```
ability 240
                                                 Aegon 125, 653
ability tests 466
                                                 affective learning 560
absenteeism
                                                 age and employment 151
  causes of absence 864
                                                 agency theory 207, 626
  control of absenteeism 864-66
                                                 AIDS, policy on 155, 874
  dealing with sickness 848-49
                                                 alignment of individual and organizational
  and human capital measurement 40
                                                     objectives 498–99
  use of computers 904–05
                                                 allowances and other payments 735
ACAS (Advisory, Conciliation and Arbitration
                                                 analytical job evaluation 660–62
    Service) 754, 770
                                                 analytical matching 662–63
accident prevention 829-30, 841
                                                 Anglia Polytechnic University 793
Accounting for People Task Force 30, 48
                                                 annual hours 386
                                                 application forms 425, 426
action learning 573–74
action research 341
                                                 appraisal
activity analysis 322
                                                   defined 4
adaptive learning 541
                                                 aptitude tests 466
added value 35, 40, 66, 82
                                                 arbitration 787
adhocracies 290
                                                 artefacts 308
advertising (recruitment)
                                                 assessment centres 430–31
  advertising agency, use of 416-17
                                                 attainment tests 466
  analysis of requirement 416
                                                 attendance management
  copy writing 417-18
                                                   causes of absence 864-65
  evaluate response 419
                                                   control of absenteeism 864–66
  media planning 419
                                                   defined 863
  successful advertising 419–20
                                                 attitude surveys 265-67, 812-13, 907-09
  types of advertisements 418–19
                                                 attitudes 244
```

attraction policies and programmes 391–92 attraction strategies 395 attrition, labour turnover 40 attrition, pay 740	business strategy 54 business strategy, integrating HR strategy with 134 business to employees 899–900
B&Q 125, 590, 650, 655 Bae Systems 573 balanced learning 615 balanced score card 42–44, 68 bargaining collective bargaining 756–58 conventions 797–98 and negotiating 795 process of 796–97 single table 786–87 skills 804–05 tactics 802–03	cafeteria scheme 730 call-out allowances 735 capability procedure 883–85 career dynamics 400, 481–82 career family grade and pay stricture 696 career management aims 400 defined 399 demand and supply forecasts 403 dynamics 400 modelling 403 performance and potential assessments 402
base pay 627 behaviour, influences on 244–45 behaviour modelling 342 behavioural competencies analysis of 193–98 defined 160	policies 400, 402 process of 400, 401 succession planning 403–04 talent audits 402 and talent management 393 use of computers 904
behavioural expectations 226 behavioural science 284–85 benchmarking and best fit 138 use in assessing HR effectiveness 67	career map 405 career path 406 career planning competency band approach 405 defined 404
best fit 138–39 best place to work 82, 394 best practice 135–38 big idea, the 8, 305–06 biodata 429–29	use of career family grade structures 406 career progression 400 case study 581 CBI 769 Central Arbitration Committee (CAC) 770
Black & Decker 590 black box, the 20 blended learning 563, 566, 570 bounded rationality 226 briefing groups see team briefing Britannia Building Society 411 British Psychological Society 469 broad-banded grade and pay structures 693–94 broad-graded grade and pay structures 691–92 bulletins 823 bullying 154 bundling 139–40, 873–74 business partner role of HR practitioners 32, 73, 79 business planning and human resource	Centrica 407–08 change incremental change 74 operational change 345 resistance to 345–47 role of HR in facilitating 54–6 strategic change 344–45 change agents, HR practitioners as 74 change management Beckhard's change model 347–48 change management models 347–51 the change process 343–44 contribution of HR 55 guidelines for 56, 75, 351–52 Lewin's change model 347
planning 363–64 business process re-engineering 26, 357	Thurley's change model 348 transformational change 74

characteristics of people <i>see</i> people, characteristics of Chartered Institute of Personnel and Development (CIPD) 37, 48–49, 84, 86, 92, 535, 593, 613, 652, 734, 742, 742, 743, 866, 868, 873 check-off system 790 Children's Society 127	impact of 276–77 influences on 280–81 and motivation 277 mutual commitment strategy and mutuality 275 orientation 4 problems with concept 275–77 significance of 274–75
CIFO Research 38	strategy 278–79
closed shop 790	and trust 220
coaching 567–69	and the unitary frame of reference 275–76
Code of Professional Conduct, CIPD 84	committed employee 472
cognitive learning 560	communications
cognitive theory	analysing problems 821–22
of learning 551	areas 819–20
of motivation 258–59	bulletins 823
coherence in HRM 54, 139–40	DVDs 823
collective agreements	employee involvement 823
as frameworks for collective bargaining 783	'good communications' theory 818
partnership 784–85	importance of 817
procedural agreements 783–84	intranet 822
substantive agreements 784 collective bargaining	magazines 822 news letters 822
bargaining levels 786	notice boards 823
bargaining power 756–57	objectives 820
conjunctive bargaining 757	on reward matters 748–49
co-operative bargaining 757	strategy 819, 821
defined 756, 783	team briefing 824–25
distributive bargaining 757	what employees want to hear 821
as an exchange relationship 756	what management wants to say 819, 821
integrative bargaining 757–58	communities of practice 178, 181, 182, 609
as a joint regulating process 756	compa-ratios 691, 739–40
and negotiating 795	competence defined 161
as a political relationship 756	competence-related pay 714–16
as a power relationship 756	competencies
procedural agreements 783–84	analysis of 193–98
single-table bargaining 786–87	behavioural 160
substantive agreements 783	clusters 160
collectivism 759	coverage 164
commitment	defined 159
concept of commitment and engagement 271	and emotional intelligence 170–71
contribution of HR to developing commitment	graded 164–65
defined 271–72, 273–74	performance 160
and employee relations 761	reasons for using 163
enhancing 281–82	role-specific 164
factors affecting 277–78	technical 161
and flexibility 276	threshold 160
gaining 83, 181–82	typical competencies 162–63
'hearts and minds' approach 12, 761 and HRM 12, 13–14, 59	competencies, use of in assessment centres 166
and indivi 12, 10–14, 07	in assessment centres 100

defining technical competencies 169	strategy 890–91
in learning and development 166	technical infrastructure 892
in performance management 165–66	conciliation 787
in recruitment and selection 166	Confederation of British Industry (CBI) 769
in reward management 166–67	configuration 139–40
competency	conflict 301
analysis 193–98	conjunctive bargaining 757
competency band approach to career	consultation see joint consultation
planning 406	content (needs) theory of motivation 254, 255,
competency-based approach to recruitment and	257–58
selection 413–14	contingency theory 24, 138
competency-based approach to management	contingent pay
development 600	alternatives to 712
defined 159, 160	arguments for and against 710-11
frameworks 161–63	choice of approach 721
competency analysis	comparison of schemes 722–23
analysing behavioural competencies 193	competence-related pay 71,714–15
analysing technical competencies 198	contribution-related pay 716-17
critical-incident technique 196	criteria for 713
expert opinion 193	defined 628, 708
functional analysis 198	developing and implementing contingent
modelling 901–02	pay 724
purpose 193	incentives and rewards 709–10
repertory grid 196–98	incidence of 708–09
structured interview 193–95	as a motivator 709
workshop 194–95	nature of 709
competency frameworks	organization-wide schemes 725–27
defined 161	performance-related pay 713–14
development of 167–69	readiness for 721–23
headings 161–63	service related pay 720–21
competitive advantage 14, 26, 29, 73, 113, 116,	skill-based pay 718–20
117, 220	team-based pay 724–25 continuous improvement 54, 126, 356–57
competitive edge 305 competitive pressures 25–26	contracts of employment 858–59
competitive pressures 23–20 competitive strategy 135, 136	contribution-related pay 712, 716–18
computer-assisted job evaluation 667–68	convergence of international HR policies
computer-managed learning 903–04	101–02
computerized HR information systems	cooperative bargaining 757
applications 899–906	core workers 761
auditing 906	corporate culture <i>see</i> organizational culture
benefits of 890	corporate governance 634
characteristics of 896	corporate university 544, 573
defined 889	Counsel for Excellence in Management
developing an information system 895–99	46–47
an effective system, features of 893	counselling 852
expert systems 905–06	criterion behaviour 616
functions of 891–92	critical-incident competence analysis
problems 894–95	technique 196
rating of system features 892–93	culture see organizational culture
reasons for 889	culture fit 135

custom and practice 755, 776 CVs 486	downsizing 208, 387, 482 dress codes 863
dashboard 51	Economic and Social Research Council 211
Data Protection Act 1998 469, 869–70	Education 535
data warehouse 178	efficiency wage theory 626
Delloite and Touche 42–43	effort bargain 626
demand forecasting 373	Egg 125
dependency culture 96	e-HR see computerized HR information
de-recognition, trade unions 782–83	systems
development	e-learning
action learning 573–74	aim 584
blended learning 570–71 defined 535, 570–71	blended 586, 587 business case for 586–87
impact of 574	defined 583
personal development planning 571–72	delivery 586
planned experience 572	development of 588–89
development and talent management 393	examples 590
development centres 600–02	process of 585–87
Diageo 127	programme content 585–86
directors and executives, rewards for	technology 584–85
corporate governance 634	types 583–84
elements of pay 635–36	elderly employees 850
discipline 881	e-mails, policy on 156, 874–75
approach to handling cases 489–90	emotional intelligence
disciplinary procedure 881–83	and competencies 170-71
discretionary behaviour 34, 247, 264, 499	components of 170, 602–03
discretionary effort 251–52	defined 170, 602
discussion 580–81	development of 171, 603
dismissal	employee assistance programmes (EAPs)
definition 487	852–53
fair dismissal 488	employee benefits
fundamental questions 487–88	defined 628, 729
handling disciplinary cases 489–90	flexible benefits 730–31
legal framework 487	objectives 729–30 taxation 730
reasonable in the circumstances, concept of 488–89	types of 730
remedies 489	employee engagement see engagement
unfair dismissal 488	employee handbook 474–75
dispute resolution	employee profiling 901
arbitration 787–88	employee relations
conciliation 787	defined 751–52
mediation 788	elements of 754
distributive bargaining 757	and HRM 761–62
distributive justice 222	individualism 759
divergence of international HR practices 101–02	informal processes 788–89
diverse needs, meeting 10	pluralist view 758–59
diversity see managing diversity	policies 774–78
Donovan Commission 763–64	power sharing 774
double-loop learning 541–42	strategy 127, 778–79

unitary view 758	employer brand 82
employee relations climate	employer branding 395–96
defined 779	'employer of choice' 383, 396
an ethical approach 780	employers' associations 769
improving the climate 780	employment relationship
employee relations policies	basis of 217
approaches to 774	changes to 218
expressing policy 777–78	defined 215
formulation 776–77	defining the employment relationship 217
nature and purpose 774	and employee relations 751
policy areas 775	and employee relations policies 775
policy choices 775–76	managing the employment
policy formulation 776–77	relationship 218–19
employee relations strategies	nature of 215–16
formulating 779	and the psychological contract 225, 229
nature and purpose 778	significance of 218
trategic directions 778–79	and trust 220–23
employee resourcing see resourcing	Employment Appeal Tribunal 771
employee satisfaction measures 67	employment practices 857
employee share schemes 698	employment tribunals 770
employee scheduling 900–01	empowerment 12, 13, 75
employee turnover/wastage	engaged performance 282
choice of measurement 379–80	see also engagement
cost of 381	engagement 29, 272–73
half-life index 379	equal opportunity 866
incidence of 382	equal opportunity monitoring 905
labour turnover index 376–77	equity theory of motivation 261–62
length of service analysis 379	e-recruitment
methods of measurement 369–74	advantages 421
reasons for analysing labour turnover 375	approach 422
reasons for turnover 380–81	sites 422
significance of 376	usage 421–22
stability index 379	e-reward 742
survival rate 377–78	ERG theory of motivation (Alderfer) 257
use of computers 900	ethical considerations
employee voice	approach to employee relations 780
attitude surveys 813–15	for HR practitioners 84
defined 807	in recruitment and selection 443
concept of 807	ethical standards in the firm 85
factors affecting 810	ethnic monitoring 867–68
forms of 810–11	ethnocentric policy 101
framework for 808–09	European Foundation for Quality management
involvement 808	(EFQM) 44–45
joint consultation 811–12	European works councils 810
participation 808, 810	evaluating the HR function 66–69
planning for 815	evaluating learning
suggestion schemes 814	application of 619–20
upward problem solving 810–11	levels of 616–18
employee welfare see welfare	reason for 615
employees, gaining support and commitment 83	by return on investment 618

training evaluation 616	functional 210
use of evaluation tools 619	numerical 210
exchange theory 207	plan 384–87
executive search consultants 424	flexible benefits 730–31
exit interviews 380–81	flexible firm, the 210
expatriates, management of	flexible working 862–63, 875–76
expense of 104	frequency rate 841
preparation policy 106	front line managers
realistic previews 106	basic role 93–94
recruitment and selection policies 105-06	devolving responsibility for pay
resourcing policies 105	decisions 746–48
role specifications 106	gaining support of 82–83
training 107	and HR practitioners 72, 89, 95–97
expatriate pay	HRM role of 81
home-based pay 107–08	implementation of HR policies role 97–98,
host-based pay 109	157
policies 107–08	improving front-line managers as people
expectancy theory of motivation 226, 259–60,	managers 98
556	people management responsibilities of 94
experienced worker's standard (ESW) 554	and reward strategy 657
experiential learning 551	functional analysis 198
expert systems 403	functional flexibility 210
external relativities 739	Turicuotar richibirty 210
extrinsic motivation 254	gain sharing 726
extiniste motivation 254	General Electric 56
face validity of psychological tests 463	generic role 327
factor comparison 663	generic role profile 188
factor comparison 663	Genome human capital investment model
factor plan 677–78	(Nationwide) 41–42
factor weighting 678	GlaxoSmithKline 125
factors affecting people at work	global firms 99
attribution theory 245–46	globalization 26
implications for HR specialists 248–49	goal theory of motivation 261, 556
individual differences 239–44	golden handcuffs 393
orientation to work 246	grade and pay structures
personalities 241–43	analysis of different types 699–700
role theory 247	broad-banded 693–94
factors, job evaluation 677	broad-graded 691–93
faults analysis 200	career family 696
feedback 226	defined 628
felt-fair principle 268	design of 698, 701–05
financial flexibility 210	function 688
Financial Times, best workplace survey 394	guiding principles 690
fit, strategic 24, 54	incidence of different types 698
five-fold grading 413	individual job grades 698
flexible benefits 730–31	job family 695
flexible firm 25	narrow-graded 691
flexible hours 386	pay spine 696–97
flexibility	spot rates 697–98
financial 210	types of 691–98
)1

grade structure defined 689	Higher Education Funding Council 127
graphology 431–32	home-based international pay 108–09
great place to work, creation of 394	home-working 385
grievance procedure 880–81	horizontal fit 139, 140
group behaviour	horizontal integration of HR strategy 54, 116,
formal groups 292	134, 140
group ideology 295	horns effect 458
group processes 293	host-based international pay 109
impact on group members 295	HR see human resources, see also HR function, HR
informal groups 293	philosophies, HR strategies, HR policies, HR
interaction 294	practices, HR practitioners, HR processes, HR
reference group 296	programmes, and human resource
task and maintenance functions 294	management
group dynamics 356	HR expertise 74
group exercises 582	HR philosophies 4
half-life index 379	HR practices 4 HR processes 4
halo effect 458	HR programmes 4
hard HRM 11–12	HRD see human resource development
hard strategic HRM 117	HR function
harmonization 789–90	contribution to managing change 55
Harvard framework of HRM 6–8	employee relations role 771
the Hawthorne studies 284	evaluation of 66–69
Hay Group 282	and the facilitation of change 54–56
Hayes Committee 85–86	justifying the HR budget 60
health and safety	marketing of 59–60
accident prevention 841	organization of 57–59
audits 836–37	outsourcing HR work 61–64
benefits 831–32	preparing the HR budget 60
communicating on 842–43	protecting the HR budget 60–61
importance of 830–31	ratio of HR specialists to number of
management of 830	employees 57–58
measuring performance 841–42	role of 53, 54
occupational health programmes 838–39	shared HR services provision 58, 63-64
organizing 843–44	variations in the practice of HR 56–57
policies 829, 832–33	HR information systems see computerised HR
programmes 829	information systems
risk assessments 830, 834–35	HR philosophies 4
stress management 839–40	HR policies
training 843	AIDS 155
Health and Safety Executive 831, 840, 865	age and employment 151
'hearts and minds' approach 12,761	areas of 148–56
hierarchy of needs (Maslow) 257–58	bullying 873
high-commitment management 119–20, 364–65	defined 4, 147
high-involvement management 120	discipline 153 e-mails 156
high-performance culture 314	employee development 152
high-performance management 118–19	employee development 152 employee relations 153, 774–78
high performance work design 334	equal opportunity 150, 866
high performance work design 334	formalization 148, 156–57

formulation of 156	HR procedures
goals 10–11	capability 884–85
grievances 153	defined 4, 879
health and safety 153, 832–33	disciplinary 881–83
implementation 157	grievance 880–81
involvement and participation 153	introduction of 879
managing diversity 151	procedures and policies 147
new technology 153	promotion 861–62
	redundancy 885–86
overall policy 148–49 and procedures 147	reward 745–46
promotion 151–52, 861–62	HR processes 4
reason for 247–48	HR professionals/specialists see HR practitioners
redundancy 154	HR programmes 4
reward 152	HR scorecard 68
sexual harassment 154, 871–72	HR service centre 58, 63–64
smoking 155, 872	HR strategies
substance-abuse 155, 873	attraction 395–97
transfer 860–61	communications 819
work-life balance 152	continuous improvement 126
HR practices 4	criteria for 129
HR practitioners	defined 4, 123
advisory role 72	the development process 132
ambiguities in the role 87–88	employee relations 127, 778–79
basic roles 71–76	human capital 37
business partner role 32, 73, 79	human resource development 536–37
change agent role 74	implementation of 143–45
competencies required 89–92	information 890–91
competency framework 90	knowledge management 127
conflict in the HR contribution 88–89	learning and development 127, 607-09
employee advocate role 80	levels of strategic decision-making 132–33
as functional experts 80	management development 595–96
gaining support and commitment 81–83	overarching strategies 124–26
guardian of values role 76	purpose 124
guidance role 72–73	resourcing 360–61, 371–72, 390–91
as a human capital developer 80	retention 397–98
innovation role 74	reward 127, 643–57
internal consultancy role 75	setting out strategies 143
and front-line managers 95–97	specific strategies 126–28
models of HR practitioners' roles 76–81	and strategic HRM 115, 124
monitoring role 75–76	strategic options and choices 133–34
and personnel specialists 32	strategy development 134–40
professional standards (CIPD) 89–90	talent management 126
professionalism in HRM 85–86	types of 124–28
as reactive pragmatists 73	HR strategy development
as service providers 72	aligning HR strategy 134
as a strategic partner 80	approaches to 134–40
strategist role 73	best fit approach 138–39
as 'thinking performers' 92	best in approach 135–38
values 84	culture fit 135
variations in 71	integration with business strategy 134–35
variations in 71	integration with business strategy 134–33

linking HR with competitive strategies 136 methodology for 140–41 setting out strategies 143	defined 2, 3, 6, 31 diversity of 11–12 and employee relations 761–62
strategic review, conduct of 141-42	'hard' HRM 11–12
HR vision 74	Harvard framework 6–8
HRM see human resource management	and HR specialists 72
human asset worth 40	and human capital management 9, 30–32
human capital	human resource cycle 4
defined 8-9, 30, 33-34	and human resource development 535
and market worth 38	impact on organizational performance
people as 14	20–24
significance of human capital theory 35–36	and integration 12
theory of pay levels 626	matching model of HRM 5–6
human capital advantage 35, 36	models of HRM 5–8
human capital index 39–40	morality of 16–17,
human capital management	and mutuality 13
benefits of 36	and organizational effectiveness 8
defined 2, 29–30, 36	and personnel management 18–20, 31, 88
and human resource management 9, 30–32	philosophy of 12
purpose 36	policy goals 10–11
questions 36–37	radical critique view of 17
strategy 37	rhetoric of 12
human capital measurement	reservations about 15–18
approaches to 39–45	and resourcing 359–60
defined 38	soft HRM 12
elements of measurement 45–47	strategic nature of 13
points concerning measurement 47	as a strategic process 113
rationale for 36–38	and technology 25
human capital monitor 40	unitary philosophy of 14
human capital reporting	human resource planning
defined 47–48	action planning 382–88
external reporting 48–49	aims 368
internal reporting 49	analysing demand and supply forecasts 375
human process advantage 35	and business planning 363–64
human relations school 12,	contribution of HR 388
human resource advantage 118, 121	defined 363, 364
human resource development (HRD)	demand forecasting 373
defined 521	downsizing plan 387
strategic HRD 533–37	employer of choice plans 383
human resource function see HR function	estimating future requirements 373
human resource management (HRM)	expert judgement 373–78
activities 5 aims of 8–11	flexibility plan 384 hard and soft versions 364–65
	incidence of 366
approach to recruitment 432	
aspects of 3–4 and business values 15	the labour market context 367–68 limitations of 365–66
challenges to 26–27 characteristics 7, 11–15	make or buy decisions 368
and commitment 13,	managerial judgement 373–74 mathematical modelling 375
and competitive pressures 25–26	organizational context of 367

process of 368–70	developments in 763-66
ratio-trend analysis 374	distributive bargaining 756
rationale for 367	the Donovan analysis 763–64
recruitment plan 383	HRM approach to 761–62
resourcing plans 372, 382–83	integrative bargaining 757
resourcing strategy 361, 371–72	interventionism 764–65
retention plan 372	parties to 766–71
scenario planning 372–73	procedural agreements 783–84
supply forecasting 374–75	role of Confederation of British Industry
use of information system 900	(CBI) 769–70
human resource policies see HR policies	role of employers' organizations 769
human resource practitioners/professionals/	role of HR function 771
specialists see HR practitioners	role of management 768–69
human resource strategies see HR strategies	role of shop stewards 768
human resource system 4	role of staff associations 768
human resources 3	role of trade unions 765, 766–67
Human Rights Act 857	role of Trade Union Congress (TUC) 768
humanistic viewpoint of people 284	as a system of rules 754–55
	traditional system 763
identification of learning needs	types of regulations and rules 755–56
analysis of business and HR plans 610-11	Workplace Employee Relations Survey (2004),
areas for analysis 610	conclusions of 766
basis of analysis 610	see also employee relations
performance and development	Industrial Relations Services (IRS) 38, 53, 58,
reviews 611–12	419, 422, 615, 619, 774, 787, 862, 863, 865–66,
role analysis 612	875, 876
surveys 611	Industrial Society 567, 619
IDS see Incomes Data Services	Institute of Employment Studies (IES) 39, 63–64
IES see Institute of Employment Studies	Institute of Personnel and Development
impression management 74	(IPD) 208–09, 220, 233, 469, 774–78, 781
incidence rate 341	see also Chartered Institute of Personnel and
Incomes Data Services (IDS) 38	Development
incremental change 74	instruction 579–80
individualism 759	instrumental learning 560
induction	instrumentality theory of motivation 254, 255
defined 471	integration
documentation 474–75	of business and resourcing strategies 360–61
employee handbook 474–75	horizontal integration of HR strategy 54, 116,
formal induction courses 476–77	134
importance of 472–73	of HR strategy with business strategy 134–35
induction training on the job 477–78	vertical integration of HR strategy 54, 116, 134
initial briefing 475	integrative bargaining 757
introduction to the workplace 475–76	intellectual capital
reception 473–74	and competitive advantage 26–27
industrial relations	defined 34
bargaining power 756–57	intelligence 241
collective bargaining 756	intelligence tests 464
conjunctive bargaining 757	interaction 301
context of 762–63	inter-group conflict interventions (OD) 342
cooperative bargaining 756	internal relativities 739

convergence 100, 101-02 cultural diversity 102-04 defined 99 divergence 100, 101-02 ethnocentric policy 101 expatriates, management of 100, 104-09 global firms 99 international firm 99 international organizational models 100 issues in 99-100 finternational trade union organizations 768 interventions (OD) 341, 342 interviews, see selection interviewing intranet 178, 810, 822 intrinsic motivation 254, 329 introduction to the organization 471 involvement 808, 810 IRS see Industrial Relations Services Japanese 'excellence' school 274, 275 job definition of 188, 327 and roles 188 job breakdown 199 job classification 664 job descriptions 188, 247 job design aims 331 approaches to 332 defined 330 factors affecting 328 high-performance work design 344 job characteristics model 330 motivating characteristics of jobs 329-30, 331-32 principles 331-32 and providing intrinsic motivation 329, 330 dask structure, characteristics of 329 job engagement see engagement job enlargement 332 job eralization 132 job enrichment 332-33 job evaluation aims 660 analytical job evaluation 660-62 computer-assisted job evaluation 667-68 criteria for choice 668 defined 628, 660 design principles 679 designing a point-factor scheme 672-79 factor comparison 663 factor plan 677-78 factor plan 678 factor weighting 678 factor selfictor of 664 pob classification 664 pob ranking 665 non-analytical schemes 664 paired comparison ranking 665 point-factor scheme 672-79 factor phone design my inciples 679 designing a point-factor scheme 672-79 factor plan 677-78 factor plan 677-78 factor plan 678 factor plan 678 factor plan 677-78 factor plan 678 factor plan 678 factor plan 665 factor plan 679-279 factor plan 672-79 factor plan 672-79 factor plan 672-79 factor plan 663 pob classification 664 pob regulation 664 pob regulation 755 job ranking 664 pob regulation 755 job ranking 664 pob regulation 755 job ranking 664-65 point-factor scheme 672-79 factor plan 675 point-factor rating 662 process principles 673 proprietary brands 663 job ramking 664-65 point-	international firms 99 international human resource management approach to international HRM 102	approaches 660, 669 case for and against 671–72 choice of scheme 671
divergence 100, 101–02 ethnocentric policy 101 expatriates, management of 100, 104–09 global firms 99 international firm 99 international organizational models 100 issues in 99–100 third-country nationals 100 international trade union organizations 768 interventions (OD) 341, 342 interviews, see selection interviewing intranet 178, 810, 822 intrinsic motivation 254, 329 introduction to the organization 471 involvement 808, 810 IRS see Industrial Relations Services Japanese 'excellence' school 274, 275 job definition of 188, 327 and roles 188 job analysis 188 job analysis 188 job loassification 664 job descriptions 188, 247 job design aims 331 approaches to 332 defined 330 factors plan 677–78 factor weighting 678 factors 677 incidence of 666–67 internal benchmarking 665 job classification 664 job ranking 664 paired comparison ranking 664–65 point-factor rating 662 process principles 673 point-factor scheme 672–79 factor comparison 663 factor plan 677–78 factor weighting 678 factors weighting 678 factor seighting a point-factor scheme 672–79 factor comparison 663 factor plan 677–78 factor weighting 678 factor plan 672–69 introdence of 666–66 non-analytical schemes 664 paired comparison ranking 662 process principles 673 point-factor scheme 672–79 incidence of 666–66 non-analytical schemes 664 paired comparison ranking 662 point-factor scheme 672–79 incidence of 666–66 non-analytical schemes 664 paired comparison ranking 662 point-factor scheme force introduction 100 plan schemes 664 paired comparison ranking 662 point-factor raning 662 point-factor scheme force internation 673 poi	cultural diversity 102–04	criteria for choice 668
expatriates, management of 100, 104-09 global firms 99 international firm 99 international organizational models 100 issues in 99-100 international trade union organizations 768 interventions (OD) 341, 342 interventions (OD) 341, 342 introduction to the organization 471 involvement 808, 810 IRS see Industrial Relations Services planese 'excellence' school 274, 275 job definition of 188, 327 and roles 188 job analysis 188 job breakdown 199 job classification 664 job rotation 332 and providing intrinsic motivation 330 factors affecting 328 high-performance work design 334 job characteristics model 330 motivating characteristics of jobs analysis and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job enlargement see regagement see regagement 2 job enlargement 332 job enrichment 332-33 job evenlation aims 660 factor veinplating 678 factor veinplating 678 factor veinplating 678 factor weighting 678 factors 677 incidence of 666-67 internal benchmarking 665 job classification 664 job ranking 664 non-analytical schemes 664 paired comparison ranking 664 non-analytical schemes 664 paired comparison ranking 664 process principles 673 proprietary brands 663 job family grade and pay structures 695 job learning nalysis 200-01 job ranking 664 job ranking 662 process principles 673 proprietary brands 663 job family grade and pay structures 695 job learning nalysis 200-01 job rotation 332 job satisfaction 263-67 job sharing 385 job rotation 332 job satisfaction 263-67 job sharing 385 job rotation 332 job satisfaction 263-67 job sharing 385 joint consultative committees 811 justice 222 just-in-time teraining 577-78 factis knowledge 175, 177 forms of 175 tactis knowledge 175, 177 forms of 175 tactis knowledge 176, 177, 179 knowledge creation 177 and the learning organization 545 and social capital 34 and organizational learning 185 personalization strategy 177		
global firms 99 international firm 99 international organizational models 100 international organizational models 100 international trade union organizations 768 interventions (OD) 341, 342 interviews, see selection interviewing intranet 178, 810, 822 introduction to the organization 471 involvement 808, 810 IRS see Industrial Relations Services Japanese 'excellence' school 274, 275 job definition of 188, 327 and roles 188 job breakdown 199 job classification 664 job ranking 664 paired comparison ranking 664 process principles 673 proprietary brands 663 job family grade and pay structures 695 job learning analysis 200–01 job ranking 664 job ranking 664 job ranking 664 paired comparison ranking 664–65 point-factor rating 662 process principles 673 proprietary brands 663 job family grade and pay structures 695 job learning analysis 200–01 job ranking 664 job ranking 664 job ranking 664 paired comparison ranking 664–65 point-factor rating 662 process principles 673 proprietary brands 663 job family grade and pay structures 695 job learning analysis 200–01 job ranking 664 job ranking 664 job ranking 665 intervolution 364 paired comparison ranking 664 paired comparison ranking 665 job learning analysis 200–01 job ranking 664 job ranking 664 paired comparison ranking 665 job learning analysis 200–01 job ranking 664 job ranking 665 job learning analysis 200–01 job ranking 664 job ranking 665 job learning analysis 200–01 job ranking 664 job ranking 664 paired comparison ranking 664 paired		
international organizational models 100 issues in 99-100 third-country nationals 100 international trade union organizations 768 interventions (OD) 341, 342 interviews, see selection interviewing intranet 178, 810, 822 intrinsic motivation 254, 329 introduction to the organization 471 involvement 808, 810 IRS see Industrial Relations Services Japanese 'excellence' school 274, 275 job definition of 188, 327 and roles 188 job analysis 188 job breakdown 199 job classification 664 job descriptions 188, 247 job design aims 331 approaches to 332 defined 330 factors affecting 328 high-performance work design 334 job characteristics model 330 motivating characteristics of jobs 329-30, 331-32 principles 331-32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job engagement see engagement job enlargement 332 job enrichment 332-33 job enrichment 332-33 job enrichment 332-33 job evaluation aims 660 factors 677 incidence of 666-67 internal benchmarking 665 job classification 664 job classification 664 pior amket pricing 665-66 market pricing 665-66 market pricing 665-66 market pricing 665-66 market pricing 665-66 mor-analytical schemes 664 paired comparison ranking 664 point-factor rating 662 process principles 673 proprietary brands 663 job family grade and pay structures 695 job learning analysis 200-01 job ranking 664 paired comparison ranking 664-65 point-factor rating 662 process principles 673 job ranking 664 paired comparison ranking 662 process principles 673 point-factor aling 662 process principles 673 point-factor aling 62 process princ		
incidence of 666–67 international trade union organizations 768 interventions (OD) 341, 342 interviews, see selection interviewing intranet 178, 810, 822 introduction to the organization 471 involvement 808, 810 IRS see Industrial Relations Services Japanese 'excellence' school 274, 275 job definition of 188, 327 and roles 188 job analysis 188 job analysis 188 job analysis 188 job descriptions 188, 247 job design aims 331 approaches to 332 defined 330 motivating characteristics of jobs 329–30, 331–32 principles 331–32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job engagement see engagement job enlargement 332 job enrichment 332–33 job enrichment 332–33 job enrichment 332–33 job enlargiations 768 internal benchmarking 665 job classification 664 job classification 664 market pricing 665–66 non-analytical schemes 664 market pricing 665–66 non-analytical schemes 664 paired comparison ranking 664 market pricing 665–66 non-analytical schemes 664 paired comparison ranking 664 paired comparison ranking 664 market pricing 665–66 non-analytical schemes 664 paired comparison ranking 664 paired comparison ranking 662 process principles 673 proprietary brands 663 job learning and ystructures 695 job learning analysis 200–01 job rotation 332 job satisfaction 664 job classification 664 job classification 664 job classification 664 paired comparison ranking 662 process principles 673 proprietary brands 663 job family grade and pay structures 695 job learning analysis 200–01 job related well-being 212–13 job rotation 332 job satisfaction 664 job classification 664 job classification 664 job classification 664 paired comparison ranking 662 process principles 673 proprietary brands 663 job family grade and pay structures 695 job learning analysis 200–01 job related well-being 212–13 job rotation 332 job satisfaction 664 job classification 664 job classif		
third-country nationals 100 international trade union organizations 768 interventions (OD) 341, 342 interviews, see selection interviewing intranet 178, 810, 822 intrinsic motivation 254, 329 introduction to the organization 471 involvement 808, 810 IRS see Industrial Relations Services Japanese 'excellence' school 274, 275 job definition of 188, 327 and roles 188 job analysis 188 job breakdown 199 job classification 664 job descriptions 188, 247 job design aims 331 approaches to 332 defined 330 factors affecting 328 high-performance work design 334 job characteristics model 330 motivating characteristics of jobs 329–30, 331–32 principles 331–32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job engagement see engagement job enlargement 332 job enrichment 332–33 job evaluation aims 660 international trade union organizations 768 job classification 664 market pricing 665 non-analytical schemes 664 market pricing 665 non-analytical schemes 664 market pricing 665 non-analytical schemes 664 paired comparison ranking 662 process principles 673 proprietary brands 663 job family grade and pay structures 695 job learning analysis 200–01 job ranking 664 paired comparison ranking 664 point-factor rating 662 process principles 673 proprietary brands 663 job family grade and pay structures 695 job learning analysis 200–01 job regulation 755 job satisfaction 263–67 job sharing 385 joint consultative committees 811 justice 222 just-in-time learning 561 just-in-time learning 577–78 facit knowledge 175, 177 forms of 175 explicit knowledge 176, 177, 179 knowledge creation 177 and the learning organization 545 and social capital 34 and organizational learning 185 personalization strategy 177		
international trade union organizations 768 interventions (OD) 341, 342 job ranking 664 interventions (SP) 342 job ranking 664 interventions (SP) 342 job ranking 664 job ranking 664 job ranking 664 job ranking 662 process principles 673 proprietary brands 663 job family grade and pay structures 695 job learning analysis 200–01 job ranking 664 job ranking 664 job ranking 664 job ranking 664 job ranking 663 job family grade and pay structures 695 job learning analysis 200–01 job ranking 664 job ranking 664 job ranking 662 process principles 673 proprietary brands 663 job family grade and pay structures 695 job learning analysis 200–01 job ranking 664 priore and providing 199 job satisfaction 322 job satisfaction 322 job satisfaction 322 job satisfaction 322 job satisfaction 323 job created well-being 212–13 job rotation 332 job satisfaction 264 job regulation 755 job regulation 755 job regulation 755 job regulation 755 job satisfaction 264 job satisfaction 264 job satisfaction 264 job satisfaction 264 job regulation 755 job reduction 332 job satisfaction 329 job calcal 334 job characteristics of jobs 329–30, 331–32 principles 332 job enablem 755 job reduction 755 job		
interviews, see selection interviewing intranet 178, 810, 822 introduction to the organization 471 involvement 808, 810 IRS see Industrial Relations Services		job classification 664
intranet 178, 810, 822 intrinsic motivation 254, 329 introduction to the organization 471 involvement 808, 810 IRS see Industrial Relations Services Japanese 'excellence' school 274, 275 job definition of 188, 327 and roles 188 job analysis 188 job breakdown 199 job classification 664 job descriptions 188, 247 job design aims 331 approaches to 332 defined 330 factors affecting 328 high-performance work design 344 job characteristics model 330 motivating characteristics of jobs 329-30, 331-32 principles 331-32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job enlargement 332 job enrichment 332-33 job evaluation aims 660 non-analytical schemes 664 paired comparison ranking 662 process principles 673 proprietary brands 663 job family grade and pay structures 695 job learning analysis 200-01 job regulation 755 job regulation 755 job resulation 323 job rotation 332 job satisfaction 263-67 job sharing 385 joint consultation 811-12 joint consultation 811-12		,
intrinsic motivation 254, 329 introduction to the organization 471 involvement 808, 810 IRS see Industrial Relations Services Japanese 'excellence' school 274, 275 job definition of 188, 327 and roles 188 job analysis 188 job breakdown 199 job classification 664 job descriptions 188, 247 job design aims 331 approaches to 332 defined 330 factors affecting 328 high-performance work design 334 job characteristics model 330 motivating characteristics of jobs 329–30, 331–32 principles 331–32 principles 331–32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job engagement see engagement job enlargement 332 job enviation 332 job evaluation aims 660 point-factor rating 662 process principles 673 proprietary brands 663 job family grade and pay structures 695 job learning analysis 200–01 job ranking 664 job regulation 755 job learning analysis 200–01 job ranking 664 job regulation 755 job regulation 755 job rotation 332 job satisfaction 263–67 job sharing 385 joint consultation 811–12 job characteristics of 329 job characteristics of jobs 329–30, 331–32 principles 331–32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job engagement see engagement job enlargement 332 job evaluation aims 660 point-factor rating 662 process principles 673 proprietary brands 663 job family grade and pay structures 695 job learning analysis 200–01 job ranking 664 job regulation 75 job ergulation 755 job regulation 755 job rotation 332 job satisfaction 263–67 job satisfaction 263–67 job sharing 385 job rotation 332 job satisfaction 263–67 job sharing 385 job rotation 332 job satisfaction 263–67 job sharing 385 job rotation 332 job exaluation 332 job earning analysis 200–01 job ranking 664 job requlation 755 job	· · · · · · · · · · · · · · · · · · ·	
involvement 808, 810 IRS see Industrial Relations Services Japanese 'excellence' school 274, 275 job definition of 188, 327 and roles 188 job analysis 188 job breakdown 199 job classification 664 job descriptions 188, 247 job design aims 331 approaches to 332 defined 330 factors affecting 328 high-performance work design 334 job characteristics model 330 motivating characteristics of jobs 329–30, 331–32 principles 331–32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job engagement 322 job engagement 332 job evaluation aims 660 process principles 673 proprietary brands 663 job family grade and pay structures 695 job learning analysis 200–01 job ranking 664 job bergulation 755 job learning analysis 200–01 job ranking 664 job ranking 664 job regulation 755 job regulation 332 job regulation 755 job regulation 332 job rotation 332 job regulation 332 job regulation 755 job regulation 755 job regulation 755 job regulation 755 job restricted well-being 212–13 job rotation 332 job realted well-being 212–13 job rotation 332 job realted well-being 212–13 job related well-being 212–13 job rotation 332 job rotation 332 job rotation 332 job realted well-being 212–13 job		
IRS see Industrial Relations Services Japanese 'excellence' school 274, 275 job Japanese 'excellence' school 274, 275 job definition of 188, 327 and roles 188 job analysis 188 job breakdown 199 job classification 664 job descriptions 188, 247 job design aims 331 approaches to 332 defined 330 factors affecting 328 high-performance work design 334 job characteristics model 330 motivating characteristics of jobs 329–30, 331–32 principles 331–32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job engagement see engagement job engagement 332 job evaluation aims 660 proprietary brands 663 job family grade and pay structures 695 job learning analysis 200–01 job learning analysis 200–01 job ranking 664 job regulation 755 job learning analysis 200–01 job ranking 664 job regulation 332 job satisfaction 263–67 job satisfaction 263–67 job sharing 385 join consultative committees 811 justice 222 just-in-time learning 561 just-in-time training 577–78 key result area 191 knowledge concept of 175 defined 175 explicit knowledge 175, 177 forms of 175 tacit knowledge 176, 177, 179 knowledge creation 177 and the learning organization 545 and social capital 34 and organizational learning 185 personalization strategy 177	· ·	
job family grade and pay structures 695 Japanese 'excellence' school 274, 275 job definition of 188, 327		
Japanese 'excellence' school 274, 275 job definition of 188, 327 and roles 188 job analysis 188 job breakdown 199 job satisfaction 332 job descriptions 188, 247 job design aims 331 approaches to 332 defined 330 factors affecting 328 high-performance work design 34 job characteristics model 330 motivating characteristics of jobs 329–30, 331–32 principles 331–32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job engagement 332 job evaluation aims 660 job learning analysis 200–01 job ranking 664 job regulation 755 job regulation 755 job regulation 755 job regulation 755 job regulation 332 job rotation 332 job tastifaction 332 job evaluation job regulation 755 job regulation 755 job regulation 332 job tastifaction 332 job evaluation job regulation 755 job regulation 332 job rotation 34 job rotation 332 job rotation 34 job rotation 342 job rotation 342 job rotation 342 job rotation 342 job rotation 34	1K3 see maastrial Relations Services	* * *
definition of 188, 327 and roles 188 job analysis 188 job breakdown 199 job classification 664 job descriptions 188, 247 job design aims 331 approaches to 332 high-performance work design 334 job characteristics model 330 motivating characteristics of jobs 329–30, 331–32 principles 331–32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job regulation 755 job regulation 322 job regulation 755 job related well-being 212–13 job satisfaction 263–67 job sharing 385 joint consultative committees 811 justice 222 just-in-time learning 561 just-in-time training 577–78 key result area 191 knowledge concept of 175 defined 175 explicit knowledge 175, 177 forms of 175 tacit knowledge 176, 177, 179 knowledge creation 177 job enlargement 332 job evaluation aims 660 and regulation 332 job related well-being 212–13 job related well-being 212–13 job related well-being 212–13 job rotation 332 job rotation 322 job satisfaction 263–67 job sharing 385 joint consultative committees 811 justice 222 just-in-time training 577–78 ferms of 175 tacit knowledge 175, 177 forms of 175 tacit knowledge 176, 177, 179 knowledge creation 177 and the learning organization 545 and social capital 34 and organizational learning 185 personalization strategy 177	Japanese 'excellence' school 274, 275	
and roles 188 job analysis 188 job analysis 188 job breakdown 199 job classification 664 job descriptions 188, 247 job design aims 331 approaches to 332 defined 330 factors affecting 328 high-performance work design 334 job characteristics model 330 motivating characteristics of jobs 329–30, 331–32 principles 331–32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job enalgement 322 job rotation 332 job rotation 325 job satisfaction 263–67 job sharing 385 joint consultation 811–12 joh charderistics of 17–7 sharderistics of 175 defi	,	,
job analysis 188 job breakdown 199 job classification 664 job descriptions 188, 247 job design aims 331 approaches to 332 defined 330 factors affecting 328 high-performance work design 334 job characteristics model 330 motivating characteristics of jobs 329–30, 331–32 principles 331–32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job enalargement 332 job encichment 332–33 job evaluation aims 660 job rotation 332 job satisfaction 263–67 job sharing 385 job rotation 328 job rotation 332 job rotation 332 job satisfaction 263–67 job satisfaction 263–67 job sharing 385 joh sharing 385 joh sharing 385 job satisfaction 263–67 job sharing 385 joh stisfaction 263–67 job sharing 385 joh sharing 481 justice 222 just-in-time training 561 key result area 191 knowledge concept of 175 de		, 0
job breakdown 199 job classification 664 job descriptions 188, 247 job design aims 331 approaches to 332 defined 330 factors affecting 328 high-performance work design 334 job characteristics model 330 motivating characteristics of jobs 329–30, 331–32 principles 331–32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job enlargement 332 job enrichment 332–33 job evaluation aims 660 job satisfaction 263–67 job sharing 385 joint consultation entive committees 811 justice 222 just-in-time learning 561 just-in-time training 577–78 key result area 191 knowledge concept of 175 defined 175 explicit knowledge 175, 177 forms of 175 tacit knowledge 176, 177, 179 knowledge creation 177 and the learning organization 545 and social capital 34 and organizational learning 185 personalization strategy 177		,
job descriptions 188, 247 job design aims 331 approaches to 332 defined 330 factors affecting 328 high-performance work design 334 job characteristics model 330 motivating characteristics of jobs 329–30, 331–32 principles 331–32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job enlargement 332 job enrichment 332–33 job evaluation aims 660 joint consultation 811–12 joint consultation entitation entitation entitation entitation 811–12 joint consultative committees 811 justice 222 just-in-time learning 561 key result area 191 knowledge concept of 175 explicit knowledge 175, 177 forms of 175 tacit knowledge 176, 177, 179 knowledge creation 177 and the learning organization 545 and social capital 34 and organizational learning 185 personalization strategy 177		*
job design aims 331 approaches to 332 defined 330 factors affecting 328 high-performance work design 334 job characteristics model 330 motivating characteristics of jobs 329–30, 331–32 principles 331–32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job engagement see engagement job enlargement 332 job evaluation aims 660 just-in-time learning 561 just-in-time training 577–78 key result area 191 knowledge concept of 175 defined 175 explicit knowledge 175, 177 forms of 175 tacit knowledge 176, 177, 179 knowledge creation 177 and the learning organization 545 and social capital 34 job evaluation aims 660	,	
aims 331 approaches to 332 approaches to 332 defined 330 factors affecting 328 high-performance work design 334 job characteristics model 330 motivating characteristics of jobs 329–30, 331–32 principles 331–32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job engagement see engagement job enlargement 332 job evaluation aims 660 just-in-time learning 561 just-in-time training 577–78 key result area 191 knowledge concept of 175 defined 175 explicit knowledge 175, 177 forms of 175 tacit knowledge 176, 177, 179 knowledge creation 177 and the learning organization 545 and social capital 34 job evaluation aims 660		
approaches to 332 defined 330 factors affecting 328 high-performance work design 334 job characteristics model 330 motivating characteristics of jobs 329–30, 331–32 principles 331–32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job engagement see engagement job enlargement 332 job evaluation aims 660 just-in-time learning 561 just-in-time training 577–78 key result area 191 knowledge concept of 175 defined 175 explicit knowledge 175, 177 forms of 175 tacit knowledge 176, 177, 179 knowledge creation 177 and the learning organization 545 and social capital 34 and organizational learning 185 personalization strategy 177	, 0	,
factors affecting 328 high-performance work design 334 job characteristics model 330 motivating characteristics of jobs 329–30, 331–32 principles 331–32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job engagement see engagement job enlargement 332 job evaluation aims 660 key result area 191 knowledge concept of 175 explicit knowledge 175, 177 forms of 175 tacit knowledge 176, 177, 179 knowledge creation 177 and the learning organization 545 and social capital 34 and organizational learning 185 personalization strategy 177		,
high-performance work design 334 key result area 191 knowledge concept of 175 defined 175 explicit knowledge 175, 177 forms of 175 tacit knowledge 176, 177, 179 job engagement see engagement job enlargement 332 job enrichment 332—33 job evaluation aims 660 key result area 191 knowledge concept of 175 defined 175 explicit knowledge 175, 177 forms of 175 tacit knowledge 176, 177, 179 knowledge creation 177 and the learning organization 545 and social capital 34 and organizational learning 185 personalization strategy 177		just-in-time training 577–78
job characteristics model 330 knowledge motivating characteristics of jobs 329–30, 331–32 concept of 175 defined 175 explicit knowledge 175, 177 forms of 175 tacit knowledge 176, 177, 179 job engagement see engagement job enlargement 332 knowledge creation 177 job enlargement 332 and the learning organization 545 job evaluation aims 660 knowledge 176, 177, 179 knowledge creation 177 and the learning organization 545 and social capital 34 and organizational learning 185 personalization strategy 177		lears magnife among 101
motivating characteristics of jobs 329–30, 331–32 principles 331–32 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job engagement see engagement job enlargement 332 job enrichment 332–33 job evaluation aims 660 concept of 175 defined 175 explicit knowledge 175, 177 forms of 175 tacit knowledge 176, 177, 179 knowledge creation 177 and the learning organization 545 and social capital 34 and organizational learning 185 personalization strategy 177		•
principles 331–32 explicit knowledge 175, 177 and providing intrinsic motivation 329, 330 task structure, characteristics of 329 tacit knowledge 176, 177, 179 job engagement see engagement knowledge creation 177 job enlargement 332 and the learning organization 545 job enrichment 332–33 and social capital 34 job evaluation aims 660 personalization strategy 177		
and providing intrinsic motivation 329, 330 task structure, characteristics of 329 job engagement see engagement job enlargement 332 job enrichment 332–33 job evaluation aims 660 aims of 175 tacit knowledge 176, 177, 179 knowledge creation 177 and the learning organization 545 and social capital 34 and organizational learning 185 personalization strategy 177		
task structure, characteristics of 329 tacit knowledge 176, 177, 179 job engagement see engagement job enlargement 332 and the learning organization 545 job enrichment 332–33 and social capital 34 job evaluation aims 660 and organization strategy 177		
job engagement see engagement job enlargement 332 job enrichment 332—33 and the learning organization 545 and social capital 34 job evaluation aims 660 knowledge creation 177 and the learning organization 545 and social capital 34 personalizational learning 185 personalization strategy 177		
job enrichment 332–33 and social capital 34 job evaluation aims 660 and organizational learning 185 personalization strategy 177		knowledge creation 177
job evaluation and organizational learning 185 aims 660 personalization strategy 177		
aims 660 personalization strategy 177	,	
		and performance management 184
analytical matching 662–63 problems with the concept 545–47	analytical matching 662–63	problems with the concept 545–47

purpose of 176	formal learning 563, 565
resource-based approach 176	goals 562
and resourcing 183	hidden learning 540
significance of 176	Honey and Mumford's learning styles 553
and social capital 179	identifying learning needs 567
systems 178	implications of learning theory 556–57
use of technology 179	informal learning 563, 564
knowledge management	instrumental learning 560
approaches to 176–78	just-in-time learning 561
codification strategy 176–77, 179	Kolb's learning cycle 552–53
communities of practice 178, 181	Kolb's learning styles 553
contribution of HR 180–81	the learning curve 554–55
defined 9, 173, 174, 178	the learning cycle 542
and human capital 36	learning and development strategies 607–09
issues 178–80	learning to learn 554
100 000	learning opportunities 566–67
knowledge workers	the learning process 550
career management for 407	learning programmes 566
as human capital 35	learning styles 552–53
and knowledge management 180	learning theory 550–51
motivators for knowledge workers 183	levels of 563
recruitment of 368	mentoring 569
and role development 328	methods 562–63
Kolb's learning cycle and styles theories 552–53	motivation to learn 555–56, 561
Kwik-fit 655	organizational 540–43
	philosophy 560
labour process theory 206–07	reinforcement 551
labour turnover see employee turnover	responsibility for implementation of
Lands' End 116	learning 614
law of effect 253	self-directed/managed learning 561-62
law of supply and demand 626	self-reflective learning 560, 562
leadership 299–300, 353	single-loop 541–42
leadership style 309	social learning 551
leading edge practices 138	spectrum of 563
lean organization 25, 208–09	and talent management 393
learning	and training 560–61
adaptive 541	types of learning 560
affective learning 560	workplace learning 564–65
aim 560	learning culture, development of 609
blended learning 563, 566, 570	learning curve 473, 554–55
coaching 567–68	learning and development
cognitive learning 560	activities 615
cognitive theory 551	basis of learning and development
computer-managed learning 903-04	programmes 612–14
culture 609	formulating learning and development
defined 535, 549–50, 559	strategies 607–09
and development 560	learning culture, development of 609
double loop 541–42	making the business case 607–08
experiential learning 551	process of 535
feedback 562	skill requirements 613

learning needs, identification of 610–12 learning organization characteristics of 185 defined 543–44 development of 545 and knowledge management 545 and organizational learning 539 philosophy 543 principles of 544 learning specification 612, 613 lecture 580 line managers see front line managers location allowances 735	managing expectations 499 manpower planning 365 see also human resource planning manual skills analysis 199 manual workers pay 636–41 market worth 38 market pricing, job evaluation 665–66 market rate analysis advertisements 685 club surveys 685 defined 628 information required 682 job matching 682–83
magazines 822 make or buy policies 368 management by agreement 393 management by control 393 management consultants, use of 64–66	market intelligence 685 market rate, concept of 681–82 presentation of data 683 published surveys 683–84 purpose 681 sources of information (market data) 683, 686
management development activities 594–95 aims 592 analysis of needs 595 approaches to 596	special surveys 684–85 using survey data 685 market rate, concept of 681–82 market stance 685 marketing the HR function 59–60
assessment of skills and competences 595 competency-based management development 600 defined 591	matching model of HRM 5 mediation 788 mentoring 569 Mercer HR Consulting 37, 40
development centres 600–01 elements of 594 formal approaches to 598 how managers learn 597 informal approaches to 598–99	metrics 29, 30, 38 Michigan School 4 Mobile workers 211 mobility clauses 860 motivation
integrated approach to 599–600 nature of 594 needs 592–93 personal development plans 605 priorities 593	complexity of process 252 components of 252 content (needs) theory 254, 255, 257–62 and contingent pay 679 defined 252
requirements 593 responsibility for 603–04 role of HRD specialist 605–06 strategy 595–96 management style 308	and discretionary effort 251–52 equity theory 261–62 ERG theory (Alderfer) 257 expectancy theory 259–60 extrinsic motivation 254
management succession planning 393 managing change see change management managing diversity aim 868 concept of 868	goal theory 261 hierarchy of needs (Maslow) 257–58 instrumentality theory 254, 255 intrinsic motivation 254 and job satisfaction 251, 263–67
initiatives 868–69 meeting diverse needs 10	law of effect 253 and money 267–68

motivation to learn 555–56, 561 motivation theory 251 needs (content) theory 255–62 needs-related model of 253 and organizational commitment 277 process of 252–53 process theory 254, 258–62 reinforcement 253 strategies 268–69 two-factor model (Herzberg) 262–63 types of 253–254 multi-skilling 761 mutual commitment strategy 19 mutuality 13, 761	occupational health programmes 829, 838–39 occupational hygiene 820 occupational medicine 829 occupational pension schemes approved scheme 732 benefits statements 733 contribution of HR 734 contributions 732 defined 731 defined benefit/final salary scheme 733 defined contribution/money purchase scheme 733 developments in pensions provision 734 operation 731–32
Myers Briggs Types Indicator 243	reasons for 731 retiring age 732–33
narrow-graded grade and pay structures 691	sex discrimination 732 stakeholder pensions 733
National Vocational Qualifications (NVQs) 159, 161	OD <i>see</i> organization development Operating and Financial Review (OFR) 47, 48
Nationwide 41, 50–51	organization charts 289, 290
needs theory of motivation 255–62	organization design
negotiating	aim 320–21
and bargaining 795, 802	conducting organization reviews 321 guidelines 323–24
convergent negotiations 796 closing 802	organization analysis 321–22
defined 796	organization diagnosis 322–23
divergent negotiations 796	process of organizing 319–20
nature of 795–96	of process-based organizations 183
opening 802	responsibility for 325
preparing for 798–802	organization development (OD)
process of 796	activities 341–42
skills 803–04	in communities of practice 182
networking 301	defined 338–39
new style agreement 786	history of 339–40
news letters 822	programmes, features of 341
non-financial rewards 629	traditional approach to 340–41
normal curve (test results) 467	use of 343
norms (cultural) 303, 307–08	organization planning 324–25
norms (test) 467	organization structure
Norwich Union Insurance 43–44, 653–55	defined 288
notice boards 823	organization charts 288–89
numerical flexibility 210	organization theory
NVQs/SNVQs 159, 161	behavioural science school 284–85 bureaucratic model 284
objectives	classical school 283–84
criteria for 505–06	contingency school 286
defined 505	framework for examining organizations
SMART objectives 506	(Kotter) 287
types of 505	human relations school 284

influence of technology (Drucker) 287 new organization paradigm (Pascale) 287	supporting and reinforcing cultures 315 values 303, 307
socio-technical model 285 systems school 285	organizational development 337–38 see also organization development
types of organizations (Handy) 287	organizational effectiveness 8, 340
types of organizations (Minzberg) 287	organizational learning
organizational behaviour 237	defined 540
organizational capability 540	double–loop learning 541–42
organizational capital 34–35	the learning cycle 542
organizational climate	and the learning organization 539
defined 305	outcomes 540
measurement of 312–13	principles of 541, 543
organizational commitment	single–loop (adaptive) learning 541–42
concept of commitment and engagement 271	organizational performance, impact of HR
contribution of HR to developing commitment	on 20–24
defined 271–72, 273–74	organizational performance model 40
enhancing 281–82	organizational processes
factors affecting 277–78	conflict 301
and flexibility 276	group behaviour 292–96
gaining 83, 181–82	interaction 301
'hearts and minds' approach 12,	leadership 299–300
and HRM 5, 9, 12, 13–14	networking 301
impact of 276–77	politics 300
influences on 280–81	power 300
and motivation 277	teamwork 296
mutual commitment strategy 19	organizational transformation
and mutuality 13, 761,	defined 352
orientation 4	and organization development 352-53
problems with concept 275–77	role of HR 355
significance of 274–75	transactional change 352
strategy 278–79	transactional leaders 353
and trust 220	transformation programme 354–55
and the unitary frame of reference 275–76	transformational change 352
organizational culture	transformational leaders 353
analysis of 314–15	transition management 354
appropriate cultures 313–14	types of 353
artefacts 308	organizations
assessment of 311–12	decentralised 290
changing cultures 314–16	divisionalized 289–90
classification of 309–11	flexible 290
components of 307	how they function 283
defined 303–04	line and staff 289
development of 181	matrix 290
diversity of 307	process-based 182, 291
how it develops 306	shamrock 290
leadership/management style 309	organizing, process of 319–20
norms 303, 307–08	orientation to work 246
and organizational climate 305	outdoor learning 574
problems with the concept 304–05	outplacement 484, 485–87
significance of 305–06	output criteria 66

outsourcing	personality 241–43
areas of 61	roles 247–48
case for 61	people management 2, 32, 116, 117
deciding to 62	people management 2,32, 110, 117
implications of 62–63	defined 359
problems with 61–62	and HRM 359–60
selecting service providers 62	integrating business and resourcing
overtime 387	strategies 360–61
overtime 507	performance
paired comparison ranking 664–65	and job satisfaction 264–65
participation participation	meaning of 497–98
defined 808	see also organizational
and employee voice 807	performance appraisal and performance
forms of 810	management 500
partnership agreements with trade unions	see also performance management
defined 784	performance drivers 36
features 785	performance management
problems 785	aims 496
rationale for 784–85	alignment of individual and organizational
part-time workers 384–85	objectives 498–99
pay for expatriates 107–09	basis of 493
pay levels – economic factors 626	characteristics 496–97
pay matrix 742	use of computers 903
pay reviews, general 740–41	conducting a performance review
pay reviews, individual	meeting 510–12
based on ratings 742	criteria for assessing performance 510
conduct of 744	as a cycle 503–04
defined 741	defined 495
doing without ratings 742–43	and discretionary behaviour 499
guidelines to managers 743–44	guiding principles 499–500
pay spines 696–97	as an integrating force 493
ranking 743	introduction of 517–19
pay structures 690	and knowledge management 184
see also grade and pay structures	managing expectations 499
payment-by-results 639-41	managing performance throughout the
pension schemes see occupational pension	year 508–09
schemes	meaning of performance 497–98
people as assets 6, 14, 29, 30, 31, 35	measuring performance 506–07
people as human capital 14	mixed model 498
people, characteristics of	objectives 505–06
ability 240	and organizational effectiveness 357
attitudes 244	and performance appraisal 500
attribution theory 245–46	performance agreements 504–08
differences in gender, race or disability 243–44	performance measures 507
implications for HR specialists 248–49	performance planning 507
individual differences 239–30	performance-related pay 713-14
influence of background 243	performance reviews 509–10
influences on behaviour at work 244–45	personal development planning 507–08
intelligence 241	as a process 503
orientation to work 246	rating performance 512–15

and role analysis 190–91	process consulting 75, 342
and role profiles 190	process criteria 66
use of role profiles 504–05	process theory of motivation 254, 258–59
and talent management 392–93	process worker, changing role of 209–10
understanding performance management 497	professional conduct, CIPD code 84
dealing with under-performers 515–17	profit-sharing 726
and values 498	promotion 861–62
views on 500–02	Prudential Financial 590
Performance Management Group 523	psychological contract
performance measures 506–07	changing nature of 231–33
performance rating	defined 225–26
achieving consistency 514–15	developing a positive psychological
problems with 514	contract 234–35
rating scales 513–14	development of 229-30
rationale for 512–13	and the employment relationship 225
performance-related pay 713–14	and the HR function 55
performance reviews 509	and induction 472–73
person specification 410	model of 229, 230
personal case work 847–48	significance of 227–28
personal development planning 507–08, 571–72,	state of 235–36
605	psychological tests 461–62
personal records 899	see also selection tests
personality	psychometric questionnaires 463–64
classification of 464–65	psychometric tests 463
defined 241, 464	see also selection tests
traits 241–42	
types 242–43	quality of working life 149
personality tests 464–66	
personnel function see HR function	Race Relations Act 1976 418
personnel management 2, 6	radical critique view of HRM 17
personnel management and HRM 18–20, 31, 88	ratio-trend analysis 374
see also human resource management	reactive pragmatists (HR practitioners as) 73
personnel practitioners/professionals see HR	realistic job previews 106
practitioners	recognition, trade unions 781, 782–83
Personnel Today 42–43	recruitment agencies 423
PESTLE analysis 143	recruitment consultants 423
piecework 639	recruitment plan 383
Pilkington Optronics 126	recruitment and selection
planned experience 572	advertising 416–20
pluralist frame of reference 208	analysis of recruitment strengths and
pluralist view of employee relations 758–59	weaknesses 415
point-factor rating, job evaluation 662	application forms 425, 426
policies see HR policies	assessment centres 430–31
politics 300	attracting candidates 414–15
power 300	biodata 428–29
power sharing 774	competency-based approach 413-14
principal agent theory 207	confirming the offer 436
procedural agreements 783–84	contracts of employment 437
procedural rules 755–56	defining requirements 409–14
process 75, 141, 179	electronic CVs 429

e-recruitment 420–22	resource-based strategic HRM 117-18
fivefold grading system 413	resource-based strategy 113, 371
follow-up 437	resource-based view of the firm 35
graphology 431–32	resource capability 116, 371
improving effectiveness of 432–33	resourcing
individual interviews 430	defined 359
interviewing panels 430	and HRM 359-60
interviews, types of 430	integrating business and resource
outsourcing recruitment 423–24	strategies 360–61
person specifications 410–12	and knowledge management 183
process 409	resourcing strategy 361, 371–72, 390–91
qualifications 436	retention
realistic references 434–36	analysis of reasons for leaving 398
role profiles, use of 410, 411	areas for action 398–99
selection boards 430	factors affecting 397
selection methods 429, 432	retention policies and programmes
seven-point plan 412–13	391–92
sifting applications 425, 427	retention strategy 397–98
sources of candidates 415	risk analysis 398
structured interviews 445	retirement 490–91, 850
targeted approach 396–97	return on investment 82, 608, 618
use of computers 902	reward management
use of educational and training	aims 624
establishments 424	defined 623
use of executive search consultants 424	elements of 625–29
use of recruitment agencies 423	philosophy 624–25
use of recruitment agencies 423–24	use of computers 902–03
redundancy 425 24	reward policy
avoiding 483	content 152
causes of 479–80	issues 627
handling 484–85	reward procedures 745–46
outplacement 484, 485–87	reward strategy
procedure 484, 885–88	broad-brush 645, 648
voluntary 483	components of an effective reward
•	-
reference group 296, 818 references 434–36	strategy 651 content 645, 648
reinforcement 253, 550, 557	defined 625, 643–44
relational rewards 629	development of 649–51
release from the organization	examples 653–57
dismissal 487–90	gap analysis 645, 646–47
ethical considerations 481	
exit interviews 380–81	guiding principles 649, 650 implementing 656–57
general considerations 479–82	and line managers 657
· ·	priorities 652
outplacement 485–87 redundancy 482–85	reason for 644
•	
references 434–36	specific reward initiatives 648 structure of 644–5
retirement 490–91	0.1.1.01.1.1.0
role of HR function 480–81	reward system
voluntary leavers 490	defined 625
repertory grid 196–98	and organizational performance 5

reward systems, management of	role-playing 581–82
attrition 740	role profile
communicating to employees about	content of 191–92
rewards 748–49	defined 188, 327–28
compa-ratio analysis 739–40	distinguished from job descriptions 247
control 744	example of 192
dealing with anomalies 746	generic 188
evaluating the system 739–40	and the identification of learning needs 612
fixing rates of pay 745	in performance management 504–05
grading jobs 745	for recruitment purposes 410
pay matrix 742	role set 247
pay modelling 738	
pay reviews 740–44	sales staff pay 636, 637–38
payroll budgets 737–38	Saratoga 67
procedures 745–46	satisfaction 263
promotion increases 746	
•	save-as-you-earn schemes 727
responsibility for reward 746–48	scenario planning 372–73
review budgets 738	Scottish national Vocational Qualifications
reward audit 739	(SNVQs) 159, 161
use of computers 902–03	Sears Roebuck 41
rhetoric and reality, gap between 10	selection see recruitment and selection
risk assessments	defined 4
assessing the risk 834–35	selection boards 430
defined 833	selection interviewing
hazards, looking for 833–34	advantages and disadvantages 440-41
monitoring and evaluation 835	arrangements for 442–43
significance of 830	asking questions 450–54
taking action 835	behavioural-based interviews 447–48
role	behavioural based questions 448
ambiguity 247	behavioural event questions 452–53
conflict 248	biographical interview 445–46
defined 247, 327	briefing interviewers 443
distinction between roles and jobs 327	capability questions 453–54
generic 327	career questions 455
incompatibility 248	choice of interviewing approach 449–50
theory 247	closed questions 452
role analysis	coming to a conclusion 458–59
approach to 189	continuity, maintenance of 458
defined 187	continuity questions 454–55
interviews 189–90	control, keeping 458
and performance management 190-91	dos and don'ts of selection
purpose 188	interviewing 459–60
questionnaire 190	ethical considerations 443
observation 191	focused work questions 455
role definition see role profile	halo effect 458
role development	horns effect 458
and engagement 281–82	hypothetical questions 452
process of 334–35	nature of 441–42
and talent management 392	note-taking 458
role perceptions 260	open questions 450–51
1 ···· I ···· I	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1

planning the programme 443 planning and structuring interviews 444–45 play-back questions 455 preparation 443–44 probing questions 451–52 psychometric interviews 448–49 purpose 419–20 questions to be avoided 456 questions about motivation 454 questions about outside interests 456 situational-based interviews 447 skills 457–58 starting and finishing 450 structured interviews 445 ten useful questions 456–57 timing 444 unhelpful questions 456 unstructured interviews 445	self-paced learning 585 self-reflective learning 560, 562 sensitivity training 342 service level agreements 57, 67 service-related pay 720–21 seven-point plan 412–13 severity rate 842 Sex Discrimination Act 1975 418 sexual harassment 154, 870–72 share owning schemes 726 shared HR services (HR service centre) 58, 63–4 shift payments 735 shift-working 387 shop-floor payment-by-result schemes 639–40 shop stewards 767 SHRM see strategic human resource management sickness 848–49 simulation 582
unstructured interviews 445 use of assessment headings to plan interview 447 use of person specification to structure interview 446–47 selection tests	simulation 582 single-loop learning 541–42 single-table bargaining 786–87 single-union deals 781–82 skill-based pay 718–20 skills analysis
ability tests 466 aptitude tests 466 attainment tests 466 characteristics of a good test 462 choosing tests 468 concurrent validity 462 construct validity 463 content validity 463 criteria for 469 face validity 463 intelligence tests 464	defined 198 faults analysis 200 job breakdown 199 job learning analysis 200 manual skills analysis 199 task analysis 199–200 skills inventories and audits 901 SMART objectives 506 smoking policy 872 social capital defined 34
interpreting test results 467 normal curve 467 norms 467 personality tests 464–66 predictive validity 462 psychological tests 461–62 psychometric tests 461 purpose 461–6 reliability 462 use of tests 468–69 validity, measurement of 463 validity, types of 462–63 self-directed learning 557, 561–62 self-efficacy theory 342 self-managed learning see self-directed learning self-managing teams 333	and knowledge management 34, 179 social learning theory 342, 551 social networks 180 socio-technical model of organization 285 soft HRM 12 soft strategic HRM 117 stability index 379 staff associations 768 stakeholders and employee relations 781 and HR practitioners 71 and HR strategy 117 and human capital management 32 as judges of HRM effectiveness 69 and the pluralist perspective 208 Standard Chartered Bank 50, 498
	,

stand-by allowances 735	Sunday Times best companies to work for
strategic business units (SBUs) 322	survey 394
strategic capability 113–14, 371	supply forecasting 374–75
strategic change 344–45	survey feedback (OD) 341
strategic coherence 54	survival rate 377–78
strategic fit 24, 114, 118	SWOT analysis 143
strategic goals 114	systematic training 577
strategic human resource development (strategic	systems school of organization 285
HRD)	systems theory of industrial relations 755
aims 534	-,
components 534	talent audit 392
creating the strategy 536	talent flow 391
defined 533	talent pool 391
delivering the strategy 536–37	talent management
and HRM 535	approaches to 389
philosophy 537	attraction and retention policies and
process of learning and development 535	programmes 391–92
strategies for 536–37	attraction strategies 395–97
strategic human resource management (strategic	and career management 393, 399–07
HRM)	creating a great place to work 394–95
aims 116–17	defined 9,390
approaches to 117–20	elements of 390–93
defined 115, 124, 131	employer branding 395–96
hard strategic HRM 117	employer of choice 396
and HR strategies 115, 124	for knowledge workers 407
implementing 121	and learning and development 393
rationale for 131	and performance management 392–93
resource-based approach to 117-18	in practice 407–08
soft strategic HRM 117	resourcing strategy 390–91
and strategy 113–15	retention strategies 397–99
strategic integration 54, 116	and role development 392
strategic intent 113	strategy 126
strategic review, conduct of 141–42	talent audit 392
strategies, HR see HR strategies	talent flow 391
	talent now 391
strategy	talent now 391 talent pool 391
strategy defined 113	talent pool 391
•	
defined 113 formulation of 114–15	talent pool 391 targeted recruitment and selection
defined 113 formulation of 114–15 meanings of 114	talent pool 391 targeted recruitment and selection 396–97
defined 113 formulation of 114–15	talent pool 391 targeted recruitment and selection 396–97 and total reward 393 war for talent 389
defined 113 formulation of 114–15 meanings of 114 process of 113–14 stress	talent pool 391 targeted recruitment and selection 396–97 and total reward 393 war for talent 389 talent relationship management 392
defined 113 formulation of 114–15 meanings of 114 process of 113–14 stress management of 840	talent pool 391 targeted recruitment and selection 396–97 and total reward 393 war for talent 389 talent relationship management 392 task analysis 199–200
defined 113 formulation of 114–15 meanings of 114 process of 113–14 stress management of 840 prevention of 840	talent pool 391 targeted recruitment and selection 396–97 and total reward 393 war for talent 389 talent relationship management 392 task analysis 199–200 task structure 329
defined 113 formulation of 114–15 meanings of 114 process of 113–14 stress management of 840 prevention of 840 reasons for taking account of stress	talent pool 391 targeted recruitment and selection 396–97 and total reward 393 war for talent 389 talent relationship management 392 task analysis 199–200 task structure 329 team-based pay 724–25
defined 113 formulation of 114–15 meanings of 114 process of 113–14 stress management of 840 prevention of 840 reasons for taking account of stress 839–40	talent pool 391 targeted recruitment and selection 396–97 and total reward 393 war for talent 389 talent relationship management 392 task analysis 199–200 task structure 329 team-based pay 724–25 team briefing 824–25
defined 113 formulation of 114–15 meanings of 114 process of 113–14 stress management of 840 prevention of 840 reasons for taking account of stress 839–40 strikes 790–91	talent pool 391 targeted recruitment and selection 396–97 and total reward 393 war for talent 389 talent relationship management 392 task analysis 199–200 task structure 329 team-based pay 724–25 team briefing 824–25 team-building
defined 113 formulation of 114–15 meanings of 114 process of 113–14 stress management of 840 prevention of 840 reasons for taking account of stress 839–40 strikes 790–91 sub-contracting 386	talent pool 391 targeted recruitment and selection 396–97 and total reward 393 war for talent 389 talent relationship management 392 task analysis 199–200 task structure 329 team-based pay 724–25 team briefing 824–25 team-building activities 355
defined 113 formulation of 114–15 meanings of 114 process of 113–14 stress management of 840 prevention of 840 reasons for taking account of stress 839–40 strikes 790–91 sub-contracting 386 substance abuse 155, 873	talent pool 391 targeted recruitment and selection 396–97 and total reward 393 war for talent 389 talent relationship management 392 task analysis 199–200 task structure 329 team-based pay 724–25 team briefing 824–25 team-building activities 355 aim 355
defined 113 formulation of 114–15 meanings of 114 process of 113–14 stress management of 840 prevention of 840 reasons for taking account of stress 839–40 strikes 790–91 sub-contracting 386 substance abuse 155, 873 substantive rules 755–56	talent pool 391 targeted recruitment and selection 396–97 and total reward 393 war for talent 389 talent relationship management 392 task analysis 199–200 task structure 329 team-based pay 724–25 team briefing 824–25 team-building activities 355 aim 355 criteria for effectiveness 356
defined 113 formulation of 114–15 meanings of 114 process of 113–14 stress management of 840 prevention of 840 reasons for taking account of stress 839–40 strikes 790–91 sub-contracting 386 substance abuse 155, 873	talent pool 391 targeted recruitment and selection 396–97 and total reward 393 war for talent 389 talent relationship management 392 task analysis 199–200 task structure 329 team-based pay 724–25 team briefing 824–25 team-building activities 355 aim 355

teamwork	effective training 578
characteristics of effective teams 296–97	evaluating training 570–72
definition of a team 296	just-in-time training 577–78
dysfunctional teams 297	justification for 576
technical competencies	role of 575–76
analysis of 198	systematic training 577
defined 161	techniques 579–82
technology 25, 26	transferring 576
teleworking 210–11, 385	types of 578
terms and conditions of employment 858–57	traits 241–42
tests see selection tests	transactional change 352
thinking performers 92	transactional rewards 629
third-country nationals 100	transfers 860–61
third-party dispute resolution 787–88	transformational change 74, 352
time rates 636	see also organizational transformation
T-groups 342	trust
360-degree feedback	building 781
advantages and disadvantages 527–28	climate of trust 182
criteria for success 528–29	developing a high trust organization 221-22
defined 521–22	and the employment relationship 220
development of 526–27	high-trust organizations 182
methodology 524–26	and justice 222
rationale for 523–24	meaning of 221
use of 522–23	renewing 222–23
threshold competencies 160	when do employees trust
total quality management 356	management? 221–22
total remuneration 627, 731	turnover, employee see labour turnover
total reward	turnover index, labour 376–77
benefits of 632	two-factor model of motivation
defined 627, 629–31	(Herzberg) 262–63
model of 633	
significance of 632	under-performers, dealing with 515–17
and talent management 393	unemployment 212
Towers Perrin 633	Unilever 590
Trade Union Congress (TUC) 768	unions see trade unions
trade unions	unitary frame of reference 207, 275–78
and collective bargaining 767	unitary philosophy 14
collective voice of 766–77	unitary view of employee relations 758
decline of 766	US Department of Labor 137
factors affecting recognition or de-	utility analysis 66
recognition 782–83	
managing with trade unions 791–92	validity in selection tests 462–63
managing without trade unions 792–94	value added 39, 40
purpose 766	value proposition 396
recognition 781	values 303, 307
roles of 767	as expressed in HR policies 149-50
single union recognition 781–82	of HR specialists 84
structure 767	vertical fit 139
training	vertical integration of HR strategy 54, 116, 134
defined 535, 575	virtual firm, the 25

voice see employee voice voluntarism 759–60 voluntary release 480 war for talent 389 Watson Wyatt 39–40, 899–900 welfare case for 845–47 categories of welfare services 847 counselling services 852 elderly and retired employees 851 employee assistance programmes (EAPs) 852–53 group services 848 individual services 848–50 personal case work 847–48 provision of 851–52 well-being 212–13 work attitudes to work 212 career expectations 211	organizational factors affecting work 208–10 orientation to work 246–47 theories about work 206–08 unemployment 212 what it is 205 Work Foundation 875, 876 work-life balance benefits of policies on 876–77 defined 875 measures 876 options 875 policy 152 work processes 37 work study 374 Workplace Employee Relations Survey (2004) 212–13, 766, 793 workplace learning 564–65 workshops, for competency analysis 194–95 World Bank 34
career expectations 211 changing patterns of 210–11 job related well-being 212–13	World Bank 34 world class manufacturing 208 world class organization 82
	=