



Third Edition

3

# **CONTEMPORARY HUMAN RESOURCE MANAGEMENT** Text and Cases

Tom Redman Adrian Wilkinson



An imprint of Pearson Education Harlow, England • London • New York • Boston • San Francisco • Toronto • Sydney • Singapore • Hong Kong Tokyo • Seoul • Taipei • New Delhi • Cape Town • Madrid • Mexico City • Amsterdam • Munich • Paris • Milan

# CONTENTS

.

		$\sim$
Case	studies and exercises	xiv
Edito	rs	xvii
Conti	ributors	xviii
Ackn	owledgements	хх
Par	t I Fundamentals of Human Resource Management	1
1.	Human Resource Management: a contemporary perspective	2
	Tom Redman and Adrian Wilkinson	
	Introduction	2
	The development of HRM	2
	The new HRM?	3
	The changing context of work	4
	Strategy and HRM	7
	Performance and HRM	10
	The changing role of HRM	13
	The book	17
	Bibliography	18
2.	Human Resource Management and Organisational Performance:	22
	in search of the HR advantage	23
	Nicholas Kinnie and Juani Swart	
	Introduction	23
	Strategy and HRM	24 26
	HR and organisational performance: our approach and some background Human resource advantage	26 27
	Human capital advantage	27
	Organisational process advantage	38
	Conclusions and implications	43
	Case study 2.1	45
	Case study 2.2	48
	Case study 2.3	50
	Bibliography	57
3.	Recruitment	64
	Anne McCormack and Dora Scholarios	
	Introduction	64
	The external environment	65
	The organisation	70
	The job	73
	Pre-recruitment activities	74
	Recruitment methods	76

.

ţ

	The need for an applicant perspective Conclusions Case study 3.1 Case study 3.2 Bibliography	80 80 81 83 85
4.	Selection	89
	Dora Scholarios Introduction A brief overview of psychometric quality The 'what' and 'how' of selection Summary of trends What do organisations actually do? Explaining practice Conclusions and implications for HRM Case study 4.1 Case study 4.2 Case study 4.3 Bibliography	89 89 91 98 99 101 108 109 110 111 111
5.	Training and Development	117
	Irena Grugulis Introduction The case for training and development Training and development in the workplace Rethinking training and development Discussion and conclusions Case study 5.1 Case study 5.2 Case study 5.3 Bibliography	117 117 122 128 129 129 130 131 134
6.	Reward Management	r 138
	Mark W. Gilman Introduction Why pay systems vary Paying for performance: variable pay Pay for performance: how strategic is it? Discussion Case study 6.1 Case study 6.2 Bibliography	138 139 149 160 161 163 170 172
<b>7</b> .	Performance Appraisal	175
	Tom Redman Introduction Development of performance appraisal The practice of performance appraisal Recent developments in performance appraisal	175 177 177 181

٦

D

	Problems of performance appraisal	186
	Conclusions	189
	Case study 7.1	190
	Bibliography	204
8.	Industrial Relations	207
	Nicolas Bacon	
	Introduction	207
	Management approaches to industrial relations	207
	Why employees join unions	209
	The decline of joint regulation	210
	The implications of declining joint regulation	212
	Non-union workplaces	214
	Non-union employee representation	216
	Partnership with unions	216
	Union organising and new types of union representative	218
	Conclusions	219
	Case study 8.1	220
	Bibliography	223
9.	Line Managers	227
	Douglas Renwick	
	Introduction	227
	Developments in the literature	228
	General questions emerging	233
	Challenges arising -	235
	Future research	236
	Conclusions	237
	Case study 9.1	238
	Case study 9.2	239
	Bibliography	240 •
10.	Organisational and Corporate Culture	243
	Alistair Cheyne and John Loan-Clarke Introduction	243
	The concept of culture	243
	Organisational culture	243
	Categorisations of culture	244 246
	Assessing organisational culture	240
	Culture and organisational performance	250
	Organisational culture and human resource management	252
	Is culture change feasible?	261
	Conclusion	262
	Case study 10.1	263
	Case study 10.2	263
	Case study 10.3	263
	Case study 10.4	264
	Bibliography	270

n

ix

х

11.	International HRM	278
11.		270
	Geoffrey Wood, Leslie T. Szamosi and Alexandros Psychogios Introduction	278
	Thinking about international HRM: uniformity or diversity?	278
	International HRM in practice	285
	Conclusion	291
	Case study 11.1	291
	Case study 11.2	293
	Case study 11.3	294
	Bibliography	295
12.	Comparative Human Resource Management	299
	Geoffrey Wood and David Collings	
	Introduction	299
	Convergence or divergence in HRM systems	301
	Empirical ways of understanding diversity	308
	Conclusion	309
	Case study 12.1	310
	Case study 12.2	311
	Bibliography	313
13.	Understanding and Managing Careers in Changing Contexts	317
	Laurie Cohen and Amal El-Sawad	
	Introduction	317
	An 'elastic' concept: diverse understandings of career	318
	Changing contexts of work and career	319
	Gender and ethnicity in career debates	323
	Career lenses and approaches	325
	Managing careers: implications for HR practice	<i>"</i> 329
	Conclusion	<b>*</b> 332
	Case study 13.1	333
	Case study 13.2	334
	Case study 13.3	336
	Bibliography	338
14.	Managing Diversity	343
	Catherine Cassell	
	Introduction	343
	The managing diversity context	343
	General principles	346
	Implementing diversity initiatives	347
	Global diversity management	349
	Do diversity initiatives deliver?	350
	Conclusions	353
	Case study 14.1	354

	Case study 14.2	357
	Case study 14.3	360
	Bibliography S	360
15.	Work-Life Balance	364
	Keith Townsend and Paula McDonald	
	Introduction	364
	Is it work-life balance or something else?	364
	Why WLB is important to employers	365
	When the government gets involved	370
	Unions and WLB	372
	Finding the boundaries	373
	Conclusions	373
	Case study 15.1	374
	Case study 15.2	375
	Bibliography	377
16.	Downsizing	381
	Tom Redman and Adrian Wilkinson	
	Introduction	381
	Downsizing: the reality of HRM?	381
	Methods of downsizing	384
	Alternatives to redundancy	386
	The redundancy process	389
	Conclusions: downsizing, rightsizing or dumbsizing?	394
	Case study 16.1	396
	Case study 16.2 🦯 Bibliography	398 401
17.	Employee Participation	405
	Tony Dundon and Adrian Wilkinson	<i>a</i> (0E
	Introduction Defining participation	✓ 405 405
	The context for employee participation	405
	A framework for analysing employee participation	408
	Employee participation in practice	400
	The meanings and impact of participation	412
	Employee participation and the EU	412
	Conclusions	415
	Case study 17.1	417
	Case study 17.2	418
	Case study 17.3	419
	Bibliography	423
18.	Knowledge Management and Human Resource Management	426
	Donald Hislop	
	Introduction	426

 $\sim$ 

 $\sim$ 

xi

xii

>

0

	Social context: the growing importance of knowledge	427
	Defining knowledge work	427
	Why worker motivation is key to achieving participation in knowledge management initiatives	429
	The organisational climate and workers' attitudes to knowledge management initiatives	431
	HRM practices to support knowledge management initiatives	431
	Case study 18.1	440
	Case study 18.2	444
	Bibliography	447
19.	Employment Ethics	451
	Peter Ackers	
	Introduction	451
	Ethical theories: enter the moral maze	452
	An employment ethics agenda	455
	Shaping an ethical workplace	457
	The history of ethical employment management	458
	The advent of HRM	461
	Conclusion: three fallacies of HRM ethics	462
	Case study 19.1	465
	Case study 19.2	469
	Bibliography	469
20.	Emotion at Work	472
	Philip Hancock and Melissa Tyler	
	Introduction	472
	The emotional turn: key concepts and issues	474
	Emotion in management theory and practice	475
	Critical perspectives on emotion	479
	Conclusions	485 486
	Case study 20.1 r Case study 20.2	400 490
	Case study 20.2 Case study 20.3	470
	Bibliography	491
21.	Flexibility	495
	Stephen Procter and Stephen Ackroyd	
	Introduction: what do we mean by flexibility?	495
	Flexibility in historical perspective	496
	The flexible firm	497
	Patterns of flexibility	498
	Flexible specialisation	500
	The new flexible firm	501
	The high-surveillance firm and lean production	502
	Flexibility in the public services	507
	Conclusions	509
	Case study 21.1	509
	Bibliography	513

22.	Workplace Bullying	517
	Sara Branch, Sheryl Ramsay and Michelle Barker	
	Introduction	517
	<ul> <li>How is workplace bullying defined?</li> </ul>	518
	The importance of power and dependency in workplace bullying	520
	Identifying workplace bullying behaviours	520
	Reporting of frequency of workplace bullying behaviours and risk groups	522
	Impact on targets	523
	Impact on witnesses	524
	Impact on the organisation	524
	Antecedents of workplace bullying	525
	Prevention and management of workplace bullying	528
	Conclusion	531
	Case study 22.1	531
	Case study 22.2	535
	Case study 22.3	536
	Bibliography	537
Index		542

### Index

## Supporting resources

Visit www.pearsoned.co.uk/redman to find valuable online resources

#### **Companion Website for students**

- Multiple choice questions to help test your learning
- An online glossary to explain key terms

#### For instructors

- An Instructor's Manual containing teaching notes to case studies
- ٠ PowerPoint slides that can be downloaded and used for presentations

Also: The Companion Website provides the following features: .

- Search tool to help locate specific items of content
- E-mail results and profile tools to send results of quizzes to instructors
- Online help and support to assist with website usage and troubleshooting

For more information please contact your local Pearson Education sales representative or visit www.pearsoned.co.uk/redman