

INDEX

- 360-degree assessment 5, 129, 183
- absenteeism 66, 85, 90
- absorptive capacities 121
- academic industrial relations 71–2
- accidents at work 94–5
- action learning 130
- adversarial collectivism 137, 138
- Advisory, Conciliation and Arbitration Service (ACAS) 56, 57
- age discrimination 99
- agency employees 134, 196
- agency theory 73, 75
- application forms 200
- appraisal *see* assessment
- arbitration 56, 57–8
- Asian culture and values 14, 41, 43
- assessment 3–6; core HRM
intervention 3–4; informal/
formal 4; performance appraisal
xxiii, 176, 178–9, 181, 182;
performance recovery 4–5;
personality assessment 201–2;
responsibility for 181; selection
and 5, 200, 201–2; talent
management and 211
- assessment centres 3, 200, 201, 211
- attributional training 39
- balanced scorecard (BSC)
framework 183
- base pay 21, 25, 76, 148, 149, 150
- behavioural CQ 43
- behavioural observation scales
(BOS) 183
- behavioural training 39
- behaviourally anchored rating scales
(BARS) 183
- benchmarking: compensation
strategies 24, 81, 122, 123; core
labour standards 34; job planning
114–15; labour markets 22, 24,
114–15, 122, 123, 124, 125–6
- benefits *see* compensation strategies
- benefits administration processes 106
- best practice 6–10; components 7;
contract of employment design
35, 36; convergence/divergence
debate 9–10; critical views of
7–9; and job planning 117;
universalistic perspective 8, 10
- Black-Scholes stock valuation
system 75
- bonuses 75, 149, 150
- boundaryless career 14
- bullying 198
- bureaucratic organisations xx, xxi
- business planning 98–9, 115, 116,
117
- business processing outsourcing
(BPO) 165
- business strategies xxiii, 22, 204
- Cadbury 70–1
- capital-intensive operations 8, 98
- career: boundaryless career 14;
objective 11; subjective 10–11

- career development 10–15; career paths 12, 14; and compensation strategies 22; definitions 10–11; and employee retention 198; feedback 14–15; global careers 14–15; information systems and 106; objectives 12; programmes 11–12; responsibility for 12, 13; talent and 207, 211
- career paths 12, 14
- career planning 4, 11–12
- chemical dependency 88
- closed shops 34
- coaching 227–8
- cognitive training 39
- collective bargaining 15–21, 71, 133, 134; bargaining scope 18, 19; bargaining units 18; centralised 19, 20; conflictual and co-operative aspects 18–19, 20–1; de-centralised (local) 19, 20; decline in 19, 20, 186; democratic function 17; economic function 17; emergence of 16; formal/informal 18; governmental function 17; international 19–20; levels of bargaining 18; political process 17; power-centred process 28; procedural agreements 15–16, 17, 18; substantive agreements 15, 17, 18; trade unions and 16, 17, 19, 20, 72, 220–1
- collectivism in employment relations 136–7, 184, 187, 218
- community of employees 159–60, 199
- comparative HRM 111
- compensation consultants 76
- compensation strategies 21–6; alignment with other HR strategies 22; benchmarking practices 24, 122, 123; changes in 24; co-ordination 25; consistency 23; employee choice 24–5; employee role 25; information systems technology 107; internal value hierarchies 122; key options 22–6; motivation and rewards 90, 125, 146–52; outsourcing 168; responsibility for 25–6
- competencies: cross-cultural 40, 41, 43–4; leadership 129
- competency models 44
- competency-based pay 235
- conciliation 56–7, 58
- conflict: active/passive behaviours 31; dispute settlement 55–9; dysfunctional view of 27, 32; functional outcomes 27; industrial action 28–31, 84; teams 215; vertical 28; zero-sum power conflict 85–6
- conflict management 26–32, 85
- continuous improvement methodologies 121, 162
- contracts of employment 32–7, 131, 188; adjustments 35; ‘change of control’ protections 74; design and content 34–5, 36; disputes 33, 35; group-based dynamics 134; international comparisons 33; legal aspects 33, 35, 36, 132–5; negotiated agreements 36; non-standard 8; origins 135; personalised 133; power dimension 134–5, 188; process perception of 35–6; psychological contract 33; termination 37; terms 132–3; verbal 34, 101; written 33, 34
- core labour standards benchmark 34
- credential-based pay 235
- crony-capitalism 203, 204
- cross-cultural competencies 40, 41, 43–4
- cross-cultural leadership 131
- cross-cultural management training (CCMT) 38–41; formal programmes 39; international assignments 39; methodologies 40–1
- cross-cultural training (CCT) 37–42
- cultural and emotional intelligence 40, 42–6, 211

- cultural intelligence (CQ) 38, 40, 42–3, 46
- cultural self-representation theory 43
- cultural theory 9
- CVs 200
- defined contribution benefit schemes 24
- deskilling 122
- development xxii, xxxiii–xxiv
47–51, 224, 226; evaluation phase 50–1; HRM models and 145; international managers 108; job and task-training analysis 48–9; leadership development 47, 127–31; management development 128; measurement phase 50; needs assessment 47–9; organisational analysis 48; person analysis 49; talent management 212; teams 215–16; *see also* training and development
- differentiation strategies 23
- disabled workers 51, 52–3
- discrimination 51–5, 99; contracts of employment 36; favouritism 210; indirect 53; induction briefing 102; job evaluation and 231; legal issues 51, 52; objectivity, ensuring 54; pensions and other benefits 174; permitted 52; positive action 53–4; positive discrimination 53; recruitment 52, 192; selection and 202; talent management and 210, 212
- dismissal 157
- dispute settlement 27, 55–9, 90; arbitration 56, 57–8; conciliation 56–7, 58; key issues 58–9; mediation 57, 58
- diversity management 59–64; dimensions of 60; equal opportunities approach 60–1, 62, 63, 142; HRM model 141; managing diversity approach 61–2, 63, 64; talent management and 212
- diversity policies 52, 54
- economies of scale 67, 114, 168, 169
- effort bargain 70
- electronic learning (e-learning) 163–4
- emotional intelligence (EQ) 45, 46, 212; *see also* cultural and emotional intelligence
- employee costs 199–200
- employee involvement and participation 64–8, 84, 91; degree of 65; direct involvement 65; financial participation 65; implications for HRM 67–8; indirect form 65; level of 65; power-centred process 28; range of subject matter 65; supporting organisational objectives 66–7
- employee rewards xxxii, xxxiii, *see also* compensation strategies; executive rewards; motivation and rewards; performance and rewards
- employees for 'rent' 195–6
- employment relations xxxii, xxxiv, 68–73; academic perspective 71–2; adversarial 16; collective bargaining 15–21; collectivism 136–7, 184, 187, 218; conflict management 26–32; contracts of employment 32–7, 131; employee involvement and participation 64–8; frames of reference 83–7; grievance and disciplinary procedures 27, 36, 87–93; indeterminate nature of 134; individualism 136, 137–8, 184, 186; institutionalisation of 16; management 70–1, 136–40; outsourcing 166; pluralist approach 84–5, 88; radicalist approach 85–6; trade unions and 138, 222–4; unitarist perspective 27, 84
- equal opportunities 60–1, 62, 63, 142
- equity theory 147, 148, 151

- Euromanagers 14
 executive coaching 39, 130
 executive rewards 73–8, 174; agency theory 73, 75; components 76–7; government regulations and tax law 74–5; job evaluation system 231; market comparability 73, 74; negotiated 74; perquisites (perks) 21, 22, 76, 77, 152, 153; social perceptions of 75–6; stock options 74, 75; tournament theory 76; wage differentials 76
 exit interviews 156, 159
 expatriate compensation systems 78–9
 expatriate management 110–11
 expatriate pay 77, 78–82; balance sheet approach 79–80; global compensation strategies 81–2
 expatriate profiles 80
 expectancy theory 147, 148, 151
 experiential training 39
 external labour market (ELM) 12, 36

 fairness 88, 90, 92
 family friendly policies 155, 171
 feedback: 360-degree feedback 129; career development 14–15; induction programmes 103; multi-rater 129; multi-source 129; organisational learning 162; performance 178–9
 flexible work hours 155
 flexible work practices 8, 19, 27, 33, 69, 186, 193, 196
 Fordism 70
 foreign service premium 80
 frames of reference 83–7; pluralism 84–5, 86, 88; radicalism 85–6; unitarism 84
 frontier of control 19, 86
 further education for employees 25

 gain sharing 150
 gap analyses 105
 global HRM xxv, 112–13; career development 14–15; collective bargaining 19–20; compensation strategies 81–2; cross-cultural training (CCT) 37–42; performance management 183–5; strategic HRM 205; talent management 206–7
 global knowledge transfer 120
 go-slows 29
 goal-setting 147, 148, 149, 151, 178
 grievance and disciplinary procedures 27, 36, 87–93; employee-to-employee grievances 91; line managers and 89, 91–2; open-door systems 91; policy statements 87; problem behaviour, managing 88–9; procedural reform 88; union-avoidance motive 91
 group dynamics 214–15

 harassment 91, 198
 hardship premium 80
 Harvard School xxii
 health and safety 93–7; accidents at work 94–5; attitudes to safety 95–6; induction briefing 102; legal responsibilities 93–4; outsourcing 168, 169; proactive safety behaviours 96
 health care 170, 171, 173
 hierarchy of needs theory 147, 148, 149, 151
 high-commitment HRM 6, 7, 8
 high performance work systems 66
 Hofstede model of cultural dimensions 40
 human capital development (HCD) xxiii
 human resource development (HRD) xxiii, 37–8, 47, 183; *see also* development
 human resource information systems (HRIS) *see* information systems
 human resource management (HRM); across business sectors xxiv–xxv; comparative HRM 111; core and non-core activities 168; cycle model 140; global

- HRM 112–13, 205; high-commitment HRM 6, 7, 8; history of people management xx–xxvii; international HRM 108–13, 144; as management concept xxii–xxiii; across national contexts xxv; outsourcing 122, 165–70; paradigm shift from PM to HRM xxi–xxii, xxv, 144; performance linking xxiii–xxiv; personnel management (PM) xx–xxi, xxii; ‘soft’ interpretations 99; strategic HRM xxii; working definition xxv–xxvi
- human resource planning 5, 97–100; business planning and 98–9; core aspects 98; job planning 113–18; organisational exit and 157, 159; organisational variables 99–100; performance assessment and 5; purpose 97–8; selection process and 201; *see also* resourcing
- hybrid jobs 125–6
- in-group identity 142
- incentive pay 24, 77, 125, 149
- incentive schemes 149; long-term incentives 150; short-term incentives 150
- income protection programmes 173
- individualism in employment relations 136, 137–8, 184, 186
- induction 101–3; administrative processes 101; first day of service 101–2; mentors 102; mishandled 101; types of 102–3
- industrial action 28–31, 84; constitutional 28, 30; international comparisons 29–30; strike data 30–1; types and character of 29; unconstitutional 28, 29; working days lost 29–30
- industrial democracy 17, 65–6
- industrial revolution 70
- industrialisation, logic of 9
- information systems 100, 103–8; cost issues 104; employee rewards 106–7; employee training and development 105–6, 131; implementation 104–5; and job planning 117; outsourcing 165, 166, 170; resourcing employees 105
- innovation management 120–1
- institutional theory 9–10
- intellectual capital xxiii, 118
- internal labour market (ILM) 12, 36–7, 98, 198
- international HRM 108–13, 144; best practice 9–10; career development 14–15; defining 109; domestic HRM–IHRM differentiated 110–11; global HRM–IHRM differentiated 112; talent management 206–7; *see also* global HRM
- International Labour Organisation 34
- interpersonal skills 45
- interviews 200, 201–2
- intrapersonal skills 45
- job analysis and description 4, 33, 48–9, 113, 115–16, 190
- job evaluation *see* valuing work
- job planning 33, 98, 113–17; job analysis 115–16; job evaluation and 232; method studies 115; methodologies 114–15; radical change 116; unskilled workers 116
- job sharing 155
- Joint Industrial Councils (JICs) 16
- knowledge: definition 118–19; explicit 118, 119, 121; organisational 118; tacit 118–20, 121
- knowledge creation 119
- knowledge management (KM) 47, 118–22; innovation management 120–1; learning organisation and 161; organisational learning and 162; process 119–21
- knowledge sharing 119–20

- knowledge transfer 112, 120, 162, 164
 labour markets 122–7;
 benchmarking 114–15, 122, 123, 124, 125–6; employee retention and 198; flexible work practices and 27; hybrid jobs 125–6; wage and benefit surveys 123–5; work valuation and 230, 233
 language 40
 language bank 104
 leadership: assessment 128; collective leadership 127; cross-cultural 131; definitions 127–8; support 128
 leadership culture 127
 leadership development 47, 127–31, 224; and management development, distinguished 128; programmes 128–31
 learning: action learning 130; double-loop 161; first-order/second-order 161; negative feedback mechanism 162; on-the-job 14; organisational 47, 156, 160–5; single-loop 161
 learning organisation 161–2
 legal aspects of employment 8, 131–5; contract of employment 33, 35, 36, 132–5; legislative sources 132; organisational exit 157; outsourcing and 166; trade unions and 222
 lifecycle models xxiii
 lock-outs 29
 low cost/no cost rewards *see* non-monetary rewards
 loyalty 25, 66

 management by objectives (MBO) 183
 management development 128, 224, 226, 227
 management styles 136–40;
 coaching 228; collectivism 136, 137–8; and employee retention 199; individualism 136, 137–8; lower-level 139; measurement and analysis 139; types of 136–8

 mediation 57, 58
 mental models 163
 mentoring 102, 227, 228; career functions 228; psychological functions 228
 merit pay 21, 24, 107, 148, 149, 150, 176, 180–1, 183
 metacognitive experience 42–3
 metacognitive knowledge 42
 Michigan School xxii
 micro-management 3
 Million Dollar Club 154
 mobility premium 80
 models of HRM xxii, 140–6;
 conflicting interpretations 144–5; cultures of HRM modelling 142–5; HRM cycle model 140; learning from 145; talent management and 210; unitarist assumptions 140
 motivation and rewards 65, 90, 125, 146–52; intrinsic motivation 43; money 146; motivation theories 146–9; non-monetary rewards 125, 152–6
 motivation theories 146–9; equity theory 147, 148, 151; expectancy theory 147, 148, 151; goal-setting theory 147, 148, 149, 151; hierarchy of needs 147, 148, 149, 151; reinforcement theory 147, 148, 151; two-factor theory 147, 148, 151
 motivational CQ 43
 multi-national enterprises (MNEs) 3, 108, 109, 111, 112
 multi-rater feedback 129
 multi-source feedback 129

 neo-pluralism 86
 neo-unitarism 84, 86
 network organisations 109
 networking initiatives 130
 new public management xxiv–xxv
 non-governmental organisations (NGOs) xxiv
 non-monetary rewards 125, 152–6;
 family friendly policies 155;

- immediacy 152; perquisites (perks) 21, 22, 76, 77, 152, 153; psychic pay 154; rationalisation and integration 152–3, 154; recognition rewards 153–4; worksite policies 154–5
- non-profit/not-for-profit organisations xxiv, 3, 52
- notice periods 157, 158
- occupational health and safety (OCS) *see* health and safety
- open-door systems 91
- organisational analysis 48
- organisational capital management and development xxiii
- organisational culture 48, 102
- organisational diversity 15
- organisational efficiency 48
- organisational exit 37, 101, 156–60; dismissal 157, 158; and employee retention 158–9; exit interviews 156, 159; expected rates of 198; immediate departure 157; impact on morale 158; legal aspects 157; notice periods 157, 158; reasons for 156, 157
- organisational knowledge 118
- organisational learning 47, 156, 160–5; behavioural aspect 162; coaching and 227; cognitivist perspective 162; disciplines 163; electronic learning (e-learning) 163–4; instructor-led training 164; practice-based view 162; sociocultural perspective 162
- organisational maintenance 48
- outsourcing 122, 165–70, 191–2; business processing outsourcing (BPO) 165; definitions 165; monitoring and measuring 169–70; pros and cons 166–7; reasons for 167–8, 169; trends 168–9; types of activity 106, 168, 169, 201
- overtime ban 29
- Oxford School of Industrial Relations 71
- paid time off 172, 173
- paternalism 136, 137
- pay *see* compensation strategies
- payroll functions 165, 166, 168
- peer review 5, 91
- pendulum arbitration 57–8
- pensions and other benefits 170–6; benefit types 172–4; defined contribution benefits plans 174–5; differentiation 174; family-friendly benefits 171; flexible benefits plans 174; online practices 106; outsourcing 168, 169; performance driven 175; strategic perspective 175
- performance and rewards 176–81; benefits and 175; collective agreements and 133; employee retention and 197; job planning and 117; linking HRM to xxxiii–xxiv; merit matrix 179–81; non-monetary rewards 125, 152–6; performance appraisal xxiii, 176, 178–9, 181, 182, 183; performance expectations 177–8; performance planning 176–7; team performance 179
- performance assessment *see* assessment
- performance management 181–5; cultural dimension 181, 184; global PM 183–5; methods and techniques 183; online practices 106; outsourcing 166; and performance appraisal, differentiated 182; phases 182–3; process 176, 182; talent management 207, 212
- performance recovery 4–5
- perquisites (perks) 21, 22, 76, 77, 152, 153; *see also* non-monetary rewards
- person analysis 49
- personality assessment 201–2
- personnel management (PM) xx–xxi, xxii, xxiii, 68; PM–HRM distinctions xxi
- pluralism 84–5, 86, 88

- point factor systems 231–2
- post-industrial service economy 72
- problem behaviour, managing 88–9
- procedural agreements 15–16, 17, 18
- productivity 66
- profit sharing 65, 150
- project plans 150
- promotion 5, 7, 11, 12, 51, 54, 87, 138, 156, 159, 182
- psychological contract 33, 35, 70, 92, 96, 134, 185–9; breaches of 89, 145, 186; criticisms of 187–9; definitions 186, 187; employee/employer expectations 187, 189; HRM model 142–3; implicit obligations 187; performance contract 178, 186; psychic rewards 154, 187; reciprocal mutuality 187; talent management and 210, 211
- psychological selection tests 8
- psychometric tests 200, 201, 211
- public sector organisations: collective bargaining 20; diversity policies 52, 54; HRM framework xxiv–xxv; strikes 31

- quality circles 120

- racial discrimination 51, 52, 53
- racial harassment 91
- radicalism 85–6
- re-engineering 116
- recognition rewards 21, 153–4; *see also* non-monetary rewards
- recruiter effectiveness 105
- recruitment 5, 113, 189–92; candidate specification 52; costs 191; discrimination 52, 192; information systems 105; international managers 108; job planning and 113, 117; outsourcing 168, 191–2; performance assessment and 5; recruitment plan 190–1; talent management 207; trade unions 219; *see also* resourcing
- recruitment fairs 200
- redundancy programmes 158, 193
- references 202
- reinforcement theory 147, 148, 151
- resourcing xxxii–xxxiii, 113, 192–7; employees for ‘rent’ 195–6; information technology and 105; job planning and 113; labour flexibility 196; organisational exit and 157, 159; systematic framework 194; talent management and 209
- restructuring 37
- retention 124, 197–9; family friendly policies 155; organisational exit and 158–9; pensions and other benefits 171; push–pull factors 197–8; rewards and 124, 172; talent management 207, 209
- retirement 157, 173, 193
- role-attribution models xxiii

- safety climate 94–5
- safety culture 96
- safety officers 94
- safety representatives 94
- scenario planning 99, 204
- Scientific Management 70, 115
- secondment 229
- selection xxii–xxiii, 8, 199–202; interviews 200, 201–2; job planning and 113, 117; methods 201–2; objectivity 54; outsourcing 168, 201; performance assessment and 5; processes 200–1; references 202; talent management 207; two-way exercise 201
- self-awareness training 39
- self-efficacy 38, 43
- sex discrimination 51, 52
- sexual harassment 91
- shared vision 163
- shut-downs 196
- sit-ins 29
- skill-based pay systems 234–5
- skills bank 104
- skills tests 105

- small and medium-sized enterprises (SMEs) 3, 113, 190, 219
- SMART objectives 5
- social capital xxiii
- social exchange theory 186
- social intelligence (SQ) 45–6
- social learning theory 38–9
- sponsor programmes 228–9
- stock and unit plans 150
- stock options 74, 75, 150
- strategic analysis 48
- strategic HRM xxii, 66, 203–6;
 - business strategies and 204; global strategy 205; government policies and 206; long-term orientation 203, 205; organisational strategy 203–4; priority items 205
- stress management 45
- stretch goals 178
- strikes 28, 29, 30–1, 84, 85; data 30–1; demonstration strikes 31; indefinite 30; official/unofficial 30
- substantive agreements 15, 17, 18
- succession planning 4, 11, 98; talent management 207
- system thinking 163
- talent audit 209
- talent management 206–13; effective 208–9; talent, definitions of 208–9
- taxation: executive rewards 74; expatriate pay 79
- Taylorism 67, 70
- teams 66, 199, 214–18;
 - characteristics 214; composition 214; conflict 215; cross-cultural co-ordination 217; development 215–16; dynamics 214–15; managing and rewarding 179, 182, 217; roles 214; talent management 209–10; team learning 163; virtual teams 14, 216–17
- temporary employees 134
- Thatcherism 66, 85
- theft and fraud 90
- timekeeping problems 90
- tournament theory 76
- trade unions 27, 71, 84, 85, 218–24;
 - anti-trade unionism 85, 91, 137, 218, 220; benefits package negotiations 174; closed shops 34; collective bargaining 16, 17, 19, 20, 72, 220–1; and conflict management 27, 85; and contracts of employment 132; decline of 86, 218–19, 222, 223; industrial action 28–9, 31, 85; industrial democracy 66, 67; international variations 218; and job planning 116; and management styles 136, 137; membership 72; origins and development 219–20; partnership strategies 138, 222, 223; purpose and function 220–2; radical perspective 86, 221–2; recruitment 219; revitalisation strategies 222–4
- training: education 226; evaluation 50–1; learning 50, 226–7; off-the-job training 225; on-the-job training 225; programme design 50; training-needs analysis 179; triggers for 50
- training and development 8, 47, 224–9; coaching and mentoring 227–8; collective bargaining and 17; and employee retention 198; HRP and 99–100; induction 102; information technology and 105; outsourcing 166, 168; reimbursement programmes 175; secondment 229; sponsor programmes 228–9; work shadowing 229; *see also* development
- transnational skills 38
- unfair dismissal 88–9, 89, 90, 158
- unitarism xxvi, 9, 27, 55, 84, 85, 140
- valuing work 23, 230–5;
 - competency-based pay 235;

- credential-based pay 235;
 - executive jobs 74; experience factor 232; job hierarchy 230, 231, 232–3; labour market rates 230, 233; market pricing 23, 126, 233–4; outsourcing 168; person-based value systems 23; point factor systems 231–2; skill-based pay systems 234–5; statistical analysis 233; valuation practice 230; valuation theory 230; valuing the person 234–5
- virtual teams 14, 39, 216–17
- wage and benefit surveys 123–4
- Webb, Sydney and Beatrice 16, 71
- Whitley Committees 16
- withdrawal of co-operation 29
- work shadowing 229
- work to rule 29
- work–life balance programmes and support 17, 21, 23, 25, 155
- workplace customs and practices 133
- workplace values, international 40–1
- works rules 133
- worksites policies 154–5