
Media Convergence and Convergence Strategies in Human Resource Management

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Chapter Objectives

The objective of this chapter is to show which media convergence and convergence strategies in Human Resource Management (HRM) exist in theory and practice. It is also an objective of this chapter to show, under which circumstance divergence could be the better alternative.

5.1 The Topic: What Are We Talking About?

5.1.1 Starting Point: HRM as Media Management

HRM is a fascinating topic. While 20 years ago, HRM was seen as a synonym for bureaucratic administration, we have now experienced a dramatic shift towards new ranges of importance and new fields of activities. We see that HR professionals look for competitive advantages while reducing their employee focus (e.g. van Buren et al. 2011). Additional relevance derives from the relevance of HR activities, which are part of the global war for talent (e.g. Beechler and Woodward 2009) as well as of the global talent challenge (Schuler et al. 2011).

All this leads to intensified activities over the whole HR value chain (Scholz 2011). Challenges such as the management of diversity and inclusion (e.g. Shore et al. 2011) and green HRM (e.g. Renwick et al. 2012) as ecological sustainability in and through HR activities are gaining importance. This paper assesses the immediate link between HR business, social responsibility, sustainability, and the everlasting task of managing the corporate reputation (e.g. Roberts and Dowling 2002).

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It is obvious that most of these developments have connections to media. What we are seeing is that more and more HRM activities need a **communication strategy** for the application of internal and external media. Why is the company the employer of choice? How can companies transport their employer brand? How can companies find a global language policy? How can companies use employees as brand ambassadors? Since most of the activities in the HR value chain have a media aspect, HRM is definitely becoming the management of communication and media.

The logic behind all this is the idea of gaining competitive advantage for a company through the optimisation of **HR communication**. This is true both for internal and for external communication processes. For example, within the global war for talent, HR unit positions, the company as an attractive employer and highlights its **employer value proposition (EVP)**. This eventually affects the commitment and retention of employees as well as the willingness of potential employees to apply.

Following this trend, we also have to rethink the activities of the HR department, because more HRM does not necessarily mean more activities for the HR department. On the contrary, when HRM moves towards the direction of HR communication management and when the HR department is not willing or able to cope with this trend, the HR department will lose its impact.

Therefore, HR professionals have to manage media: they need media for the internal communication of HR-relevant issues, while in times of war for talent external communication with potential employees also becomes more and more relevant.

5.1.2 Current Challenge: How to Survive in the Media Jungle?

However, today not only HRM deals with communication; many departments also get involved in external communication.

In the old days, we had clear communication channels between the company and external stakeholders such as the annual report, press releases, and printed job advertisements. These channels were mainly controlled by corporate communications, consisting of nomenclature and branding, graphic design, and visual presentation from which stakeholders form their impressions (Gray and Balmer 1998: p. 700).

Now, more people in more roles are acting in external communication. Product innovation connects with customers who give valuable feedback about existing products as well as ideas for new products, departments such as diversity management connect to the public on their own, and in many cases employees, especially trainees, have become company ambassadors that spread (hopefully positive) stories about their firms.

In addition, we see more **communication channels** offered by social media technologies. Weblogs offer everyone—with or without any programming knowledge—the possibility to publish content on the Internet. Further, employees

are permanently connected via social networks such as Facebook and XING, exchange short messages via Twitter, participate as users and content generators on the video platform YouTube, read the truth about the world on Wikipedia, and exchange all kinds of pictures on the photo-sharing platform Flickr. Thus, social media leads to a media jungle that offers a lot of opportunities but also the threat of getting lost.

5.1.3 Logical Consequence: The Search for Convergence

Simultaneously with the emergence of new media and new technologies, the search for convergence within this variety rose in prominence. **Media convergence** means the process whereby new technologies are accommodated by existing media as well as communication industries and cultures (e.g. Dwyer 2010). This convergence is usually seen from three perspectives (a) as a combination of technologies and platforms, (b) as an integration of services and markets or (c) as a consolidation of companies through alliances and mergers (Chon et al. 2003: p. 142).

Besides technical convergence, we therefore also see an ongoing **convergence with regard to content**. In particular, this convergence is based on the existence of (private) media companies or networks that use partly the same content. Media convergence refers to the merging of formerly independent technologies and devices, resulting in new services such as mobile TV, mobile Internet, Internet TV, and Internet radio.

Mobile TV, for instance, provides the same content as seen on traditional TV. In this case, we have a convergence of content. It also includes on-demand video that can be downloaded or broadcast to a number of users (Bayartsaikhan et al. 2007: p. 13). **Mobile Internet** refers to access to the World Wide Web via smartphones or tablet computers connected to a mobile network or another wireless network. In this context, the small screen size and limited memory are relevant challenges that will change the user interface of Web sites (e.g. Adipat et al. 2011). Internet Protocol TV blurs Internet and television media, recombines them in a new distribution mode over various platforms, and accesses devices (Dwyer 2010: p. 2). These new services change user behaviour as well as business models.

Even though everybody talks a lot about convergence, we have few discussions about what convergence is. Little is written about the **management of convergence**, except maybe convergence management within media companies as journalistic enterprises (e.g. Killebrew 2005). In the field of media management (e.g. Scholz and Eisenbeis 2008), technical aspects that lead to convergence in terms of the value chain are being discussed, for example, in the works of Zavoina and Reichert (2000) or Cooke (2005).

This development also concerns companies that use media for their internal and external communication every day. Without doubt—but without much energy yet—HRM also has to think about this media convergence and its consequences and implications for HR activities. Therefore, this article tries to provide some preliminary answers.

5.1.4 Specific Focus: Thinking About Media Convergence in HRM

5.1.4.1 As a Relevant Object

The first question to be addressed relates to the **relevant objects** that should be considered if we talk about media convergence in HRM. The relevant object is the point that should be investigated when looking for potential convergence movements. Similar to the convergence of the TIME industry (e.g. Jenkins 2004; Erdal 2009), content is an important aspect for HRM, too. Therefore, it is obvious that the technology used by HRM should also be considered. More HRM related, however, might be the question of the employer branding a company strives for, which is closely related to emotional positioning. This question is of a conceptual nature and thus it will be answered on a purely theoretical basis.

5.1.4.2 As an Existing Reality

The second question to be addressed concerns the current process of convergence. Taking account of the answers to the first question, we must analyse if movements towards convergence related to these objects can be found. Convergence can take place on **four different layers**:

- The first layer is the **specific company** as a particular organisation where one has to look for intra-convergence.
- The second layer refers to a **country** or a region, where one has to look for convergence between the players from the first layer.
- The third layer considers **Europe** where one again looks for convergence or divergence.
- The fourth layer deals with the **global economy** in totality and includes both the processes of convergence and those of divergence.

The answer to the second question is based on the findings from the literature and previous empirical studies. It is an overview of which developments in HR media management reality converge. This reality refers to the convergence of the relevant objects.

5.1.4.3 As a Formulated Strategy

The third question to be addressed investigates convergence as a formulated strategy. Here, we must accept the fact that convergence by itself neither is a general goal nor is always positive or negative.

Looking, for example, at the third layer "Europe," we find a strong political will towards convergence but on layers one and two there is also strong divergence, which finally results in a fascinating construct that lives on the field of tension between convergence and divergence (e.g. Scholz 1992, 2012; Scholz and Müller 2010). To answer our third question we will get recommendations for more **strategic media management** within HRM.

5.1.5 Heuristic Framework: The CUBE Formula

Dealing with existing convergence as well as with convergence strategies needs a framework that guides the analysis. In this article, we use the CUBE formula, which stands for Content + Usability + Branding + Emotion (Scholz and Scholz 2002). Originally intended to design and evaluate Web sites, it can also be used as a heuristic framework, in our case for analysing media management in HRM.

In particular, we search for **four aspects** (Scholz 2011: pp. 186–188):

- "C" stands for **content** and means which content will be provided through the different media in a HRM context.
- "U" stands for **usability** and refers to the processes of media management and the applied technologies in HRM.
- "B" means **branding** and concentrates on internal and external communication with the aim of building a strong employer brand.
- "E" as **emotion** deals with the idea that the right emotion transported by different media can influence consumers or (potential) employees in different ways.

Each of these four aspects are analysed in terms of which typical objectives are relevant, which empirical convergence exists in HR practice and which optimal strategy should be followed. This results in 12 fields in which media convergence and convergence strategies in HRM can take place (Table 5.1).

5.2 Analysis: Applying the Heuristic Framework

5.2.1 Content as Unloved King ("Producing")

Talking about HR media leads us immediately to the specific content that is connected to media. This content can be distributed over different media such as magazines, newsletters or the intranet/Internet. The interesting question is what is the best media for what content.

5.2.1.1 Objects: What Do We Find in Which Media?

When looking in HR textbooks for evidence of HR media and content, we usually find illustrative lists of **communication systems**. Here, we see those using an intranet, those using written words such as magazines, newsletters, bulletins, and notice boards, and those using oral media such as meetings, briefing groups, and public address systems (Armstrong 2003: p. 819). These systems more often describe internal HR communication.

New **social media** such as Facebook change the rules of the game for HR. The HR function has to move within these new media for recruiting the new generation of employees and gaining support for its employer brand. Furthermore, external media such as articles in professional journals, HR or career web presence, and HR or sustainability reports are to be noted.

Table 5.1 Our heuristic framework

	Typical objects?	Empirical convergence?	Optimal strategies?
Content			
Usability			
Branding			
Emotion			

What is rarely discussed is the content that is actually delivered by media. Accepting that "the media is the message" (McLuhan 1967), it is still necessary to know that content actually runs on which media.

One example for such a recommendation is the communication of benefits information to employees (Freitag and Picherit-Duthler 2004: p. 478). In this field, 79–92 % of HR managers prefer printed material.

There are additional suggestions for the best methods of communicating with employees (Smith and Mazin 2011: p. 74). Letters from the company president or owner are a good way to provide general information that employees can share with family members, for instance. A letter mailed to employees can summarise organisational performance, thank their efforts or reinforce important workplace matters. Newsletters can be used to inform, reinforce company culture, celebrate birthdays, and so on.

5.2.1.2 Convergence: Where Content Becomes Similar

Media convergence leads to a democratisation of content because of the development of *web 2.0*, where users generate and upload content for public access. The easier it is for all the internal stakeholders of a company to access media and produce content the more and more regulations or policies must be put in place about what corporate communication is and how it functions. Therefore, we see within companies the development towards corporate communication.

When we look at career websites, we can find a similar architecture of relevant issues and content. For example, there was an increase in the descriptions of career opportunities between 1997 and 2003 from 67.9 to 87.3 % (Heinze and Hu 2006: p. 319). Furthermore, articles in non-scientific journals recommend content about current employees, work culture, benefits and development opportunities (Zielinski 2011).

Looking at human capital reporting, we see some convergence at least (Pedrini 2007). This concerns the greater convergence between the Sustainability Report and Intellectual Capital Report. There is, for instance, convergence in the methodology of reporting. Both reports use quantitative indicators for financial and non-financial accounting and there exists some convergence in content, such as on the issues of human capital and relational capital management.

A similar development can be seen in corporate social responsibility reporting. In European reporting, seven themes that converge can be noted (Perrini 2005): operational efficiency, employee safety, environmental protection, quality and

innovation, open dialogue with stakeholders, skill development, and responsible citizenship.

Summing up, we see two trends (1) the convergence on career Web sites that is influenced by consulting firms and (2) the standardisation of content within external HR reporting.

5.2.1.3 Strategy: Content Convergence: Not Always a Good Idea

There are certain areas where HR definitely must follow a convergence strategy. This holds true for HR reporting, both within the company and between companies. One example of this is the standard "Human Capital Reporting 2010" (HCR10), which defines must-haves in the form of key performance indicators for the annual report of each company in Germany (Scholz and Sattelberger 2012). These indicators should be presented over several years, for instance, so that changes are transparent. Furthermore, the standard allows for comparisons between German companies.

However, content related to the specific nature of firms must not converge between companies, since it might gain and kill their **Unique Selling Proposition**. However, it must converge within the company based around corporate communication. There exist suggestions that companies need a communication policy, a corporate language policy, and a corporate information portal as part of their corporate communication design (Simonsen 2009). Language policy, for instance, means that a (national or international) company has to select which language should be used in business. This is necessary to reduce the negative effects of language diversity and provide a common ground for corporate communication. Especially for multinational companies, this point is relevant. A common corporate language has been argued to facilitate coordination, learning and value creation, formal reporting, and access to data or documents as well as reduce the need for translations (van den Born and Peltokorpi 2010). Therefore, media convergence management can also be seen as media selection management.

5.2.2 Usability as Technology ("Doing")

For the purpose of this article, we do not focus on technologies themselves, but rather on the processes connected to them. In doing so, the search for usability leads to the question of which HR processes and activities need support from technologies such as Human Resource Information Systems (HRIS).

5.2.2.1 Objects: Which Processes Are of Relevance?

HRIS are the backbone technology for successful HRM. They can be defined as integrated systems used to gather, store, and analyse information regarding a company's human resources. They are not limited to hardware and software applications for the technical parts; they also include the people, policies, procedures, and data required to manage the HR function (e.g. Hendrickson 2003: p. 381). This is

an important fact that leads us again to the media aspect: these systems produce an output in the form of dashboards or reports. This output has relevant content, which is illustrated in a complexity-reducing way.

According to a survey by the Society of Human Resource Management, HRIS are most effective in the fields of reporting, payroll, and compensation administration and least effective in recruiting/applicant tracking, training and development administration (Weatherly 2005: p. 6).

Only if they are connected to value creation can they play a strategic role. HRIS have the potential to lower administrative costs, increase productivity, speed up response times, improve decision-making, and enhance customer service (Snell et al. 2002).

New media technologies also influence HRM on a broad basis. These technologies can be used to support HR processes. Facebook or LinkedIn, for example, can support the recruitment process by searching information channels. Furthermore, wikis can be used for internal knowledge management.

5.2.2.2 Convergence: Technology as a Driver for Convergence

Even though this wonderful world of new media is supposed to be democratic with multiple options, we see strict convergence. In 2011 *The HR Magazine* ran a cover story entitled "The Grand Convergence" (Roberts 2011). This story deals with the HR implications of convergence technologies such as cloud computing including software as a service, mobile devices including smartphones, social media, and workforce analytics. Each technology already impacts on work, employees, and workplace culture. For instance, social media enables us to message a story to more and more people and create a global presence through external and employee networks.

In this context, it is also interesting that mobile devices and social networks work together. The best apps for mobiles are socially oriented. HR administration is not where mobile technology is going to be crucial. However, it becomes a key factor in getting work done and collaborating in real time. Therefore, the usage of social media converges: companies use public social networking websites such as Facebook and LinkedIn and they use internal social media tools for collaboration.

Behind all this is the logic that next-generation HR is emerging as a field that uniquely combines activities and processes that have traditionally been central to HRM, human resources, and organisational development (Ruona and Gibson 2004). Within this convergence, companies focus on people, on whole systems and integrated solutions, on strategic alignment and impact, and on the capacity for change.

5.2.2.3 Strategies: Two Different Directions!

At an operative level, we need the convergence of technologies with all the positive effects of HRIS. This holds true both within a company and between companies. Within a company, we look for convergence, for instance, in HR control, where critical HR processes and activities can be monitored in real-time

as the development of human capital value (Scholz and Stein 2010). Between companies, standardised IT systems such as those for payroll administration, help reduce costs. The cross-company convergence of these administrative processes does not eliminate competitive advantages.

However, at a strategic level divergence is crucial. Therefore, companies should think about which processes are strategic and how IT or other media can support these strategic directions. At this point, differentiation is the name of the game. Companies should try to gain a competitive advantage by being different within IT support. Even rather trivial looking questions such as how to attract new employees using a HR portal can be answered in very different ways. Therefore, propensities in the direction of convergence definitely should be avoided.

5.2.3 Branding as a Misunderstood Essential ("Positioning")

In times of such a war for talent (Michaels et al. 2001), employer branding has to become more and more crucial as a competitive advantage. HR can use media to communicate the employer brand internally as well as externally.

5.2.3.1 Objects: Key Elements for the Employer Brand

With respect to the war for talent, companies have several important tasks (Scholz 2011: pp. 184–185): they have to attract new employees and they have to motivate and keep their existing ones.

One key concept in doing so is the employer brand. Just as Coca Cola and Ikea create a multidimensional but clear picture in the mind of the consumer, a company such as Apple or Google produces a set of attributes that is desirable for existing and potential employees.

The characteristics of an employer brand are based on the aggregation of the functional, economic, and psychological advantages of an employer (Ambler and Barrow 1996). It is not only a signal of the functional aspects, such as compensation or career opportunities, but also a psychological symbol, such as the image of the firm. The employer brand contains the unique unmistakable mark of an employer and describes a reality or an ideal of its workplace. In the recruitment process, for example, potential applicants will be attracted to a firm based on the extent to which they believe that the firm authentically possesses attributes such as a funny or creative working atmosphere (Backhaus and Tikoo 2004).

In contrast to the employer brand, employer branding includes the process of creating and maintaining an employer brand. In order to do so, different objects for designing a media presence (print as well as web) are relevant, such as slogans, logos, pictures, or colours.

5.2.3.2 Convergence: The Employer Value Proposition (EVP) as an essential message

There exists convergence around the aspects that each company has, namely its EVP, which is described as "the exchange, spoken or unspoken, between employers and employees that defines the relationship" (Fox 2012: p. 37).

Within employer branding, we see some convergence with regard to the **typical elements** of the employer brand from studies of recruitment and induction, team management, performance appraisal, learning and development, reward and recognition, and working environments (Barrow and Mosley 2005). Other studies focus on similar attributes, such as organisational environment, organisational fame and flexibility, variety of job and work setting, and compensation and career (Priyadarshi 2011).

This development is driven by studies of **employer attractiveness** (e.g. "Trendence" or "The 100 best companies to work for" from *Fortune* magazine), where the same attributes or characteristics of a good employer are always focused on and on which companies align their EVPs. However, it is also driven by consulting firms, which state which elements have to be part of the employer brand. Each company thus tries to attract potential employees with the same elements. Therefore, we find convergence between companies' EVPs.

In addition, we also find convergence within firms with regard to **corporate branding**, where employer branding activities are also embedded in product or service branding—the whole company branding is similar.

5.2.3.3 Strategies: Branding as a Part of Media Management in HRM is a Must!

Branding as a part of media management in HRM is a must for each company—whether it is a large or a small firm.

Within companies, we need convergence according to a **corporate branding concept**. Elements of the employer brand have to fit with the corporate strategy and with the corporate products or service brands. In this context, media could be used as a means to reach such a convergence. One example is the motivation of employees to "live the brand" (e.g. Maxwell and Knox 2009). The behaviour of employees is an important component of the corporate marketing mix, because it provides external stakeholders with information about the identity of the organisation. This information has to be consistent with the advertised values of the corporate brand (e.g. Maxwell and Knox 2009: p. 894). In order to successfully manage a corporate brand, managers must therefore understand "how employees' values and behaviour can be aligned with a brand's desired values" (Harris and Chernatony 2001).

One crucial strategy within branding is that companies not should use the same message or content within their employer brands. **Between companies**, we need divergence to realise competitive advantages within the war for talent. Therefore, companies have to think about their EVPs as a differentiated strategy. In this differentiated strategy, media mix is also relevant to attract the desired audience; for example, the younger generation expect other communication channels to those used with senior professionals. Besides the media mix for the target group, companies have to think about which media for the employer brand is more suitable for internal and which is more suitable for external communication.

5.2.4 Emotion as the Hidden Agenda ("Feeling")

When we talk about emotion and HR with respect to external and internal communication, the emotional positioning of the employer plays an important role and this is thus the object of analysis in the following part.

5.2.4.1 Objects: Variety of Feelings

Emotions are playing an increasingly important role in the workplace. We are finding studies of emotions and leadership (e.g. Thiel et al. 2012), gender diversity and emotions (e.g. Ragins and Winkel 2011), and emotional information management (Taute et al. 2011). Emotions are furthermore a topic regarding the behaviour of frontline employees when interacting with customers or the general public (Kramer and Hess 2002).

According to Izard (1981) or Plutchik (1980), a set of basic emotions exists, which is composed of negative emotions such as anger or contempt and positive emotions such as happiness or interest. These emotions influence human and thus employee behaviour.

Most of these emotions arise in the context of **social interactions** as face-to-face communication or actually more and more about email, mobile phone, or the Internet. For media management within HRM, we need to understand which different emotions these different media evoke in the recipient.

In the context of **employer branding**, emotions also play an important role. In terms of the choice of employer, emotions affect potential employees. For instance, if the feeling of fun in an employer video implies a funny and cool working atmosphere, this can encourage an application.

Therefore, emotions are relevant not only for designing communication instruments (e.g. career Web sites, job advertisements) but also along the overall HRM value chain.

5.2.4.2 Process: The Same Emotions as Everywhere

We see that many companies have become aware of the importance of **emotional positioning** in a positive way (Taute et al. 2011) by using phrases within their communication such as "warmth," "friendship," or "love" as a reward for compliance. As well as this emotional positioning, companies enrich their communication with elements that are able to transport emotions such as online videos (e.g. Freer 2011) or "authentic" weblog postings (Gilpin et al. 2010).

Furthermore, we find a **homogeneous picture**. Most companies are trying to communicate emotions in their employer branding campaigns but the crux is that these emotions are nearly identical and they can be summed up with the keywords "work hard—have fun"—overall an indicator of a strong convergence movement. Google, for instance, advertises with the slogan "Work and play are not mutually exclusive" (Francis and Reddington 2012).

In addition, we are seeing convergence within the media used to transport emotions: according to the marketing or advertisement, we find more and more

videos about the company (corporate culture, workplace atmosphere), where “real” employees tell us about their work.

5.2.4.3 Strategies: Let Emotions Flow!

One important point that companies often ignore is that emotional positioning must be **authentic**. They should not advertise using emotions that in the real working environment do not exist. “Fun at work” as a basic emotion means that in reality this promised condition has to be during everyday life within the company. Similarly, the communicated emotions have to fit with the corporate level, such as strategy or culture, and with situational factors, such as industry or size. Only if companies discover a way to communicate an authentic emotional positioning can this become a USP in the talent market.

Just as branding strategies, companies have to be *different* in their handling and use of emotional positioning in media. They should converge within the company, but diverge between companies. Media for emotional positioning are also relevant: while it is important that an employer video exists, it is more important that the message reaches the recipient and that the content and used emotions are authentic.

Conclusions

Media management within HRM is becoming more and more a **strategic question**, because more and more internal and external communication processes are relevant for positioning the employer as one of choice. We see within this analysis that there exists (media) convergence in HRM. This convergence in some areas is the right strategy, but other fields need more divergence to gain competitive advantage.

Table 5.2 sums up the results of this analysis. In this table, we compare the typical objects with the empirical convergence and the strategic recommendations for the four elements of the CUBE formula. In some cases, the convergence reality and recommended strategies match, for example convergence development in human capital reporting. Others do not match, such as HRIS. In many cases of media management within HRM, more differentiated strategies are necessary, because of the differences that exist within and between companies.

Implications

With regard to the strategic point of media management within HRM at the beginning, we have three areas with relevant implications.

In the field of research, media management in HRM is a new and underdeveloped area. More conceptual and empirical research is needed. Until then, a lot of important questions are still unanswered: where is convergence efficient and where must firms think about divergence? Are there global and regional differences in

Table 5.2 Results of the analysis

	Typical objects	Empirical convergence	Optimal strategies
Content	Language policies/ corporate communication	Some convergence	Convergence within and between companies
	Human capital reporting	Some convergence	Convergence within and between companies
	Architecture of career website	Convergence within the company, convergence between companies	Convergence within the company, divergence between companies
Usability	HRIS	Some convergence	Operative convergence within and between companies, strategic convergence within a company, strategic divergence between companies
	New media	Convergence within the company, some convergence between companies	Convergence within the company, divergence between companies
Branding	Elements of a brand	Some convergence	Convergence within the company, divergence between companies
	Corporate branding	Some convergence	Convergence within the company, divergence between companies
Emotion	Kinds of emotions	Convergence	Some convergence
	Media in emotional positioning	Some convergence	Convergence within the company, divergence between companies

media management? Which media can transport which emotions? These questions should be answered in an international context. Do we need divergence within different countries or can we use the same media management in HRM at a global level? Therefore, in this context further behavioural studies in HRM are important.

In the field of HRM teaching, we have to continue to publish special textbooks (e.g. Karmasin and Winter 2006; Scholz 2006) that deal with convergence and media management in general as well as in a HRM context. Furthermore, curricula at universities and business schools must be extended to cover this special issue. With regard to content, students must know which media theories exist (e.g. media synchronicity theory or media richness theory) and their implications on HRM. They also have to learn about how communication works in different HRM fields, such as in downsizing processes. Finally, they have to think about the right media or media mix depending on the message. All these topics could be integrated into a multimedia teaching concept, where students get to know different media and their effects.

For the field of HRM practice, we have to think about which competencies HR managers need to manage media (content, usability, branding, emotions). Further, we need professional training for HR managers that focuses on media management

within HRM. They have to learn to deal with new media and IT support. The new generation of HR managers should have the right knowledge from business schools. However, questions on authority should also be discussed: which interfaces with other organisational functions are relevant? Who is responsible for what media process? It is unavoidable to interpret media management as part of strategic HRM.

Reflexive Questions

1. Discuss the statement: "Every HR manager is also a media manager."
2. Discuss whether there could be or should be country-specific differences in media convergence in HRM?

Exercise Questions

1. Explain what the four letters CUBE stand for and relate them to the annual report of a company.
2. What kinds of convergences are related to the "C" of the CUBE formula?
3. Pick five career Web sites. Which elements of the employer brand converge? Which diverge?
4. Which emotions do you find on these career Web sites? Which do you find in the annual reports of the same companies?

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