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
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
INDEX

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
INDEX

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-slow 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 109–10; expatriate management 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 xx
pluralism 84–5, 86, 88
INDEX

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
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
sexual 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
worksite policies 154–5