

Contents

| | |
|-------------------------|------|
| <i>List of figures</i> | ix |
| <i>List of tables</i> | xi |
| <i>Preface</i> | xiii |
| <i>Acknowledgements</i> | xv |
| <i>Abbreviations</i> | xvii |

Part One: The Making of Human Resource Management

| | |
|--|----|
| 1 Human resource management: an overview | 1 |
| Introduction | 3 |
| What do we mean by HRM? | 10 |
| The professional model of personnel management | |
| Personnel management and HRM: towards an employment systems approach | 15 |
| Summary | 19 |
| 2 The context for HRM | 20 |
| Introduction | 20 |
| The failure of American industry | 20 |
| The changing context for personnel management in the UK | 23 |
| Summary | 46 |
| 3 HRM in practice | 48 |
| Introduction | 48 |
| Fact and fiction | 48 |
| Developing commitment | 50 |
| Flexibility | 56 |
| A more strategic approach? | 61 |
| A quality workforce | 65 |
| Summary | 68 |

Part Two: Strategy, Structure, and Culture in Organizational Change and HRM

| | |
|---|----|
| 4 Business strategy and organizational capability | 73 |
| Introduction | 73 |
| What do we mean by strategy? | 74 |
| Strategy and HRM: matching HRM to strategy and situations | 81 |
| Strategy and HRM: a process view | 93 |
| Summary | 97 |

| | | |
|---|--|-----|
| 5 | Organization structure and human resource management | 99 |
| | Introduction | 99 |
| | Strategy and structure in large organizations | 100 |
| | The trend towards decentralization | 101 |
| | Overcoming decentralization without overturning it | 114 |
| | Summary | 121 |
| 6 | Corporate culture and the management of organizational change | 123 |
| | Introduction | 123 |
| | Does corporate culture matter? | 124 |
| | What is corporate culture? | 129 |
| | Can corporate culture be changed? | 132 |
| | Managing cultural change | 134 |
| | Summary | 147 |
| 7 | Strategic change and HRM at Barclaycard: from rapid growth to maturity | 149 |
| | Introduction | 149 |
| | Business and human resource change at Barclaycard | 149 |
| | Summary | 162 |
| 8 | Strategy, structure and cultural change: managing retrenchment and recovery at Pilkington | 166 |
| | Introduction | 166 |
| | Strategic and human resource change at Pilkington Glass Limited (PGL) | 167 |
| | Summary | 185 |
| Part Three: Basic Concepts for an Employment Systems Perspective | | |
| 9 | Manpower planning | 189 |
| | Introduction | 189 |
| | A framework for manpower planning | 190 |
| | Manpower planning at IBM: a case example | 202 |
| | Summary | 205 |
| 10 | From manpower planning to human resource planning | 207 |
| | Introduction | 207 |
| | Styles of business planning | 208 |
| | Towards human resource planning? | 211 |
| | Skill and skill supply strategy | 213 |
| | Summary | 225 |
| 11 | Employment systems: recruitment, pay, and careers | 227 |
| | Introduction | 227 |
| | The internal labour market | 228 |
| | The open external labour market | 229 |
| | The occupational labour market | 231 |
| | The technical/industrial labour market system | 235 |

| | | |
|---------------------------------------|--|-----|
| | The commitment system (or HRM) | 238 |
| | A general model of factors influencing employment systems | 240 |
| | Summary | 245 |
| 12 | Managing the system as a whole: towards HRM (1) | 247 |
| | Introduction | 247 |
| | The construction company: an ELM or an ILM? | 247 |
| | The construction industry: a wider view | 256 |
| | Summary | 260 |
| 13 | Managing the system as a whole: towards HRM (2) | 262 |
| | Introduction | 262 |
| | From a technical/industrial system to the commitment system and 'HRM' | 262 |
| | Strains in the commitment system | 269 |
| | An alternative to the constitutional system: communication, pay, and opportunity at IBM | 275 |
| | Summary | 276 |
| Part Four: Employee Groups | | |
| 14 | Managers and professional employees | 279 |
| | Introduction | 279 |
| | The changing shape of management, roles and responsibilities | 280 |
| | Management competences | 287 |
| | Management learning and development | 295 |
| | Managing careers | 301 |
| | Pay and appraisal | 306 |
| | Summary | 313 |
| 15 | Managers in an international context | 315 |
| | Introduction | 315 |
| | Staffing in the international firm | 315 |
| | Selection and management of expatriates | 319 |
| | Managing careers | 324 |
| | Internationalizing the organization | 327 |
| | International managers | 331 |
| | Summary | 333 |
| 16 | Manual and clerical employees | 335 |
| | Introduction | 335 |
| | HRM and the shopfloor: a recap on themes | 335 |
| | Employee commitment and the skills revolution | 337 |
| | Pay | 343 |
| | Collective bargaining | 357 |
| | Training | 361 |
| | Summary | 368 |

| | | |
|------------------------------|---|-----|
| 17 | Managing technical and organizational change at GKN Hardy Spicer | 370 |
| | Introduction | 370 |
| | The need for change at GKN Hardy Spicer | 371 |
| | New system design | 372 |
| | Implementing technical change | 374 |
| | Beyond implementation | 380 |
| | The second wave of technical and organizational change | 385 |
| | Summary | 390 |
| 18 | Flexible employees: flexible firms | 392 |
| | Introduction | 392 |
| | Flexible workers, flexible firms | 393 |
| | Secondary employment groups and equal opportunities | 401 |
| | Summary | 405 |
| 19 | Skills and training in the European Union and beyond | 406 |
| | Introduction | 406 |
| | The impact of the Single European Market on jobs and skills | 406 |
| | The training system in the UK | 410 |
| | The training system in the USA | 415 |
| | Vocational education and training in Japan | 418 |
| | Vocational education and training in Germany | 421 |
| | Summary | 425 |
| Part Five: Conclusion | | |
| 20 | Future scenarios: issues for the 1990s and beyond | 431 |
| | Introduction | 431 |
| | Emerging models of HRM | 431 |
| | From conflict and control to growth and development | 436 |
| | New organizational forms | 441 |
| | The future of the personnel and human resources function | 444 |
| | Summary | 448 |
| | References | 450 |
| | Index | 481 |

Figures

- 1.1 The human resource cycle
- 1.2 Map of the HRM territory
- 2.1 Changes in the price of oil 1973–1988
- 2.2 The profitability of industrial and commercial companies
- 2.3 European companies entering into partnerships (1989)
- 4.1 Elements of a model of strategic management
- 4.2 The product life-cycle
- 4.3 The Boston Consulting Group business portfolio model
- 4.4 Organizational capability as a critical source of competitive advantage
- 5.1 The origins and consequences of decentralization
- 5.2 Patterns of interdependence among Pilkington's businesses
- 6.1 The cultural web of an organization
- 6.2 Organization culture and patterns of growth
- 7.1 The new personnel and training organization (1987)
- 7.2 Corporate strategy change and the HRM response at Barclaycard
- 8.1 Volume sales of Pilkington flat glass to the UK market (1970–1987)
- 8.2 Pilkington's share of the UK flat glass market (1970–1987)
- 8.3 Business performance and employment at Pilkington
- 8.4 Centralized and site negotiations at Pilkington in 1982
- 8.5 The process of organizational development in Pilkington Glass Ltd
- 9.1 The manpower planning cycle
- 9.2 Frequency distribution of leavers
- 9.3 The cumulative impact of labour turnover in a single cohort
- 9.4 The manpower system in a financial services organization
- 9.5 IBM UK's total company demographics in 1990
- 10.1 Competitive pressure and the HRM/training response
- 11.1 The open external labour market at Bread Products
- 11.2 The occupational labour market at Architectural Services
- 11.3 Influences upon company employment strategy and systems
- 12.1 The employment system at Construction Co.
- 13.1 The employment structure at Fibres
- 13.2 Pay differentials and external relativities at Fibres
- 14.1 How many managers are there in the UK?
- 14.2 The Management Charter Initiative's 'National Standards'
- 14.3 A performance-oriented management development system
- 16.1 A wave-form approach to viewing the comparative importance and life-cycles of employee involvement schemes
- 16.2 Manual workers on payment-by-results
- 16.3 A structure for skills-based pay at Courtaulds Performance Fabrics
- 16.4 UK and French wage growth differentials with Germany
- 16.5 A general model for evaluating training

- 17.1 The proposed pay structure for technical operatives at GKN Hardy Spicer
- 18.1 The flexible firm
- 18.2 Self-employment as a proportion of the workforce in employment (June 1980–June 1990)
- 18.3 Change in the type of employment: 1983 and 1993
- 19.1 Share of young people in education in the Member States (1988)
- 20.1 The Personnel Standards Lead Body's map of competences

Tables

- 2.1 Employment by sector (1974–1989)
- 2.2 Industrial stoppages in the UK (1976–1991)
- 2.3 Participation rates of men and women in the labour force
- 3.1 Number of workplaces introducing different types of change
- 4.1 Questions for developing human resources strategy
- 5.1 Decentralization planning checklist
- 5.2 Tactics for reconciling centralization and decentralization
- 6.1 Eight attributes of management excellence
- 6.2 Deming's fourteen principles
- 7.1 Product and organizational growth at Barclaycard
- 8.1 Employment in St Helens
- 8.2 Numbers employed at Cowley Hill
- 10.1 An example of a simple job analysis interview
- 11.1 A typology of employment system characteristics
- 14.1 Employment status (1991)
- 14.2 High-performance competences at NatWest
- 14.3 Belbin's eight team roles
- 14.4 Balancing individual and organizational needs
- 15.1 Preparing managers for international postings
- 17.1 Changes in occupational categories within manufacturing in GKN
Hardy Spicer 1984–1992
- 17.2 The age profile at GKN Hardy Spicer (1984)
- 19.1 Level of education of the population aged twenty and over (1989)
- 19.2 The national training targets for education and training