

CONTENTS IN BRIEF

List of figures xxxi

List of tables xxxiii

Preface xxxv

PART I Fundamentals of human resource management 1

01 Human resource management (HRM) 3

02 Human capital management 9

03 Strategic HRM 13

PART II Delivering HRM 27

04 HR architecture – the HR system 29

05 The role of the HR function 33

06 The role of HR professionals 43

07 HRM and performance 59

PART III Human resource management processes 71

08 HR strategies 73

09 HR policies 81

10 HR procedures 89

11 HR analytics 97

12 Knowledge management 103

13 Competency-based HRM 111

14 The ethical dimension of HRM 121

15 Corporate social responsibility 131

PART IV People and organizations 139

- 16** Organizational behaviour 141
- 17** Work, organization and job design 161
- 18** Organization development 175

PART V Factors influencing employee behaviour 189

- 19** Motivation 191
- 20** Commitment 207
- 21** Employee engagement 215

PART VI People resourcing 229

- 22** Strategic resourcing 231
- 23** Workforce planning 237
- 24** Recruitment and selection 247
- 25** Talent management 269
- 26** Introduction to the organization 281
- 27** Release from the organization 285
- 28** Managing employee retention 289
- 29** Absence management 297
- 30** Managing diversity and inclusion 303
- 31** Managing flexibility 309

PART VII Learning and development 315

- 32** Strategic learning and development 319
- 33** How people learn 327
- 34** The process of learning and development 335

- 35** Workplace learning 349
- 36** Social learning 355
- 37** E-learning 359
- 38** Training 365
- 39** Leadership and management development 373
- 40** The role of the learning and development function 383

PART VIII Performance management 389

- 41** Performance management fundamentals 391
- 42** The process of performance management 399

PART IX Rewarding people 415

- 43** Reward management 417
- 44** Market pricing 431
- 45** Job evaluation 435
- 46** Grade and pay structures 439
- 47** Contingent pay 445
- 48** Managing reward for special groups 453
- 49** Managing reward systems 465

PART X Employee relations 469

- 50** The basis of employee relations 471
- 51** The employment relationship 479
- 52** The psychological contract 485
- 53** The practice of industrial relations 491
- 54** Employee voice 497
- 55** Employee communications 503

PART XI Employee well-being 509

- 56** The practice of employee well-being 511
- 57** Health and safety 517

PART XII International HRM 527

- 58** The international HRM framework 529
- 59** The practice of international HRM 541
- 60** Managing expatriates 557

PART XIII HRM practices 569

- 61** HR information systems 571
- 62** Employment law 577

PART XIV HR skills 589

- 63** Strategic HRM skills 591
- 64** Business skills 595
- 65** Problem-solving skills 603
- 66** Analytical and critical skills 607
- 67** Research skills 613
- 68** Statistical skills 623
- 69** Selection interviewing skills 629
- 70** Job, role and skills analysis and competency modelling 643
- 71** Learning and development skills 659
- 72** Negotiating skills 665
- 73** Leading and facilitating change 671
- 74** Leadership skills 681

- 75 Influencing skills 689
- 76 Handling people problems 695
- 77 Handling challenging conversations 703
- 78 Managing conflict 705
- 79 Political skills 709
- 80 Investigating a business issue from an HR perspective 713

Author index 721

Subject index 725

CONTENTS

List of figures xxxi

List of tables xxxiii

Preface xxxv

PART I Fundamentals of human resource management 1

01 Human resource management (HRM) 3

Introduction 4

Human resources defined 4

Human resource management defined 4

The emergence of HRM 4

The concept of HRM 4

The goals and beliefs of HRM 4

The theoretical base of HRM 5

Models of HRM 5

HRM today 7

References 8

02 Human capital management 9

Human capital management defined 9

The concept of human capital 10

The constituents of human capital 10

Approaches to people management raised by human capital theory 11

References 11

03 Strategic HRM 13

Introduction 14

The nature of strategic human resource management 14

Strategic HRM and strategic management 14

Strategic HRM and HRM 16

Strategic HRM and HRM strategies 17

Critical evaluation of the concept of SHRM 17

The resource-based view of SHRM 19

Strategic fit 20

Perspectives on SHRM 20

References 25

PART II Delivering HRM 27

04 HR architecture – the HR system 29

HR architecture 29

The HR system 31

References 31

05 The role of the HR function 33

Introduction 33

The contribution of HR 34

The role of the HR function 34

The organization of the HR function 35

Power of the HR function 37

Evaluating the HR function 37

The role of HRM in small- and medium-sized organizations (SMEs) 39

References 41

06 The role of HR professionals 43

The overall role of the HR professional 43

The HR business partner role 46

The partnership role of HR professionals 48

HR professionals: role requirements 50

Carrying out the role of the HR professional 51

The HR role of line managers 53

References 56

07 HRM and performance 59

Introduction 59

The impact of HR 60

Developing a high-performance culture 63

High-performance work systems 64

Performance management 67

The contribution of HR 67

References 69

PART III Human resource management processes 71

08 HR strategies 73

Introduction 73

What are HR strategies? 74

References 79

09 HR policies 81

Introduction 81

Why have HR policies? 81

Overall HR policy 82

Specific HR policies 83

Formulating HR policies 86

Implementing HR policies 87

Reference 87

10 HR procedures 89

What are HR procedures? 89

Capability procedure 90

Disciplinary procedure 91

Grievance procedure 92

Redundancy procedure 93

11 HR analytics 97

Introduction 97

HR analytics defined 98

The purpose of HR analytics 98

HR analytics levels 98

References 102

12 Knowledge management 103

Introduction 103

The concept of knowledge 104

Knowledge management defined 104

Knowledge management strategies 105

Knowledge management issues 106

The contribution of HR to knowledge management 107

References 108

13 Competency-based HRM 111

Introduction 111

Competency defined 112

Competency frameworks 112

Using competencies 116

Applications of competency-based HRM 116

Developing a competency framework 117

Competencies and emotional intelligence 118

References 120

14 The ethical dimension of HRM 121

- Introduction 122
- The meaning and concerns of ethics 122
- The nature of ethical decisions and judgements 122
- Ethical frameworks 122
- Equity theory 123
- Justice 123
- HRM ethical guidelines 124
- Ethical dilemmas 126
- The ethical role of HR 127
- References 129

15 Corporate social responsibility 131

- Introduction 131
- Corporate social responsibility defined 132
- Strategic CSR defined 132
- CSR activities 132
- The rationale for CSR 133
- The opposing view 134
- Benefits of CSR 134
- The basis for developing a CSR strategy 135
- References 136

PART IV People and organizations 139

16 Organizational behaviour 141

- Introduction 142
- Organizational behaviour defined 142
- The sources and applications of organizational behaviour theory 142
- How organizations function 143
- Organizational culture 146
- Organizational climate 149
- Organizational processes 150
- Characteristics of people 151
- Implications for HR specialists 155
- References 158

17 Work, organization and job design 161

- Introduction 162
- Work design 162
- Organization design 166
- Job design 169
- Role development 172
- References 174

18 Organization development 175

- Introduction 176
- Organization development defined 176
- The nature of organization development 176
- The story of organization development 177
- Organization development strategy 180
- Organizational diagnosis 181
- Organization development programmes 183
- Conclusions on organization development 185
- References 187

PART V Factors influencing employee behaviour 189

19 Motivation 191

- Introduction 191
- The meaning of motivation 192
- Types of motivation 192
- Motivation theory 193
- Motivation and job satisfaction 202
- Motivation and money 202
- Motivation strategies 203
- References 205

20 Commitment 207

- Introduction 207
- The meaning of organizational commitment 207
- The importance of commitment 208
- Commitment and engagement 209
- Critical evaluation of the concept of commitment 209
- Factors affecting commitment 210
- Developing a commitment strategy 211
- References 213

21 Employee engagement 215

- Introduction 215
- The meaning of employee engagement 216
- The theory of engagement 216
- The components of employee engagement 217
- Drivers of employee engagement 218
- Outcomes of engagement 219
- Enhancing employee engagement 219
- Enhancing job engagement 219
- Enhancing organizational engagement 221
- Burnout 222
- Measuring engagement 223
- References 226

PART VI People resourcing 229

22 Strategic resourcing 231

- Strategic resourcing defined 231
- The strategic HRM approach to resourcing 232
- Employer brand 232
- Employee value proposition 233
- Reference 236

23 Workforce planning 237

- Introduction 237
- Workforce planning defined 238
- Incidence of workforce planning 238
- The link between workforce and business planning 238
- Reasons for workforce planning 239
- Workforce planning issues 239
- Systematic workforce planning 239
- Approach to workforce planning 243
- References 245

24 Recruitment and selection 247

- Introduction 248
- The recruitment and selection process 248
- Defining requirements 248
- Attracting candidates 249
- Dealing with applications 254
- Selection methods 258
- Provisional offers and obtaining references 263
- Checking applications 264
- Final offers 265
- Following up 265
- Dealing with recruitment problems 265
- References 267

25 Talent management 269

- Talent management defined 269
- The process of talent management 270
- The talent pool 271
- Talent management policy 271
- Talent management strategy 272
- Workforce planning 273
- Resourcing 273
- Identifying talent 273
- Talent development 275
- References 279

26	Introduction to the organization	281
	Introduction	281
	Induction defined	281
	Reception	282
	Information for new staff	282
	Introduction to the workplace	282
	On-the-job induction training	283
	Formal induction courses	283
27	Release from the organization	285
	Introduction	285
	Redundancy	286
	Dismissal	287
28	Managing employee retention	289
	Introduction	289
	Employee turnover	290
	Retention planning	292
	References	296
29	Absence management	297
	Introduction	297
	Causes of absence	298
	Absence policies	298
	Recording and measuring absence	298
	Controlling short-term absence	299
	Managing long-term absence	299
	References	301
30	Managing diversity and inclusion	303
	Introduction	303
	The meaning and significance of managing diversity and inclusion	304
	The rationale for managing diversity and inclusion	304
	How to manage diversity and inclusion	304
	Defining the values	305
	Diversity and inclusion policy	305
	References	308
31	Managing flexibility	309
	Introduction	309
	The flexible firm	310
	Operational flexibility	310
	Other forms of flexible working	312
	References	314

PART VII Learning and development 315

32 Strategic learning and development 319

- Introduction 319
- Strategic L&D defined 320
- Aims of strategic L&D 320
- Learning and development philosophy 320
- The business case for L&D 321
- Impact of learning and development on performance 321
- Organizational learning strategies 322
- Individual learning strategies 325
- References 326

33 How people learn 327

- Introduction 327
- The basis of learning 328
- The motivation to learn 328
- Learning theory 328
- Lessons from neuroscience 328
- Learning styles 329
- The implications of learning theory and concepts 331
- References 334

34 The process of learning and development 335

- Introduction 336
- Identifying learning needs 336
- Approaches to learning and development 339
- Evaluation of learning 342
- References 347

35 Workplace learning 349

- Introduction 349
- The nature of workplace learning 349
- Enhancing workplace learning 350
- Making workplace learning effective 352
- References 354

36 Social learning 355

- The nature and significance of social learning 355
- References 357

37 E-learning 359

E-learning defined 359

Uses of e-learning 360

Advantages and disadvantages of e-learning 360

Developments in e-learning 360

References 363

38 Training 365

Introduction: training defined 365

Types of training 365

The justification for training 366

Systematic training 366

Transferring learning 367

Just-in-time training 367

Bite-sized training 367

Effective training practices 367

Instructional design 368

Planning and delivering training events and programmes 368

Evaluation of training 369

References 372

39 Leadership and management development 373

Introduction 374

Leadership and management development defined 374

The nature of leadership and management 374

Leadership and management development compared 375

Leadership development 375

Management development 377

Criteria for leadership and management development 380

References 381

40 The role of the learning and development function 383

Introduction 383

The role of the L&D function 383

The role of the L&D specialist 384

References 387

PART VIII Performance management 389

41 Performance management fundamentals 391

Introduction: performance management defined 391

The basis of performance management 392

Aims of performance management	393
The impact of performance management on performance	393
Performance management as a rewarding process	396
References	397

42 The process of performance management 399

Introduction	400
Performance planning	400
Managing performance throughout the year	401
Performance reviews	401
Performance assessment	402
Recording the performance agreement and review	405
Web-enabled performance management	405
360-degree feedback	405
Introducing performance management	405
Performance management issues	408
Reinventing performance management	410
References	413

PART IX Rewarding people 415

43 Reward management 417

Reward management defined	417
Aims of reward management	418
Reward philosophy	418
Guiding principles	418
Reward strategy	419
Reward policies	421
The reward system	425
Recognition schemes	426
Employee benefits	427
References	430

44 Market pricing 431

Market pricing defined	431
Use of market pricing	431
Acceptability of market pricing	432
The concept of a market rate	432
Market rate analysis	432

45 Job evaluation 435

Job evaluation defined	435
Analytical job evaluation schemes	435
Non-analytical job evaluation schemes	436

46 Grade and pay structures 439

- Purpose of grade and pay structures 439
- Grade structures 440
- Pay structures 441
- Guiding principles 441
- Criteria for choice 441

47 Contingent pay 445

- Contingent pay 445
- Performance-related pay 445
- Team pay 449
- Pay for organizational performance 450
- References 451

48 Managing reward for special groups 453

- Introduction 453
- Rewarding directors and executives 454
- Reward management for sales and customer service staff 457
- Paying manual workers 460
- References 463

49 Managing reward systems 465

- Controlling reward 465
- General pay reviews 466
- Individual pay reviews 466
- Reward procedures 467

PART X Employee relations 469

50 The basis of employee relations 471

- Introduction 471
- The meaning of employee relations 472
- Employee relations policies 472
- Employee relations strategies 473
- Employee relations climate 474
- Managing with unions 475
- Managing without unions 476
- References 477

51 The employment relationship 479

- Introduction 479
- The nature of the employment relationship 479

Labour process theory and the employment relationship	481
Employment relationship contracts	481
Managing the employment relationship	481
Developing a climate of trust	482
References	484

52 The psychological contract 485

Introduction	485
The psychological contract defined	485
The significance of the psychological contract	486
The psychological contract and the employment relationship	486
How psychological contracts develop	487
The problem with psychological contracts	487
Developing and maintaining a positive psychological contract	487
References	489

53 The practice of industrial relations 491

Introduction	491
Trade union membership	492
Union recognition	492
Collective bargaining	492
Collective agreements	493
Informal employee relations processes	495
References	496

54 Employee voice 497

Introduction	497
The meaning of employee voice	497
The purposes of employee voice	498
Stages of employee voice	498
Expression of employee voice	499
References	501

55 Employee communications 503

Introduction	503
The importance of employee communications	503
What should be communicated	504
Approach to communication	504
Communication methods	504
Employee communication strategy	506
References	507

PART XI Employee well-being 509

56 The practice of employee well-being 511

Introduction 511
Reasons for concern 512
The work environment 512
Managerial behaviour 512
Work–life balance 512
Managing stress 512
Sexual harassment 513
Bullying 514
Services for individuals 514
Group employee services 515
References 516

57 Health and safety 517

Introduction 517
Managing health and safety at work 518
Health and safety policies 518
Conducting risk assessments 519
Health and safety audits 520
Health and safety inspections 521
Accident prevention 522
Occupational health programmes 522
Measuring health and safety performance 523
Communicating the need for better health and safety practices 523
Health and safety training 524
Organizing health and safety 524

PART XII International HRM 527

58 The international HRM framework 529

Introduction 529
The international scene 530
International HRM strategies 530
Contextual factors 531
Convergence and divergence 532
References 538

59 The practice of international HRM 541

Introduction 541
Workforce planning 542
Resourcing 542

International talent management	544
International performance management	546
Reward management	549
Multicultural working	553
Role of the international HR function	553
References	555

60 Managing expatriates 557

Introduction	557
Why use expatriates?	558
RoI on international assignments	558
The process of managing expatriates	558
Resourcing policies	559
Recruitment and selection policies	560
Preparation policy	561
Assimilation and support	561
Career management	562
Performance management	562
Re-entry policies	563
Pay and allowances policies	563
References	566

PART XIII HRM Practices 569

61 HR information systems 571

Introduction	571
Reasons for introducing an HRIS	572
The functions of an HRIS	572
Features of an HRIS	572
E-HRM achievements	574
References	575

62 Employment law 577

Introduction	577
The purpose of employment law	578
How are these objectives achieved?	579
How is employment law enforced?	583
HRM and employment law	585
References	587

PART XIV HR skills 589**63 Strategic HRM skills 591**

- Introduction 591
- The strategic role of the HR professional 591
- The strategic skills required 592
- HR strategic activities and skills as defined by the CIPD 592
- 10 things to do if you want to be strategic 592
- References 593

64 Business skills 595

- Introduction 596
- Business skills 596
- Financial skills 596
- Business models 599
- References 602

65 Problem-solving skills 603

- Introduction 603
- Problem solving 603
- 12 problem-solving steps 604
- References 605

66 Analytical and critical skills 607

- Introduction 607
- Evidence-based management 607
- Analytical skills 609
- Logical reasoning 609
- Critical thinking 610
- Critical evaluation 610
- Testing propositions 610
- Developing and justifying original arguments 611
- References 612

67 Research skills 613

- Introduction 613
- The nature of research 614
- Planning and conducting research programmes 614
- Research methodology 616
- Methods of collecting data 616
- Processes involved in research 620
- References 622

68 Statistical skills 623

- Introduction 624
- Using statistics 624
- Frequency 624
- Measures of central tendency 625
- Measures of dispersion 625
- Correlation 625
- Regression 625
- Causality 626
- Tests of significance 626
- Testing hypotheses 627

69 Selection interviewing skills 629

- Introduction 629
- Selection interviewing skills 630
- Preparing for the interview 631
- Planning the interview 632
- Questioning techniques 633
- Coming to a conclusion 638
- Dos and don'ts of selection interviewing 639
- Reference 641

70 Job, role and skills analysis and competency modelling 643

- Introduction 644
- Definitions 644
- Job analysis 645
- Job descriptions 647
- Role analysis and role profiles 648
- Skills analysis 649
- Competency modelling 652
- References 658

71 Learning and development skills 659

- Introduction 659
- Coaching 659
- Mentoring 660
- Job instruction 661
- References 663

72 Negotiating skills 665

- Introduction 665
- The process of negotiation 666
- Stages of negotiation 666
- Negotiating and bargaining skills 668

73	Leading and facilitating change	671
	Introduction	671
	The role of HR in leading and facilitating change	671
	The change process	673
	Change models	673
	Resistance to change	675
	The role of change agents	677
	References	680
74	Leadership skills	681
	Introduction	681
	The meaning of leadership	681
	Leadership theories	682
	What leaders do	682
	Leadership styles	683
	Types of leaders	684
	The qualities of a good leader	686
	Effective leadership	686
	References	688
75	Influencing skills	689
	Introduction	689
	Persuading people	689
	Case presentation	690
	Making a business case	691
	Facilitating	692
	Coordinating discussions	693
76	Handling people problems	695
	Introduction	695
	Disciplinary issues	695
	Absenteeism	697
	Handling poor timekeeping	698
	Handling negative behaviour	698
	Dealing with under-performance	701
77	Handling challenging conversations	703
78	Managing conflict	705
	Introduction	705
	Handling intergroup conflict	706
	Handling interpersonal conflict	706
	Resolving conflict between team members	707
	Reference	708

79 Political skills 709

- Introduction 709
- Typical political approaches 710
- Using political means to get things done 710
- Political sensitivity 710
- Dangers of politics 711
- Dealing with organizational politics 711
- Reference 712

80 Investigating a business issue from an HR perspective 713

- Introduction 713
- Identify business issues 714
- Establish people factors 715
- Critically analyse relevant HR policy and practice 715
- Conduct or participate in research 716
- Analyse quantitative and qualitative information 716
- Draw conclusions 719
- Prepare and make the business case 719
- References 720

Author index 721

Subject index 725