is to improve organizational performance. The sixth edition of this book, thoroughly revised and updated, continues to educate the students on the HRM concepts, keeping its readers abreast with the fast-changing business environment. The author has incorporated the latest research, applications and experiments with a judicious balance between theory and practice. Primarily designed for the students of Management, Commerce, Personnel Management and Industrial Relations and related fields, this compact yet concise text provides ample literature on this subject elaborating a clear understanding of the principles of human resource management. NEW TO SIXTH EDITION • Chapterisation as per Harvard Framework • All the chapters have been thoroughly updated, revised and completely reworked • Incorporation of latest developments in each segment of HR • Addition of learning objectives in each chapter • Inclusion of New age HR practices • New practices, models, illustrations and examples have enhanced the concepts explained • New Indian cases have been inserted TARGET AUDIENCE Students of Management, Commerce, Personnel Management and Industrial Relations and related fields

Total Quality in Managing Human Resources

Principles of Management

Human Resource Management in Health Care

Human Resource Management Essentials You Always Wanted To Know

Handbook of Human Resources Management

Since the dawn of civilization, humans were selected, allocated and organized based on their skills and job criteria. Today, the role of Human Resources (HR) professionals goes beyond recruitment and management of human capital. Human Resource Planning for the 21st Century tackles the current trends of human resource management (HRM) and human resource planning while highlighting certain roles that HR professionals are involved in. Human Resource Planning for the 21st Century explores HRM systems and their roles within a corporate setting, elaborates on HR plans for crises, uncovers the effects of downsizing on company brand and looks at the possible impact of globalization on corporate social responsibility and HRM. This innovative text will be useful for students and as a reference for practitioners. Each chapter will begin with a case study that focuses on the topical material of the chapter. the case study will be resolved at the conclusion of the chapter. In addition to references used in the chapter, each chapter will have a resources section for books, periodicals, websites and organizations.

Recognizing the inherent tensions and contradictions that result from managing people in organizations, Human Resource Management in Public Service: Paradoxes, Processes, and Problems offers provocative and thorough coverage of the complex issues of management in the public sector. Continuing the award-winning tradition of previous editions, this Sixth Edition helps you to understand complex managerial puzzles and explores the stages of the employment process, including recruitment, selection, training, legal rights and responsibilities, compensation, and appraisal. Grounded in real public service experiences, the book emphasizes hands-on skill building and problem solving. New to the Sixth Edition: Ethics case studies have been added to all the chapters, enabling you to learn about a variety of ethical situations that come up in management. Updated and consolidated recruiting strategies offer you a window into the most current methods used in the recruitment process and provide insight into the job seeker's perspective. New examples

from a broad range of local, state, federal, and international settings enable you to apply key concepts to common management issues.

Armstrong's Handbook of Human Resource Management Practice

HUMAR RESOURCE MANAGEMENT IN PRACTICE

Managing Employees for Competitive Advantage

Principles Of Human Resource Development

Principles of Management is designed to meet the scope and sequence requirements of the introductory course on management. This is a traditional approach to management using the leading, planning, organizing, and controlling approach. Management is a broad business discipline, and the Principles of Management course covers many management areas such as human resource management and strategic management, as well as behavioral areas such as motivation. No one individual can be an expert in all areas of management, so an additional benefit of this text is that specialists in a variety of areas have authored individual chapters. Contributing Authors David S. Bright, Wright State University Anastasia H. Cortes, Virginia Tech University Eva Hartmann, University of Richmond K. Praveen Parboteeah, University of Wisconsin-Whitewater Jon L. Pierce, University of Minnesota-Duluth Monique Reece Amit Shah, Frostburg State University Siri Terjesen, American University Joseph Weiss, Bentley University Margaret A. White, Oklahoma State University Donald G. Gardner, University of Colorado-Colorado Springs Jason Lambert, Texas Woman's University Laura M. Leduc, James Madison University Joy Leopold, Webster University Jeffrey Muldoon, Emporia State University James S. O'Rourke, University of Notre Dame

The "Greatest Business Book of All Time" (Bloomsbury UK), In Search of Excellence has long been a must-have for the boardroom, business school, and bedside table. Based on a study of forty-three of America's best-run companies from a diverse array of business sectors, In Search of Excellence describes eight basic principles of management -- action-stimulating, people-oriented, profit-maximizing practices -- that made these organizations successful. Joining the HarperBusiness Essentials series, this phenomenal bestseller features a new Authors' Note, and reintroduces these vital principles in an accessible and practical way for today's management reader.

This compact, easy-to-read book aims at presenting the basic principles, practices, and advancements made in human resource management. It shows the enduring values of those principles, as well as the significance of the models, techniques and tools evolved - which may rightly be called classics as these have been propounded by HRM proponents, time tested, and proved permanent. The book covers three major subjects of management - Human Resource Management (HRM)/Human Resource Development (HRD), Organizational Behaviour (OB), and Organizational Development (OD) - under 18 different themes. What distinguishes the text is that it uses 300 models, techniques, and tools that are well established, practised, and proven in the field of HRM. The practical implications of these techniques are also discussed, enabling the reader to comprehend the concepts with ease. The book, which is a unique blend of theory and practice, would be useful to postgraduate students of management, all those specializing in human resource management, and the professionals.