

## Brief contents

Preface	xiii
Publisher's acknowledgements	xvi
Guided tour	xviii
<b>Part I Introduction</b>	<b>1</b>
1 The nature of human resource management	3
2 Strategic human resource management	27
3 Planning: jobs and people	48
Part I Focus on skills	68
<b>Part II Resourcing</b>	<b>81</b>
4 Strategic aspects of resourcing	83
5 Contracts, contractors and consultants	99
6 Recruitment	120
7 Selection methods and decisions	140
8 Staff retention	163
9 Ending the contract	180
Part II Focus on skills	201
<b>Part III Performance</b>	<b>221</b>
10 Strategic aspects of performance	223
11 Organisational performance: knowledge and learning	239
12 Individual performance management	258
13 Team performance	278
14 Leadership and motivation	299
15 Managing absence and attendance	317
Part III Focus on skills	334
<b>Part IV Development</b>	<b>353</b>
16 Strategic aspects of development	355
17 Context, competence and competencies	368

18 Learning and development	384
19 Career development	406
Part IV Focus on skills	428
<b>Part V Employee relations</b>	449
20 Strategic aspects of employee relations	451
21 Recognition and consultation	470
22 Health, safety and welfare	488
23 Equality: the legal framework	506
24 Equal opportunities and diversity	528
25 Grievance and discipline	553
Part V Focus on skills	573
<b>Part VI Pay</b>	591
26 Strategic aspects of payment	593
27 Job evaluation	612
28 Incentives	630
29 Pensions and benefits	650
Part VI Focus on skills	668
<b>Part VII Cross-functional issues</b>	691
30 The international dimension	693
31 Ethics and corporate social responsibility	715
32 Work-life balance	735
33 Measuring HR: effectiveness and efficiency	753
Part VII Focus on skills	769
Glossary	784
Index	791

# Contents



Preface	xiii		
Publisher's acknowledgements	xvi		
Guided tour	xviii		
<b>Part I Introduction</b>			
<b>1 The nature of human resource management</b>	<b>3</b>		
Human resource management for the twenty-first century	4		
Businesses, organisations and human resource management	5		
Defining human resource management	6		
The evolution of personnel and HR management	11		
A philosophy of human resource management	13		
Debates in HRM	15		
Summary propositions	23		
General discussion topics	24		
Further reading	24		
References	24		
<b>2 Strategic human resource management</b>	<b>27</b>		
Strategic human resource management and human resource strategy	28		
The link between business and HR strategy	29		
Theoretical perspectives of strategic human resource management	32		
The role of the HR function in strategy	43		
Summary propositions	44		
General discussion topics	44		
Further reading	44		
References	45		
<b>3 Planning: jobs and people</b>	<b>48</b>		
The contribution and feasibility of HR planning	49		
The scope of human resource planning	51		
Analysing the environment	52		
Forecasting future human resource needs	54		
Analysing the current situation and projecting forward	57		
Reconciliation, decisions and plans	63		
Summary propositions	65		
General discussion topics	66		
Further reading	66		
References	66		
<b>Part I Focus on skills</b>	<b>68</b>		
Interactive skill 1: Face-to-face skills	68		
Summary propositions	76		
General discussion topics	76		
Further reading	76		
Web links	76		
References	77		
Review of Part I	77		
Part I case study problem	78		
Part I examination questions	79		
<b>Part II Resourcing</b>			
<b>4 Strategic aspects of resourcing</b>	<b>83</b>		
Responding to labour market trends	84		
Analysing labour markets	87		
Flexible resourcing choices	90		
Ready made or home grown?	94		
Summary propositions	96		
General discussion topics	97		

Further reading	97	Staff retention strategies	170
References	97	Summary propositions	177
<b>5 Contracts, contractors and consultants</b>	<b>99</b>	General discussion topics	178
Contracts of employment	100	Further reading	178
Working patterns	102	References	178
Flexible working hours	105	<b>9 Ending the contract</b>	<b>180</b>
Atypical contractual arrangements	107	Unfair dismissal	181
Consultants	112	Written statement of reasons	194
Outsourcing	116	Constructive dismissal	194
Summary propositions	117	Compensation for dismissal	195
General discussion topics	118	Wrongful dismissal	196
Further reading	118	Retirement	197
References	118	Notice	198
<b>6 Recruitment</b>	<b>120</b>	Summary propositions	198
Determining the vacancy	121	General discussion topics	199
Internal recruitment	124	Further reading	199
Methods of recruitment	125	References	200
The recruitment methods compared	126	Legal cases	200
Recruitment advertising	127	<b>Part II Focus on skills</b>	<b>201</b>
E-recruitment	130	Interactive skill 2: Selection interviewing	201
Employer branding	132	Practical exercise in selection interviewing	213
Control and evaluation	133	Summary propositions	214
Correspondence	134	General discussion topics	214
Shortlisting	136	Further reading	214
Summary propositions	137	Web links	215
General discussion topics	137	References	215
Further reading	138	Review of Part II	216
References	138	Part II case study problem	218
<b>7 Selection methods and decisions</b>	<b>140</b>	Part II examination questions	220
Selection as a two-way process	141	<b>Part III Performance</b>	
Selection criteria and the person specification	142	<b>10 Strategic aspects of performance</b>	<b>223</b>
Choosing selection methods	144	A change in perspective: from employment to performance	224
Selection methods	144	Influences on our understanding of performance	225
Final selection decision making	158	Do people-management processes contribute to high performance?	227
Validation of selection procedures	159	How do HR policies and practices affect performance?	229
Summary propositions	160	Major performance initiatives	232
General discussion topics	160	Things that go wrong	233
Further reading	160	Getting it right	235
References	161	Summary propositions	235
<b>8 Staff retention</b>	<b>163</b>		
Turnover rates and trends	164		
The impact of staff turnover	166		
Turnover analysis and costing	167		

General discussion topics	236	Further reading	314
Further reading	236	References	315
References	236		
<b>11 Organisational performance: knowledge and learning</b>	<b>239</b>	<b>15 Managing absence and attendance</b>	<b>317</b>
Organisational performance 'initiatives'	240	The national context	318
Learning organisations	241	The organisational context	319
Knowledge management	249	Process and causes of absence	320
Managing knowledge	250	Managing for attendance	322
Summary propositions	255	Summary propositions	331
General discussion topics	255	General discussion topics	332
Further reading	255	Further reading	332
References	256	References	332
<b>12 Individual performance management</b>	<b>258</b>	<b>Part III Focus on skills</b>	<b>334</b>
Performance management and performance appraisal	259	Interactive skill 3: Appraisal interviewing	334
Stages in a performance management system	263	The appraisal interview	335
360-degree feedback	271	Contrasting approaches to appraisal	337
Summary propositions	275	Summary propositions	346
General discussion topics	275	General discussion topics	347
Further reading	275	Further reading	347
References	275	Web links	347
<b>13 Team performance</b>	<b>278</b>	References	348
Purpose, nature and impact of teamwork	279	Review of Part III	348
Broad team types	283	Part III case study problem: Bakersfield University	350
Team effectiveness	290	Part III examination questions	352
Summary propositions	295		
General discussion topics	296	<b>Part IV Development</b>	
Further reading	296	<b>16 Strategic aspects of development</b>	<b>355</b>
References	296	The national picture	357
<b>14 Leadership and motivation</b>	<b>299</b>	Organisational strategy and HR development strategy	359
Leadership and management	300	The external labour market and HR strategic integration	361
What are the traits of leaders and effective leaders?	301	Training and development roles	363
What is the 'best way to lead'?	303	Summary propositions	365
Leadership styles and behaviours	303	General discussion topics	366
Do leaders need different styles for different situations?	305	Further reading	366
Do we really need heroes?	308	References	366
Leadership and motivation	312	<b>17 Context, competence and competencies</b>	<b>368</b>
Summary propositions	314	National training framework	369
General discussion topics	314	The context of the competence movement	370
		Competences and NVQs	372

Behavioural competencies	377	Individual employee involvement	462
Summary propositions	381	International perspectives	465
General discussion topics	381	Summary propositions	466
Further reading	381	General discussion topics	467
References	382	Further reading	467
		References	468
<b>18 Learning and development</b>	<b>384</b>	<b>21 Recognition and consultation</b>	<b>470</b>
The nature of learning	385	Defining recognition	471
Practical characteristics of learning and development	386	The cases for and against union recognition	472
Methods of learning and development	392	Forms of trade union recognition	474
Evaluation of training and development	401	Derecognition	477
Summary propositions	403	Trade union recognition law	477
General discussion topics	403	Collective consultation	479
Further reading	403	Consultation in practice	482
References	404	HR roles in recognition and consultation	484
		Summary propositions	485
<b>19 Career development</b>	<b>406</b>	General discussion topics	486
How and why are careers changing?	407	Further reading	486
Definitions and importance of career development	410	References	486
Understanding careers	411		
Individual career management	416	<b>22 Health, safety and welfare</b>	<b>488</b>
Organisational support for career development	419	Definitions of health, safety and welfare	489
Summary propositions	424	HRM and health, safety and welfare	489
General discussion topics	425	Health and safety law	491
Further reading	425	Managing stress and emotional welfare	497
References	425	Managing physical welfare	501
		Occupational health departments	503
<b>Part IV Focus on skills</b>	<b>428</b>	Summary propositions	504
Interactive skill 4: Teaching and presentation	428	General discussion topics	504
Summary propositions	442	Further reading	504
General discussion topics	442	References	505
Further reading	443	Legal cases	505
Web links	443		
References	443	<b>23 Equality: the legal framework</b>	<b>506</b>
Review of Part IV	444	Discrimination on grounds of sex or marital status	508
Part IV case study problem	445	Race discrimination	514
Part IV examination questions	447	Disability discrimination	515
		Discrimination on grounds of sexual orientation	519
		Discrimination on grounds of religion or belief	520
<b>Part V Employee relations</b>		Trade union discrimination	521
<b>20 Strategic aspects of employee relations</b>	<b>451</b>	Part-time workers	522
Key trends in employee relations	452	Fixed-term workers	523
The study of employee relations	458	Ex-offenders	524
Collective employee involvement	459	Age discrimination law	524

Summary propositions	525	Employer objectives for the contract	
General discussion topics	526	for payment	598
Further reading	526	Approaches to setting base pay rates	601
References	526	The elements of payment	605
Legal cases	527	The importance of equity	608
<b>24 Equal opportunities and diversity</b>	<b>528</b>	Are we becoming more strategic?	608
Current employment experiences of		Summary propositions	610
socially defined minority groups	529	General discussion topics	610
Different approaches to equality	535	Further reading	610
Implications for organisations	543	References	611
Summary propositions	548	<b>27 Job evaluation</b>	<b>612</b>
General discussion topics	549	Salary structures	613
Further reading	549	Broadbanding	619
References	549	Job evaluation methods	619
<b>25 Grievance and discipline</b>	<b>553</b>	Employee participation in job	
The Milgram experiments with obedience	555	evaluation	623
What do we mean by discipline?	558	Equal value	624
What do we mean by grievance?	559	Summary propositions	627
The framework of organisational justice	561	General discussion topics	627
Grievance procedure	565	Further reading	628
Disciplinary procedure	568	References	628
Are grievance and discipline processes		Legal cases	629
equitable?	568	<b>28 Incentives</b>	<b>630</b>
Summary propositions	571	Basic choices	631
General discussion topics	571	The extent to which incentives are paid	634
Further reading	571	Payment by results schemes	635
References	572	Disadvantages of PBR schemes	637
<b>Part V Focus on skills</b>	<b>573</b>	Performance-related pay	639
Interactive skill 5: Grievance and		Skills-based pay	644
disciplinary interviewing	573	Profit sharing	645
Summary propositions	584	Summary propositions	647
General discussion topics	585	General discussion topics	647
Further reading	585	Further reading	647
Web links	585	References	648
References	585	<b>29 Pensions and benefits</b>	<b>650</b>
Review of Part V	585	Pensions	651
Part V case study problem	587	Occupational pensions and HRM	658
Part V examination questions	589	Sick pay	660
<b>Part VI Pay</b>		Company cars	662
<b>26 Strategic aspects of payment</b>	<b>593</b>	London allowances	663
Terminology	594	Flexible benefits	663
Reward strategy	595	Summary propositions	665
Employee objectives for the contract		General discussion topics	666
for payment	596	Further reading	666
		References	666

<b>Part VI Focus on skills</b>	668	Further reading	733
Interactive skill 6: Negotiation	668	References	733
Summary propositions	684	<b>32 Work-life balance</b>	735
General discussion topics	685	Drivers for work-life balance	736
Further reading	685	The legislative context: family-friendly law	737
Web links	685	Work-life balance practices	743
References	685	Benefits of work-life balance	745
Review of Part VI	686	Barriers to, and problems with, work-life balance	745
Part VI case study problem	687	Summary propositions	750
Part VI examination questions	689	General discussion topics	750
		Further reading	751
		References	751
<b>Part VII Cross-functional issues</b>		<b>33 Measuring HR: effectiveness and efficiency</b>	753
<b>30 The international dimension</b>	693	What does 'measuring HR' mean?	754
International human resource management	694	Frequently used measures	755
Cultural differences in management	696	Using scorecards and other frameworks for measurement	758
International communication and coordination	702	Effective and efficient HR provision	761
Some barriers to effective international communication	703	Summary propositions	767
Coordination	707	General discussion topics	767
Increasing the range of coordination methods	708	Further reading	767
Summary propositions	712	References	768
General discussion topics	712	<b>Part VII Focus on skills</b>	769
Further reading	712	Interactive skill 7: Chairing meetings	769
References	713	Summary propositions	778
<b>31 Ethics and corporate social responsibility</b>	715	General discussion topics	778
The ethical dimension	716	Further reading	778
Ethics and human resource management	722	Web links	778
Ethics across national boundaries	726	References	779
Some current and developing ethical dilemmas	727	Review of Part VII	779
Summary propositions	732	Part VII case study problem	782
General discussion topics	732	Part VII examination questions	783
		Glossary	784
		Index	791