# Foreword

Technology and the ability to innovate are increasingly becoming critical requirements in our workplace. The benefits of information technology extend far beyond productivity as it is usually understood and measured. Not only can the application of IT provide better ratios of value created to effort expended in established processes for producing goods and delivering services, but it can also reframe and redirect the expenditure of human effort, generating unanticipated payoffs of exceptionally high value.

The emergence of tools based on the new information and communication technologies (ICT) is also affecting businesses' working methods. As a consequence, numerous changes are taking place within the organizational context. For example, the number of knowledge workers is increasing, divisions between companies and departments are disappearing, networks are being created between countries, minority workers are being included, and workers' needs are being recognized.

Beyond doubt, organizations are rapidly and progressively adopting ICT in several and varied ways. In this sense, a lot has been written about how companies manage virtual teams, implement electronic commerce practices, automate work flows, purchase raw material online, or use Web sites to advertise their services. However, not much has been said about how IT is also changing traditional human resources management (HRM) functions and practices. This is, precisely, the gap that the *Encyclopedia of Human Resources Information Systems: Challenges in e-HRM* aims to fill.

Over its more than 100 articles, the *Encyclopedia* brilliantly presents the state of the art of the adoption of IT by human resources managers as well as describes some of the most outstanding practices that have already been implemented. In this respect, Dr. Torres-Coronas and Dr. Arias-Oliva have put together an impressive collection of texts that will be valuable to professionals in the field, to consultants, to graduate students, and to thoughtful managers, for this will become a reference text for both academicians and practitioners.

Definitely, the readers of the *Encyclopedia of Human Resources Information Systems: Challenges in e-HRM* will gain deep knowledge about different types of human resources issues that have been challenged by the adoption of technology during, at least, the last decade. Employee self-service, e-learning, strategies for implementing e-HRM, virtual work arrangements and their impact on human resources management, human resources information systems, or e-communication are only some of the topics that are approached by the wide group of international authors who have already contributed to a successful set of books on how to manage people in the new and digital environment.

Enjoy the reading!

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