

Contents

Introduction

Rüdiger Pieper

| | | |
|-----|--|----|
| 1. | Human Resource Management as a Strategic Factor | 1 |
| 2. | National Human Resource Management Concepts | 5 |
| 2.1 | HRM in the Western Industrialized World: Contradictory Approaches | 6 |
| 2.2 | HRM in Eastern Europe: Revolutionary Changes | 12 |
| 2.3 | HRM in Asia | 16 |
| 3. | No Universal Model of HRM | 18 |
| 4. | Some Remarks on Methodological Problems of Comparative Management Research | 20 |

Human Resource Management and Corporate Strategy

Wolfgang H. Staehle

| | | |
|-----|--|----|
| 1. | From Personnel Administration to Human Resource Management (HRM) | 27 |
| 2. | Historical Roots of HRM | 23 |
| 3. | Current HRM Concepts | 32 |
| 3.1 | The Michigan Concept | 32 |
| 3.2 | The Harvard Concept | 33 |
| 4. | The Link between HRM and Corporate Strategy | 34 |
| 4.1 | The Concept of Corporate Strategy | 34 |
| 4.2 | Strategic HRM | 36 |

Part I

Human Resource Management in the Western World

Human Resource Management in the U.S. – Celebration of its Centenary

Beverly Springer and Stephen Springer

| | | |
|-----|------------------------------|----|
| 1. | Historical Background | 41 |
| 2. | HRM in the 1990's | 44 |
| 2.1 | The Environment | 44 |
| 2.2 | The Productivity Crisis | 45 |
| 2.3 | New Forces in the Labor Pool | 46 |

| | | |
|-----|---|----|
| 2.4 | The Legal Environment | 47 |
| 2.5 | The Industrial Relations System | 49 |
| 3. | The Practice of HRM in the 1990's | 50 |
| 4. | Recent Issues in HRM | 53 |
| 4.1 | Employee Involvement Programs | 53 |
| 4.2 | The Art of Designing an Effective Benefit Package | 55 |
| 4.3 | The Right to Privacy | 56 |
| 5. | Conclusion | 57 |

Human Resource Management in Italy

Hans H. Hinterhuber and Monika Stumpf *O*

| | | |
|-------|---|----|
| 1. | The Environment of Human Resource Management in Italy | 61 |
| 1.1 | Historical Dimension of Personnel Management | 61 |
| 1.1.1 | Political and Economic Influences | 61 |
| 1.1.2 | Social and Cultural Influences | 63 |
| 1.2 | Female Occupation – Women in Management | 64 |
| 1.3 | Educational Factors | 65 |
| 2. | Management Research and Theory | 67 |
| 2.1 | Approaches to Human Resource Management | 68 |
| 2.2 | Conflict Management | 68 |
| 2.2.1 | Legal Environment | 69 |
| 2.2.2 | Industrial Relations | 70 |
| 2.3 | Motivation Systems | 71 |
| 2.3.1 | Financial Incentives | 72 |
| 2.3.1 | Non-financial Incentives | 74 |
| 3. | Human Resource Management in Practice | 75 |
| 3.1 | Organizational Structure | 76 |
| 3.2 | Career Planning and Incentive Systems | 77 |
| 3.3 | Income Distribution | 78 |
| 3.4 | Continuous Training and Career in the Enterprise | 78 |
| 3.5 | Industrial Relations | 80 |
| 4. | Prospects | 80 |
| 4.1 | Management Theory | 81 |
| 4.2 | Human Resources | 82 |

Human Resource Management in France

Jacques Rojot

| | | |
|-----|---|----|
| 1. | Brief History | 87 |
| 2. | Objective Specific Aspects of the French Scene which Have an Impact on Human Resource Management | 91 |
| 3. | Subjective Characteristics of the French National Culture Having an Impact on Human Resource Management | 93 |
| 3.1 | The French Bureaucratic Vicious Circle | 94 |
| 3.2 | The French Ruling Elite | 97 |

| | | |
|-----|---|-----|
| 4. | Changes in the Field of Human Resource Management | 98 |
| 4.1 | The Impact of the Traditional Features | 98 |
| 4.2 | The Elements of Change | 99 |
| 5. | Conclusions | 101 |

Human Resource Management in the Federal Republic of Germany
Peter Conrad and Rüdiger Pieper ☉

| | | |
|-----|--|-----|
| 1. | Introduction | 109 |
| 2. | Historical Background | 110 |
| 2.1 | Early Theorizing | 110 |
| 2.2 | Analysis of the Personnel Function as Part of Business Administration Approaches | 114 |
| 2.3 | Personnel Management as a Business Administration Discipline | 114 |
| 2.4 | Basic Approaches | 115 |
| 2.5 | Recent Trends | 117 |
| 3. | Applied Concepts | 119 |
| 4. | Contingency Factors of HRM | 120 |
| 4.1 | Economic Factors | 122 |
| 4.2 | Industrial Relations System | 123 |
| 4.3 | Demographic and Educational Factors | 127 |
| 4.4 | Cultural Factors | 130 |
| 5. | Summary and Outlook | 132 |

Part II

Key Problems of Human Resource Management in Socialist Countries

Human Resource Management in Yugoslavia: Problems and Perspectives
Dancia Purg

| | | |
|-----|---|-----|
| 1. | Introduction | 143 |
| 2. | Postwar Developments | 144 |
| 3. | The Economic Reform and Changes in Management | 145 |
| 4. | Human Resource Management – From Social to Professional Activity | 148 |
| 4.1 | The Personnel Department | 148 |
| 4.2 | Problems in the Educational Structure of the Workforce | 150 |
| 4.3 | New Trends in the Area of Human Resource Management in Yugoslavia | 151 |

Human Resource Management in Czechoslovakia – Management Development as the Key Issue
Ondrej Landa

| | | |
|----|---|-----|
| 1. | Introduction | 155 |
| 2. | Tradition and Current Problems of Human Resource Management in Czechoslovak Companies | 156 |

| | | |
|-----|--|-----|
| 2.1 | Social Planning | 156 |
| 2.2 | Remuneration and Incentives System | 158 |
| 2.3 | Employee Education and Training | 159 |
| 3. | Management Development – Its Tradition and Current Practice in Czechoslovak Organizations | 160 |
| 3.1 | Comprehensive Performance Appraisals and Assessment of the Lead- ership Potential | 161 |
| 3.2 | The Cyclical Management Development Scheme | 162 |
| 3.3 | Management Development in the 1980's | 166 |
| 3.4 | Recent Development | 167 |
| 3.5 | Czechoslovak Management Development Experience – Lessons for the Future | 168 |
| 4. | The Practice of Management Development in Czechoslovakia – Reca- pitulation and Prospects | 173 |
| 5. | The Major Changes Affecting the Future of Human Resources Devel- opment, Human Resource Management and Management Development in Czechoslovakia – Some Enigmas | 175 |

**Human Resource Management in the German Democratic Republic:
Problems of Availability and the use of Manpower Potential in the
Sphere of the High Qualification Spectrum in a Retrospective View**
Hansgünter Meyer

| | | |
|-----|---|-----|
| 1. | Introduction | 177 |
| 2. | Labor Availability | 177 |
| 2.1 | Some Peculiarities of Labor Availability in the GDR | 177 |
| 2.2 | The Impact of Social Policy and Incentive Systems | 179 |
| 2.3 | The Impact of Collective Bargaining | 181 |
| 2.4 | Age Structure | 183 |
| 2.5 | Characterization of the GDR's Manpower Situation | 183 |
| 3. | Qualification Structure | 184 |
| 4. | Some Current Problems | 190 |

Part III

Human Resource Management in Asian Countries

Human Resource Management in China: Recent Trends
Wang Zhong-Ming

| | | |
|-----|---|-----|
| 1. | Introduction | 195 |
| 2. | The Development of Management Responsibility Systems | 196 |
| 2.1 | Three Phases of Responsibility System Reform | 196 |
| 2.2 | Some Characteristics of Management Responsibility Systems | 197 |
| 2.3 | Shareholding System | 198 |

| | | |
|-----|--|-----|
| 2.4 | Joint-ventures and Township Enterprises | 198 |
| 2.5 | Enterprise Merging | 199 |
| 3. | Changes in Personnel, Labor and Wage Systems | 200 |
| 3.1 | Labor Contract System | 200 |
| 3.2 | Labor Market | 201 |
| 3.3 | Industrial Workforce and Personnel Systems | 202 |
| 3.4 | Wage Systems | 203 |
| 4. | Vocational and Management Training | 204 |
| 4.1 | Vocational Training | 204 |
| 4.2 | Management Training | 204 |
| 5. | Trade Unions and Enterprise Law | 205 |
| 5.1 | Trade Union and its Role in Economic Reform | 205 |
| 5.2 | Enterprise Law | 207 |
| 6. | Conclusion | 207 |

Human Resource Management in Japan

Yoshiaki Takahashi *○*

| | | |
|-----|---|-----|
| 1. | Introduction | 211 |
| 2. | The Analytical Method of HRM in International Comparisons | 212 |
| 3. | General Characteristics of the Japanese Employment System — Japanese HRM before the Second World War | 214 |
| 3.1 | The Change in the Hiring System from the Indirect to the Direct System | 215 |
| 3.2 | The Establishment of a Welfare Benefits System by Enterprise | 216 |
| 3.3 | The Introduction of a Seniority Wage System | 216 |
| 3.4 | The Establishment of an Education and Training System in Enterprise | 217 |
| 4. | The Management Organization of Japanese Enterprise before and after the Second World War | 218 |
| 5. | Japanese HRM after the Second World War | 220 |
| 5.1 | Establishment of Enterprise Union | 220 |
| 5.2 | Complete Establishment and Revision of Life Time Employment | 222 |
| 5.3 | Revision of Seniority Wage System by the Introduction of the Japanese Style of Job-Qualification System | 224 |
| 5.4 | Changing the Structure of Labor Demand and Supply | 225 |
| 6. | The Problems of Japanese HRM at Present | 226 |
| 6.1 | The Strengthening Evaluation of Ability over Length of Service of Employees | 227 |
| 6.2 | The Diffusion of the Career Development Programm (CDP) | 227 |
| 6.3 | Greater Use of Part Time Workers and the Restriction of the Number of regular Employees | 228 |
| 6.4 | The Increasing of the Relocation of Employees Within Establishments and Between Establishments | 228 |
| 6.5 | The Increasing of the Number of the Regular Employees who are Lent or Transferred to the Daughter and Related Companies | 228 |
| 6.6 | The Development of the Employment and the Wide Personnel Management Within Enterprise Groups | 229 |

Part IV

Human Resource Management and Multinational Companies

Strategic Human Resource Management: A Global Perspective

Nancy J. Adler and Fariborz Ghadar ◊

| | | |
|-----|---|-----|
| 1. | Introduction | 235 |
| 2. | A Model | 237 |
| 2.1 | Phase One: A Product Orientation | 237 |
| 2.2 | Phase Two: A Market Orientation | 238 |
| 2.3 | Phase Three: A Price Orientation | 238 |
| 2.4 | The Accelerated Product Life Cycle | 239 |
| 2.5 | The Future: A Possible Phase Four | 239 |
| 3. | The Consequences of Culture | 241 |
| 4. | International Human Resource Management | 245 |
| 5. | Implications: Future Trends | 254 |

Human Resource Management in Multinational and Internationally Operating Companies

Eberhard Dülfer ◊

| | | |
|-----|---|-----|
| 1. | Some Basic Notions | 261 |
| 1.1 | 'Human Resource Management' | 261 |
| 1.2 | Internationally Operating Companies | 262 |
| 1.3 | Systems of International Business | 262 |
| 1.4 | "Degree of Strangeness" of Host-Countries | 264 |
| 2. | Environmental Influences to be Considered in International Business | 265 |
| 2.1 | Unification or Fragmentation? | 265 |
| 2.2 | Relevant Environmental Influences | 266 |
| 2.3 | Process of Learning and Decision – Making of Staff Members Abroad | 268 |
| 2.4 | Early Recognitions in International Business | 270 |
| 3. | Task of Human Resource Management in Internationally Operating | 271 |
| 3.1 | Task Complexes with Respect of Goal Groups | 271 |
| 3.2 | The Importance of Corporate Culture for Internationally Operating Companies | 272 |
| 3.3 | The Problem of Competence for Human-Resource-Management | 274 |
| 4. | Requirements of Professional and Personality-bases Qualifications | 276 |
| 4.1 | Professional-Managerial Requirements | 276 |
| 4.2 | Condition Requirements | 277 |
| 4.3 | Communication Requirements | 279 |
| 5. | Re-Integration Problems | 280 |
| 5.1 | Re-Integration Problems of the Staff Members | 280 |
| 5.2 | Problems of Re-Integration in the View of the Company | 281 |

| | |
|-------------------|-----|
| About the Authors | 285 |
|-------------------|-----|