Contents

List of Contributors Acknowledgements Introduction Shaun Tyson, Philippe Poirson, Luigi Manzolini, Ceferi Soler Vicente France 18; Italy 19; Spain 19; United Kingdom 20; Common themes 20 Part 1: Germany		11
		13
		15
1.	Human Resource Management in Germany Peter Lawrence	25
	The Germany economy 26; The labour force 27; Trade unions 28; Pay awards 30; Tariff agreements 31; Pay and the personnel manager 32; Industrial democracy in Germany 32; Implications of codetermination for the personnel function 34; The personnel function 35; East meets West 38; References 39; Appendix: German trade unions and their membership 40	

Part 2: France

2. The Characteristics and Dynamics of Human Resource Management in France

45

Philippe Poirson

Introduction 45; The economic, political and social environment of organisations 48; The weight exerted by the past: structural and historical aspects 52; The perception of organisations 58; The French managerial system (système d'encadrement) 59; Limits to the traditional French model 62; How human resource management operates in France 63; How does one modernise French firms? 68; Principles for strategic human resource management 71; Human resource management practices of foreign subsidiaries in France 71; Conclusion 73; Appendix 1: The employment market in France 73; Appendix 2: The demographic situation 74; Appendix 3: The French trade unions 75; Appendix 4: An international comparison of French national culture 75; Appendix 5: Acronyms and abbreviations 77; References 77; The choice of case studies 79

3. DGS: The Implementation of Complex Changes Within a Manufacturing Unit

81

Philippe Poirson

Introduction to DGS 81; The product and the technical process 84; The organisation of labour and the 'human function' 85; The management context 87; The process of change 88; Overall motivation 90; Some indications of the results 93; Questions 94

4. CDP: The Training and Development of Managers *Philippe Poirson*

95

The company, its organisation and its culture 95; The job of distributor 96; The French health industry and the challenge faced by CDP 97; The structure and operation of a branch 98; Policies and practices in

human resource management 99; Manager training 100; Current problems 101; Appendix: Simplified layout of a CDP branch 103; Questions 103; Case analysis 104

5. Chloride: Organisation Change in a Multicultural Context

107

Yves-Frédéric Livian

The company 107; The new structure 112; The first year of operation 117; Appendix 1: Simplified organisation chart 121; Appendix 2: Extracts from interviews with managers 121; Appendix 3: How managers of different nationalities perceive each other 123; Questions 124; Case analysis 124; Commentary on the French case studies 127

Part 3: Italy

6. Environmental Dynamics and the Organisational Innovation Process: Implications for Human Resource Management in Italy

131

Luigi Manzolini

Environmental dynamics and new models of economic and company development: some premises 132; Innovation processes and induced organisational needs: the centrality of human resources in a company 134; A new professional challenge for human resource departments 138; The profile of the competences of human resource departments 140; Crucial issues for strategic management of human resources 144; Human resource management as a service 153; Appendix 157; References 163; The choice of case studies 166

7. SIP: Organisational Transformation and Industrial Relations

167

Daniele Boldizzoni and Enrico Castagnoli

History of the company 168; Organisational change: motivations, purposes and contents 171; Policies of

industrial relations and problems of change implementation 175; The new collective labour agreement 180; Case analysis 185

8. Telespazio: The Telecommunications Sector Francesco Paoletti

187

The personnel function: from the administration to the management of human resources 190; Case analysis: the new critical areas for the personnel function – towards the management and development of human resources 195

9. Valma Industries

198

Carlo Turati

The Valma alliance: background and introduction 198; The Valma alliance: the structure 200; People and personnel 201; The management of expatriates 204; Case analysis 208; Commentary on the Italian case studies 208

Part 4: Spain

10. Human Resource Management in Spain: Strategic Issues, the Economic and Social Framework Ceferi Soler i Vicente

213

Contingencies and uncertainties 213; Trade unions: from initial agreement to final confrontation 214; The unattainable pact on competitiveness 215; Flexibility 217; The economic environment 218; Labour markets 221; Catalonia 223; Mergers: 1988–1990 (financial sector) 225; Executive development 226; People: a vital resource for our society 227; Integrating brainworkers 228; Employers: their image and how they are viewed by brainworkers 228; Training and quality 229; The management challenge: managing differences 233; Recruitment 234; Employment law 236; Pay and benefits 240; Corporate culture as a strategy for social

11. Sociedad de Servicios, SA

245

Samuel Husenman

Company structure and management 246; The Madrid office 247; The new Madrid office 249; Appendix 1: General organisation 255; Appendix 2: Madrid business unit organisation chart (theoretical) 256; Questions 257

12. Edicli, SA

258

Joan Cornudella

A brief history 258; Events leading up to the crisis 259; Economic and financial analysis 259; The proposal for overcoming the crisis 260; Trade unions: their position in the company 263; The negotiating process 264; Application for reduced working hours and temporary lay-offs 268; Conclusions and effects of the disagreement 269; Case analysis 271: Ouestions 272

13. Bimbo, SA: Corporate Culture and Strategy for Change Manuel Marcet

273

289

Introduction: December 1977, a time of uncertainty 273; A brief history 274; 1978: the moment of change 275; Corporate strategy 276; Personnel strategy 279; Conclusion: December 1988, a bright future 283; Questions 285; Commentary on the Spanish cases 286

Part 5: United Kingdom

14. Human Resource Management in the United Kingdom Shaun Tuson

Introduction 289; Labour markets 291; Institutional changes 293; Trade unions 295; Human resource management 297; Summary 299; Appendix: Main trade unions in the UK (with over 100,000 members) 300

15. Coats Viyella: Decentralisation of Collective Bargaining Godfrey Smith

Introduction 301; Background 302; The preparatory process – management 303; The preparatory process – the trade union 303; The pre-bargaining phase – the trade union 305; The local bargaining phase 305; The results 307; Case analysis 308

16. British Telecom: Establishing Training for Women Managers

310

301

Donna Burnett

British Telecom: the organisation 310; Management development within BT 312; The management development programme for women 312; The team 313; Women only? 316; Funding 316; Women who attend 317; Educating the organisation 317; The programme design 317; Programme focus 318; Follow-up work 318; Survey results 318; Conclusions 319; Case analysis 320

17. Square D in Europe

323

Carol Ward

History 323; Competitive environment 324; Formation of Square D in Europe 324; The human resource challenge 325; Corporate culture change process 328; European organisation analysis 328; The way forward 331; Questions 333; Case analysis 333; Commentary on the UK cases 335

Index

337