CONTENTS

About the Contributors xi
Preface xvi
Companion Website xix
Guided Tour xx

PART 1 THE ORGANIZATION, THE ORGANIZATIONAL CONTEXT AND STRATEGY 1

1 An Introduction to the Organization, its Environment and Human Resource Management 3
Gary Rees and Paul E. Smith

Chapter overview 3
Learning objectives 3
Introduction 6
The concept of organization 6
What is HR? 7
The strategy, structure and culture debate 12
The environment 19
Linking HR to organizational strategy 20
Globalization and internationalization 25
Conclusion 27
Further reading 27
References 27

2 Strategic Approaches 30
Paola Pisano, Alison Rieple and Marco Pironti

Chapter overview 30
Learning objectives 30
Introduction: strategy in the twenty-first century 31
Corporate strategy and business-level strategy 32
The core areas of corporate strategy 34
The importance of HRM in strategy 45
Emergent corporate strategy 49
Emergent business strategy 56
Conclusion 66
Further reading 68
References 68

3 Strategic Human Resource Management **72**
Geoffrey Wood and Zsuzsanna Kispál-Vitai

Chapter overview 72
Learning objectives 72
Introduction 73
The rise of strategic HRM 74
HR strategy in practice 75
Best practice approaches 78
Contingency approaches 86
Configurational approaches 89
Conclusion 93
Further reading 97
References 98

4 HRM: The Added Value Debate **101**
Charles Leatherbarrow

Chapter overview 101
Learning objectives 101
Introduction 103
HRM and its contribution 104
The evolving nature of the HR function 105
Ulrich's contribution to the development of the HR function 108
Developing a strategic approach to HRM 112
Exploring the practicalities of strategic HRM 113
Measurement within HR 116
The Balanced Scorecard 121
The effective HR function 128
Conclusion 130
Further reading 134
References 134

PART 2 THE FUNCTIONAL ASPECTS OF HR **137**

5 Recruitment and Selection **139**
Stephen Taylor

Chapter overview 139
Learning objectives 139
Introduction 141
Good practice in recruitment and selection 141
Competency frameworks 145

Internal and informal recruitment 149
Employer branding 153
Headhunters and recruitment agencies 159
Selection interviews 162
Ability testing 166
Personality testing 169
Assessment centres 172
Recruitment and selection strategy 176
Conclusion 178
Further reading 179
References 179

6 Flexible Working **183**
Sue Hutchinson

Chapter overview 183
Learning objectives 183
Introduction 185
Flexibility from a HRM perspective 186
The flexible firm: the employers' perspective 193
Flexibility from the employees' perspective 195
The psychological contract 198
Key forms of flexible working 202
Constraints on implementing flexible working 217
Conclusion 218
Further reading 219
References 220

7 Reward Strategy and Managing Performance **226**
Geoff White

Chapter overview 226
Learning objectives 226
Introduction 229
Definitions of strategic reward 229
The change from traditional to strategic pay 231
Key underpinning reward theory 235
The major determinants of reward 239
Performance management 242
The major elements in reward 247
Total remuneration and flexibility 250
Total reward 252
Can reward be strategic? 256
Conclusion 262

Further reading 262
References 263

8 Managing the Employment Relationship **267**
Moira Calveley, David Allsop and Natalia Rocha Lawton

Chapter overview 267
Learning objectives 267
Introduction 270
The meaning of the employment relationship 271
The employment relationship from different organizational perspectives 274
The role and scope of the state 277
Ideological perspectives: neo-liberalism and neo-corporatism 278
Employers and employers' associations 281
Power relations 282
Employee voice 283
Employee involvement, engagement and participation 286
Participation in action 288
Conclusion 299
Further reading 301
References 301

9 Equality and Diversity in the Workplace **306**
John Neugebauer

Chapter overview 306
Learning objectives 307
Introduction 308
Definitions of equality, diversity and discrimination 308
The concept and implications of stereotyping 311
The impact of workplace discrimination for different groups 313
Legislative response to diversity and equality 328
Organization and HRM response to diversity and equality 332
Equality and diversity outlook 337
Conclusion 339
Further reading 340
References 341

10 Developing Employees and Managers **346**
Jim Stewart

Chapter overview 346
Learning objectives 346

Introduction 348
Talent, talent development and HRD 350
Developing employees 360
Developing managers 368
Conclusion 375
Further reading 376
References 376

PART 3 SHRM AND THE 'BIGGER PICTURE' **381**

11 Organizational Culture **383**
Crystal Zhang and Paul Iles

Chapter overview 383
Learning objectives 383
Introduction 384
Culture from an anthropological perspective 386
Organizational and corporate culture 389
Symbolist approaches to organizational culture 396
The origins, determinants and effects of organizational cultures 399
Links between culture and performance 404
Moderators and mediators of the culture–performance link 406
Culture at a national level 410
Transferring HRM practices across cultural and organizational boundaries 423
The role of organizational and national culture in international mergers and acquisitions 427
Different approaches to IM&As 428
Conclusion 431
Further reading 432
References 432

12 Managing in a Global Context **440**
Paul Iles and Kate E. Rowlands

Chapter overview 440
Learning objectives 440
Introduction 442
The field and context of international HRM 442
Models of IHRM 445
Strategic life-cycle models 447
Integrative models 449

Understanding the IHRM policies of the international enterprise 453
Comparative HRM: institutionalized and national business systems approaches to employee relations and national HRD 457
Composing a global workforce 464
Issues and problems in international assignments 468
Alternative forms of international working 470
Expatriate preparation: recruitment, selection, training and development 471
Developing intercultural competence 473
Repatriation training 483
Reward management and compensation 484
Global standardization and convergence in IHRM? 487
Conclusion 494
Further reading 495
References 495

13 The Future of HR **503**
Linda Holbeche

Chapter overview 503
Learning objectives 503
Introduction 503
Key milestones in the development of HRM 504
Critical HRM 509
The added value debate 513
How does HR add value? 514
Common criticisms of mainstream HRM 522
So where does HR go from here? 523
What kind of 'deliverables' are fit for the future? 527
Conclusion 535
Further reading 538
References 538

Names Index 545
Subject Index 550