Contents in Brief

Preface		xxv
Dat	Employee Relations Framework gnizuoza A algos P	8/1/
Part I	Human Resource Management	1
1.	The Practice of Human Resource Management	3
2.	Strategic Human Resource Management	25
3.	HR Strategies	47
4.	Human Capital Management	65
5.	The Role and Organization of the HR Function	81
6.	The Role of the HR Practitioner	104
7.	The Impact of HRM on Performance	135
8.	International HRM	150
9.	Corporate Social Responsibility	165
10.	Human Resource Management Research Methods	174
Part II	Human Resource Management Processes	199
11.	Competency-based HRM	201
12.	Knowledge Management	218
13.	High-performance Work Systems	230
Part III	Work and Employment	249
14.	Work	251
15.	The Employment Relationship	260
16.	The Psychological Contract	276
	Organizational Learning	
Part IV	Organizational Behaviour	289
17.	The Essence of Organizational Behaviour	291
18.	Characteristics of People	299

19.	Motivation	316
20.	Engagement and Commitment	335
21.	How Organizations Function	357
22.	Organizational Culture	383
Part V	Organization Design and Development	401
23.	Organization Design	403
24.	Organization Development	415
25.	Change Management	423
26.	Job, Role, Competency and Skills Analysis	443
27.	Job and Role Design and Development	466
Part VI	People Resourcing	477
28.	People Resourcing Strategy	479
29.	Human Resource Planning	485
30.	People Resourcing Practice	495
31.	Recruitment and Selection	514
32.	Selection Interviewing	540
33.	Selection Tests	567
34.	Talent Management	579
35.	Career Management	590
36.	Introduction to the Organization	602
37.	Release from the Organization	609
Part VII	Performance Management	615
38.	The Process of Performance Management	617
39.	360-degree Feedback	643
Part VIII	Learning and Development	651
40.	Learning and Development Strategy	653
41.	The Process of Learning and Development	663
42.	Learning and Development Programmes and Events	683
43.	How People Learn	700
44.	Organizational Learning	713
45.	Management Development	720

Part IX	Rewarding People	733
46.	Reward Management	735
47.	Job Evaluation	755
48.	Market Rate Analysis	783
49.	Grade and Pay Structures	795
50.	Contingent Pay	815
51.	Rewarding Special Groups	839
52.	Employee Benefits, Pensions and Allowances	849
53.	Managing Reward Systems	859
Part X	Employee Relations	875
54.	The Employee Relations Framework	877
55.	Employee Relations Processes	905
56.	Employee Voice	935
57.	Employee Communications	949
Part XI	Health, Safety and Employee Well-being	957
58.	Health and Safety	959
59.	Employee Well-being	975
Part XII	HR Policies, Procedures and Systems	985
60.	HR Policies	987
61.	HR Procedures	1000
62.	HR Information Systems	1010
Appendio	ces Bundling 37;	1017
A.	Example of Employee Engagement and Commitment Survey	1019
В.	Example of Performance Management Survey	1020
C.	Example of Reward Survey	1021
D.	Learning and Development Activities and Methods	1022
Useful We	ebsite Addresses	1031
Subject In		1034
Author In	dex	1057

Contents

Suppor	ting resources for instructors and students	xix
List of figures xx		xxi
List of	tables tables	xxiii
Preface	Introduction 252; The nature of west some partial of MANA lo ranged and sales and sale	xxv
Part I	Human Resource Management	1
1.	The Practice of Human Resource Management	3
	Introduction 4; Human resource management defined 4; The objectives of HRM 5; Theories of HRM 6; Characteristics of HRM 7; The development of the concept of HRM 13; Reservations about HRM 14; The context of HRM 17; The ethical dimension 19	
2.	Strategic Human Resource Management	25
	Introduction 26; The conceptual basis of strategic HRM 26; Strategic HRM defined 29; The resource-based view of strategic HRM 30; Strategic fit 32; Perspectives on strategic HRM 32; The best practice approach 33; The best fit approach 35; Bundling 37; The reality of strategic HRM 39; Practical implications of strategic HRM theory 40	
3.	HR Strategies	48
	Introduction 48; What are HR strategies? 48; General HR strategies 49; Specific HR strategies 52; Criteria for an effective HR strategy 53; How should HR strategies be formulated? 54; Issues in developing HR strategies 55; Implementing HR strategies 59	
4.	Human Capital Management	65
	Introduction 66; Human capital management defined 66; The concept of human capital 66; The constituents of human capital 68; Human capital measurement 69; Human capital internal reporting 75; Human capital external reporting 76; Introducing HCM 77	

5.	The Role and Organization of the HR Function	81
	Introduction 82; The role of the HR function 82; The organization of the HR function 84; Evaluating the HR function 87; HR shared service centres 92; Outsourcing HR work 93; Offshoring 94; Using management consultants 94; Marketing the HR function 95; HR budgeting 96; The HR role of front line managers 97	
6.	The Role of the HR Practitioner	104
	Introduction 105; The basic role 105; The business partner role 106; The strategic role of HR specialists 108; The change agent role 111; The internal consultancy role 112; The service delivery role 112; The	
	guardian of values role 113; Models of HR roles 113; Gaining support and commitment 117; Ethical considerations 120; Professionalism in human resource management 121; Ambiguities in the role of HR practitioners 122; Conflict in the HR contribution 124; The qualities required by HR professionals 125; Continuous professional development 129	
7.	The Impact of HRM on Performance	135
	Introduction 136; The impact made by HRM 136; How HRM strategies make an impact 141; How HRM practices make an impact 144	
8.	International HRM	150
	Introduction 151; International HRM defined 151; Issues in international HRM 151; Global HR policies and practices 156; Managing expatriates 156	
9.	Corporate Social Responsibility	165
	Introduction 166; Strategic CSR defined 166; CSR activities 167; The rationale for CSR 168; Developing a CSR strategy 170	
10.	Human Resource Management Research Methods	174
	Introduction 175; The nature of research 175; Research philosophy 176; Planning and conducting research programmes 178; Literature reviews 180; Quantitative and qualitative methods of research 181; Methods of collecting data 182; Processes involved in research 187; Statistical analysis 191	
Part II	Human Resource Management Processes	
11.	Competency-based HRM	201
	Introduction 202; Types of competencies 202; Competency frameworks 204; Coverage of competencies 209; Applications of competency-based HRM 210; Developing a competency framework 212; Competencies and emotional intelligence 214	

12.	Knowledge Management	218
37	Introduction 219; Knowledge management defined 219; The concept of knowledge 220; The purpose and significance of knowledge management 221; Knowledge management strategies 222; Knowledge management systems 223; Knowledge management issues 223; The contribution of HR to knowledge management 225	
13.	High-performance Work Systems	230
	Introduction 231; High-performance culture 231; High-performance work system defined 232; Characteristics of a high-performance work system 234; Components of an HPWS 235; Impact of high-performance work systems 238; Reservations about the impact of an HPWS 240; Developing a high-performance work system 241	
Part III	Work and Employment	249
14.	Work	251
	Introduction 252; The nature of work 252; Organizational factors affecting work 255; Changes in the pattern of employment 256; The future of work 257	
15.	The Employment Relationship	260
	Introduction 261; The employment relationship defined 261; The basis of the employment relationship 262; Employment relationship contracts 263; What is happening to the employment relationship 265; Managing the employment relationship 266; Developing a high trust organization 267; Theories explaining the employment relationship 270	
16.	The Psychological Contract	276
	Introduction 277; The psychological contract defined 277; The psychological contract and the employment relationship 279; The significance of the psychological contract 280; Changes to the psychological contract 282; State of the psychological contract 2004 283; How psychological contracts develop 284; Developing and maintaining a positive psychological contract 285	
Part IV	Organizational Behaviour	289
17.	The Essence of Organizational Behaviour	291
	Introduction 292; Organizational behaviour defined 292; Characteristics of organizational behaviour 292; Organizational behaviour and the social and behavioural sciences 293; Explaining organizational behaviour 294; Factors affecting organizational behaviour 294; The sources and applications of organization behaviour theory 295; The significance of organizational behaviour theory 296	

18.	Characteristics of People	299
	Introduction 300; Individual differences 300; Personal characteristics 302; Types of behaviour 307; Implications for HR specialists 311	
19.	Motivation	316
	Introduction 317; Motivation defined 317; Types of motivation 318; Motivation theories 319; Motivation and money 329; Motivation strategies 330	
20.	Engagement and Commitment	335
	Introduction 336; The concepts of engagement and commitment compared 336; Employee engagement 337; Organizational commitment 345; The contribution of HR to developing commitment 351	
21.	How Organizations Function	357
	Introduction 358; Organization theory 359; Organization structure 365; Types of organization 366; Organizational processes 369	
22.	Organizational Culture	383
	Introduction 384; Organizational culture defined 384; Organizational climate defined 385; How organizational culture develops 386; The diversity of culture 387; The components of culture 387; Classifying organizational culture 390; Assessing organizational culture 391; Measuring organizational climate 392; Appropriate cultures 394; Supporting and changing cultures 394	
Part V	Organization Design and Development	401
23.	Organization Design	403
	Introduction 404; The process of organizing 404; Aims of organization design 405; Conducting organization reviews 406; Who does the work? 412	
24.	Organization Development	415
	Introduction 416; Organization development defined 416; Organization development programmes 417; Assumptions and values of organization development 417; Organization development activities 418	
25.	Change Management	423
	Introduction 424; Types of change 424; The change process 426; Change models 426; Resistance to change 430; Implementing change 432; Guidelines for change management 433; Organizational transformation 434; The role of HR in managing change 437	

26.	Job, Role, Competency and Skills Analysis	443
	Introduction 444; Definitions 444; Job analysis 446; Job descriptions 449; Role analysis and role profiles 451; Generic role profiles 453; Behavioural competency modelling 454; Analysing	
	technical competencies 461; Skills analysis 461	
27.	Job and Role Design and Development	466
	Introduction 467; Job design 467; Role development 473	
Part V	VI People Resourcing 882 arguments	477
28.	People Resourcing Strategy	479
	Introduction 480; The objective of people resourcing strategy 480; The strategic HRM approach to resourcing 480; Integrating business and resourcing strategies 481; The components of people resourcing strategy 482; Bundling resourcing strategies and activities 482	
29.	Human Resource Planning	485
	Introduction 486; Human resource planning defined 486; Aims of human resource planning 487; Use of human resource planning 488; Approaches to human resource planning 488	
30.	People Resourcing Practice	495
	Introduction 496; Employee value proposition 496; Employer brand 497; Employee turnover 497; Retention planning 503; Absence management 506; Flexibility planning 509	
31.	Recruitment and Selection	514
	Introduction 515; The recruitment and selection process 515; Defining requirements 515; Recruitment planning 518; Attracting	
	candidates 519; Processing applications 527; Selection methods 529; Dealing with recruitment problems 533; References and offers 534	
32.	Selection Interviewing	540
	Introduction 541; Purpose 541; The basis of an interview – the person specification 541; The nature of an interview – obtaining the	
	information 542; Advantages and disadvantages of interviews 544; Interviewing arrangements 545; Preparation 546; Planning an interview 547; Types of interviews 548; Interview techniques – starting and finishing 552; Interviewing techniques – asking questions 552; Selection interviewing skills 560; Coming to a conclusion 562	
33.	Selection Tests	567
	Introduction 568; Psychological tests 568; Aptitude tests 571; Characteristics of a good test 572; Interpreting test results 573; Choosing tests 574; The use of tests in a selection procedure 574; Good practice in psychological testing 575	

34.	Talent Management	579
	Introduction 580; The meaning of talent management 580; The process of talent management 582; Developing a talent management strategy 584; Management succession planning 586	
35.	Career Management	590
	Introduction 591; Career management defined 591; Aims 591; Career stages 592; Career development strategy 593; Career management activities 593; The process of career management 594; Self-managed careers 598	
36.	Introduction to the Organization	602
	Introduction 603; Induction: what it is and why it is important 603; Reception 604; Documentation 604; Company induction – initial briefing 605; Introduction to the workplace 605; Formal induction courses 606; On-the-job induction training 607	
37.	Release from the Organization	609
	Introduction 610; Redundancy 610; Dismissal 611; Retirement 612	
Part V		
38.	The Process of Performance Management	617
	Introduction 618; Performance management defined 618; Objectives of performance management 619; Characteristics of performance management 619; Underpinning theories 620; The performance management cycle 621; Conducting a performance review meeting 627; Assessing performance 629; Dealing with underperformers 634; Introducing performance management 636; Line managers and performance management 638	
39.	360-degree Feedback	643
	Introduction 644; Use of 360-degree feedback 644; 360-degree feedback – methodology 644; 360-degree feedback – advantages and disadvantages 646; Development and implementation 647	
Part V	VIII Learning and Development	651
40.	Learning and Development Strategy	653
	Introduction 654; Features of a learning and development strategy 654; Learning culture 656; The learning organization 657; The contribution of learning and development to organizational performance 658	
41.	The Process of Learning and Development	663
	Introduction 664; Learning and development defined 664; Elements of learning and development 665; Approaches to learning and	

	development 666; Informal and formal learning 666; E-learning 670; Blended learning 673; Self-directed learning 673; Development 674; Training 675	
42.	Learning and Development Programmes and Events	683
	Introduction 684; The business case for learning and development 684; Planning and delivering learning programmes and events 685; Responsibility for the implementation of learning 689; Identifying learning needs 690; Evaluation of learning 693	
43.	How People Learn	700
	Introduction 701; Learning defined 701; The learning process 701; Learning theory 702; Learning styles 704; Learning to learn 706; The learning curve 706; The motivation to learn 708; The implications of learning theory and concepts 709	
44.	Organizational Learning	713
	Introduction 714; Organizational learning defined 714; The process of organizational learning 715; Outcomes of organizational learning 717; Evaluative enquiry 717; Organizational learning and the learning organization 718	
45.	Management Development	720
	Introduction 721; Management development policy 721; Management development strategy 722; Approaches to management development 723; The integrated approach to management development 726; Responsibility for management development 727; Criteria for management development 730	
Part IX	Rewarding People 178 and of nonditional and a market by the work of the work o	733
46.	Reward Management	735
	Introduction 736; Reward management defined 736; The philosophy of reward management 737; The reward system 739; Total reward 741; Reward strategy 746; Reward management and line management capability 751	
47.	Job Evaluation	755
	Introduction 756; Job evaluation defined 756; Approaches 757; Analytical job evaluation schemes 758; Non-analytical schemes 761; Market pricing 764; Computer-aided job evaluation 765; Choice of approach 766; Designing an analytical point-factor job evaluation scheme 769; Designing an analytical matching job evaluation scheme 776; Equal pay considerations 777; Conclusions 779	
48.	Market Rate Analysis	783
	Introduction 784; The concept of a market rate 784; Job matching 785; Use of benchmark jobs 786; Sources of market data 787; Interpreting and presenting market rate data 792; Using survey data 792	

49.	Grade and Pay Structures	795
	Introduction 796; Definitions 796; Types of grade and pay structure 798; Designing grade and pay structures 807	
50.	Contingent Pay	815
	Introduction 816; Contingent pay as a motivator 816; Arguments for and against contingent pay 817; Alternatives to contingent pay 819; Criteria for success 820; Performance-related pay 821; Competency-related pay 822; Contribution-related pay 823; Skill-based pay 825;	
	Readiness for individual contingent pay 827; Developing and implementing individual contingent pay 827; Service-related pay 828; Summary of individual contingent pay schemes 829; Bonus schemes 829; Team-based pay 832; Organization-wide bonus schemes 833; Choice of approach to contingent pay 834	
51.	Rewarding Special Groups	839
	Reward management for directors and executives 840; Reward management for sales representatives 842; Paying manual workers 844	
52.	Employee Benefits, Pensions and Allowances	849
	Employee benefits 850; Pensions 852; Communicating pensions policies 855; Total reward statements 856; Allowances 856	
53.	Managing Reward Systems	859
	Introduction 860; Controlling reward 860; Monitoring and evaluating reward policies and practices 861; Conducting pay reviews 862; Reward procedures 867; Managing the development of reward systems 868; Devolution to line managers of responsibility for reward 868; Communicating to employees 871	
Part X	Employee Relations Employee Relations	875
54.	The Employee Relations Framework	877
Panis V	Introduction 878; The basis of employee relations 878; Industrial relations as a system of rules 880; Regulations and rules in industrial relations 881; Collective bargaining 882; The unitary and pluralist	651
	views 884; The concept of social partnership 886; Individualism and collectivism 886; Voluntarism and its decline 887; The HRM approach to employee relations 887; The context of industrial relations 889; Developments in industrial relations 890; The parties to employee relations 893	
55.	Employee Relations Processes	905
	Introduction 906; Employee relations policies 906; Employee relations strategies 909; Employee relations climate 910; Union recognition 912; Collective bargaining arrangements 913; Collective bargaining outcomes 915; Informal employee relations processes 920; Other	

	features of the industrial relations scene 921; Negotiating and bargaining 923; Managing with unions 927; Managing without trade unions 929; The state of employment relations 930; Handling employment issues 931	
56.	Employee Voice	935
	Introduction 936; The meaning of employee voice 936; The forms of employee voice 937; The framework for employee voice 938; Expression of employee voice 939; Joint consultation 941; Attitude surveys 942; Suggestion schemes 944; Effectiveness of employee involvement and participation 945; Planning for voice 945; EU Directives affecting employee voice procedures 945	
57.	Employee Communications	949
	Introduction 950; The importance of employee communications 950; What should be communicated? 950; Approach to communication 95 Communication methods 951; Employee communication strategy 953	
Part XI	Health, Safety and Employee Well-being	957
58.	Health and Safety	959
	Introduction 960; Managing health and safety at work 960; Health and safety policies 961; Conducting risk assessments 962; Health and safety audits 965; Health and safety inspections 967; Accident prevention 967; Occupational health programmes 968; Measuring health and safety performance 969; Communicating the need for better health and safety practices 970; Health and safety training 971; Organizing health and safety 971	
59.	Employee Well-being	975
	Introduction 976; Improving of the work environment 976; Services for individuals 981; Group employee services 982	
Part XII	HR Policies, Procedures and Systems	985
60.	HR Policies	987
	Introduction 988; Why have HR policies? 988; Overall HR policy 988; Specific HR policies 990; Formulating HR policies 997; Implementing HR policies 998	
61.	HR Procedures	1000
	What are HR procedures? 1001; Capability procedure 1001; Disciplinary procedure 1003; Grievance procedure 1005; Redundancy procedure 1006	
62.	HR Information Systems	1010
	Introduction 1011; Reasons for introducing an HRIS 1011; The functions of an HRIS 1011; Features of an HRIS 1013; Introducing an HRIS 1014	

Append	es of the industrial relations scene 921; Negotisting and Inc. 41, easil	1017
A.	Example of Employee Engagement and Commitment Survey	1019
В.	Example of Performance Management Survey	1020
C.	Example of Reward Survey	1021
D.	Learning and Development Activities and Methods	1022
Useful Web Addresses		1031
Subject Index		1034
Author Index		1057