
Contents

<i>List of contributors</i>	xxviii
Introduction	1
Absence <i>Jill Miller</i>	4
Acas <i>Gill Dix and George Boyce</i>	6
Aesthetic labour <i>Andrew R. Timming</i>	7
Age discrimination <i>Matt Flynn</i>	8
Ageing workforce <i>Matt Flynn</i>	9
Alienation <i>Maurizio Atzeni</i>	10
Alternative dispute resolution <i>Paul Latreille</i>	11
AMO model <i>Eva Knies</i>	12
Annualized hours <i>James Arrowsmith</i>	13
Apprenticeship <i>Jim Stewart</i>	14
Aptitude test <i>Raymond Randall</i>	15
Arbitration <i>Paul Latreille</i>	16
Assessment centres <i>Angela Baron</i>	18
Attitude survey <i>Paula K. Mowbray</i>	19
Bargaining levels <i>John Stirling</i>	21

Bargaining scope <i>John Stirling</i>	22
Benefits <i>Geoff White</i>	23
Best fit <i>Corine Boon</i>	24
Best practice <i>Corine Boon</i>	25
Big Five <i>Daniel J. Cummings and Arthur Poropat</i>	27
Biodata <i>John G. O'Gorman and David H.K. Shum</i>	28
Blacklisting <i>Gregor Gall</i>	29
Blended learning <i>Chris Rowley and Ashish Malik</i>	30
Body work <i>Carol Wolkowitz</i>	31
Bonuses/incentives <i>Mark Gilman</i>	32
Broadbanding <i>Angela Wright</i>	33
Bullying <i>Sheryl Ramsay</i>	34
Bureaucracy <i>Edward Barratt</i>	35
Burnout <i>Arnold B. Bakker</i>	36
Call centres <i>Bob Russell</i>	38
Capability procedure <i>Nelarine Cornelious</i>	39
Career breaks <i>Nikos Bozionelos</i>	40
Careers <i>Teresa Marchant</i>	41

Change management <i>Bernard Burnes</i>	43
CIPD <i>Mike Emmott</i>	45
Coaching <i>Margarita Nyfoudi</i>	46
Co-determination <i>Miguel Martínez Lucio</i>	47
Collective agreements <i>Peter F. Beszter</i>	48
Collective bargaining <i>Peter F. Beszter</i>	49
Collectivism <i>Jo McBride</i>	51
Commitment <i>John P. Meyer</i>	52
Communication <i>Paula K. Mowbray</i>	54
Community unionism <i>Kevin Rowan</i>	55
Comparative HRM <i>Chris Brewster</i>	56
Competence <i>Alan Burton-Jones</i>	58
Competency-based pay <i>Angela Wright</i>	60
Competitive advantage <i>Brian Harney</i>	61
Compressed working time <i>Sue Hutchinson</i>	62
Conciliation <i>Paul Latreille</i>	63
Configurational model <i>Brian Harney</i>	64
Conflict <i>Gregor Gall</i>	65

Constructive dismissal <i>Liz Oliver</i>	68
Consultation <i>Amanda Pyman</i>	68
Context <i>David Farnham</i>	69
Contingency theory <i>Brian Harney</i>	72
Continuing professional development <i>Margarita Nyfoudi</i>	73
Contract of employment <i>Liz Oliver</i>	75
Convergence theory <i>Alexandros Psychogios</i>	76
Coordinated market economy <i>Geoff Wood</i>	77
Core worker <i>Fang Lee Cooke</i>	78
Corporate social responsibility <i>Michael Moran and Maura Sheehan</i>	79
Cross-cultural training <i>Dhara Shah</i>	81
Custom and practice <i>Anni Hollings</i>	82
Customer appraisal <i>Tom Redman</i>	83
CV/Résumé <i>Christine Naschberger</i>	84
Default retirement age <i>Matt Flynn</i>	86
Deskilling <i>Maurizio Atzeni</i>	87
Direct discrimination <i>Liz Oliver</i>	88
Dirty work <i>Linda Tallberg</i>	89

Disability discrimination <i>Liz Oliver</i>	90
Disciplinary procedure <i>David Cabrelli</i>	91
Discipline and grievance <i>Ian McAndrew</i>	92
Disconnected capitalism <i>Paul Thompson</i>	95
Dismissal <i>Liz Oliver</i>	96
Distance learning <i>Jim Stewart</i>	97
Diversity management <i>Geraldine Healy</i>	98
Division of labour <i>Maurizio Atzeni</i>	100
Downsizing <i>Tom Redman</i>	101
Early retirement <i>Matt Flynn</i>	104
E-learning <i>Jim Stewart</i>	105
Electronic HRM <i>Tanya Bondarouk</i>	106
Electronic recruitment <i>Tanya Bondarouk</i>	107
Emotional intelligence <i>Dirk Lindebaum</i>	108
Emotional labour <i>Clare Butler</i>	110
Employability <i>Jason Heyes</i>	111
Employee <i>David Cabrelli</i>	112
Employee assistance programmes <i>Rick Csiernik</i>	113

Employee engagement <i>Catherine Bailey</i>	114
Employee involvement <i>Mick Marchington</i>	116
Employee share ownership plans <i>Erik Poutsma</i>	118
Employee voice <i>Adrian Wilkinson</i>	119
Employer branding <i>Angela Baron</i>	120
Employers' associations <i>Peter Sheldon</i>	121
Employment agency <i>Chris Forde and Gary Slater</i>	122
Employment relationship <i>John W. Budd</i>	123
Employment tribunal <i>Paul Latreille</i>	124
Empowerment <i>Adrian Wilkinson</i>	125
Equal opportunity <i>Glenda Strachan, Erica French and John Burgess</i>	126
Equal pay <i>Mark Smith</i>	128
Equity <i>John W. Budd</i>	129
Ethics <i>Michelle Greenwood</i>	130
Ethnocentric management <i>Dhara Shah</i>	132
European works councils <i>Andrew R. Timming</i>	134
Executive search firms <i>Monika Hamori</i>	135
Exit interview <i>Chris Rowley and Nagiah Ramasamy</i>	136

Expatriate <i>Dhara Shah</i>	137
Expectancy theory <i>Angela Wright</i>	138
Experiential learning <i>Alison Smith</i>	139
External labour markets <i>Matthew Xerri</i>	140
Family-friendly policies <i>Natalie Skinner and Erich C. Fein</i>	142
Financial participation <i>Erik Poutsma</i>	143
Financialization <i>Jean Cushen</i>	144
Fixed-term contract <i>Andy Hodder</i>	145
Flexible firm <i>Stephen Procter</i>	146
Flexible working <i>Sue Hutchinson</i>	147
Flexicurity <i>Marcello Pedaci</i>	149
Flexitime <i>Sue Hutchinson</i>	151
Frames of reference <i>Niall Cullinane</i>	152
Freelance work <i>Oliver Mallett and Robert Wapshott</i>	153
Gender <i>Vincenza Priola</i>	155
Gender gap <i>Jenny Rodriguez</i>	156
Gender pay gap <i>Mark Smith</i>	157
Generations <i>Kate Shacklock</i>	158

Geocentric management <i>Michael Isichei and David G. Collings</i>	159
Glass ceiling <i>María C. González Menéndez</i>	160
Global supply chains <i>Jimmy Donaghey</i>	161
Globalization <i>Geoff Wood</i>	162
Golden handshakes <i>Angela Wright</i>	163
Graduate recruitment <i>Kate Shacklock</i>	164
Greenfield sites <i>Maggie May</i>	165
Green human resource management <i>Douglas W.S. Renwick</i>	166
Grievance procedure <i>David Cabrelli</i>	167
Gross misconduct <i>David Cabrelli</i>	168
Halo effect <i>Chris Rowley and Nagiah Ramasamy</i>	170
Hard and soft HRM <i>Stewart Johnstone</i>	171
Harmonization <i>Angela Wright</i>	172
Headhunting <i>Monika Hamori</i>	173
Health and safety <i>Cameron Allan</i>	174
Herzberg: motivators and hygiene factors <i>Daniel King</i>	176
Hierarchy <i>Edward Barratt</i>	177
High-involvement management <i>Stephen Wood</i>	178

High-performance work systems <i>Stephen Procter</i>	180
Homeworking <i>Alan Felstead</i>	181
Horns effect <i>Chris Rowley and Nagiah Ramasamy</i>	182
HRM process approach: attribution of HRM <i>Karin Sanders</i>	183
Human capital <i>Christopher M. Harris</i>	184
Human relations movement/Mayo <i>Daniel King</i>	186
Human resource department <i>Fang Lee Cooke</i>	187
Human resource development <i>Angela Baron</i>	188
Human resource function and business partnering <i>Helen Francis</i>	190
Human resource information systems <i>Tanya Bondarouk</i>	193
Human resource management <i>John Storey</i>	195
Human resource management in mergers and acquisitions <i>Silvia Bagdadli</i>	197
Human resource manager <i>Stewart Johnstone</i>	198
Human resource planning <i>Angela Baron</i>	199
Human resource strategy <i>Monique Veld</i>	200
Immigration <i>Chris F. Wright</i>	202
Impression management <i>Martin Kleinmann, Pia Ingold and Annika Wilhelmy</i>	203
Indirect discrimination <i>Liz Oliver</i>	204

Induction	205
<i>Fiona Robson</i>	
Industrial action	206
<i>Andy Hodder</i>	
Industrial relations	207
<i>Tony Dundon</i>	
Informal learning	209
<i>Karin Sanders</i>	
Institutional framework	211
<i>Miguel Martínez Lucio</i>	
Institutional theories	213
<i>Alexandros Psychogios</i>	
Intellectual capital	214
<i>Stephen T.T. Teo, Christine Soo and Amy Wei Tian</i>	
Intelligence tests	215
<i>John G. O'Gorman and David H.K. Shum</i>	
Internal labour markets	216
<i>Matthew Xerri</i>	
International human resource management	217
<i>Pawan S. Budhwar</i>	
International Labour Organization and International Labour Standards	219
<i>Steve Hughes</i>	
Internships	222
<i>Philip Rose</i>	
Interpersonal skills	223
<i>Rachel Morrison</i>	
Interviews	224
<i>Chris Rowley and Nagiah Ramasamy</i>	
Investors in People	225
<i>Alison Smith</i>	
Japanese management	227
<i>John Benson</i>	
Job analysis	228
<i>Charles H. Fay</i>	
Job description	229
<i>Chris Rowley and Nagiah Ramasamy</i>	

Leadership and leader–member exchange (LMX) <i>Herman H.M. Tse and Marie T. Dasborough</i>	253
Lean production <i>Stephen Procter</i>	256
Learning cycle <i>Amie Southcombe</i>	257
Learning organization <i>Margarita Nyfoudi</i>	258
Learning style <i>Amie Southcombe</i>	259
Liberal market economy <i>Geoff Wood</i>	260
Lifetime employment <i>Katsuki Aoki</i>	261
Line managers <i>Douglas W.S. Renwick</i>	262
Living wage <i>Stephanie Luce</i>	263
Long hours culture <i>James Arrowsmith</i>	264
Low pay <i>Damian Grimshaw</i>	266
Management <i>Morgen Witzel</i>	268
Management consultancy <i>Joe O'Mahoney</i>	269
Management development <i>Thomas Garavan</i>	270
Management style <i>John Kimberley</i>	272
Managerial control <i>Paul Thompson</i>	273
Maslow: hierarchy of needs <i>Daniel King</i>	274
Master of Business Administration <i>Nick Barter</i>	275

3191h-4
H-41613

Maternity, paternity and parental leave <i>Marian Baird</i>	276
McGregor <i>Daniel King</i>	277
Mediation <i>Paul Latreille</i>	279
Mentoring <i>Margarita Nyfoudi</i>	280
Migrant worker <i>Susan Ressia</i>	281
Minimum wage <i>Damian Grimshaw</i>	282
Misconduct <i>David Cabrelli</i>	283
Motivation <i>Gary Latham and Jelena Brcic</i>	284
Multinational companies <i>Alexandros Psychogios</i>	286
Multi-skilling <i>Christine Naschberger</i>	287
National culture <i>Alexandros Psychogios</i>	289
Negotiation <i>Ian McAndrew</i>	290
Neoliberalism <i>Edward Barratt</i>	291
Non-union workplace <i>Ying Xu and Paul J. Gollan</i>	293
Non-unionism <i>Ying Xu and Paul J. Gollan</i>	294
Notice period <i>David Cabrelli</i>	295
Occupational health <i>Joan Lewis</i>	296
Off-the-job learning <i>Jim Stewart</i>	297



Older worker <i>Matt Flynn</i>	298
On-the-job learning <i>Silvia Pirrioni, Helen Shipton and Ning Wu</i>	299
Online learning <i>Chris Rowley and Ashish Malik</i>	300
Organization development <i>Chris Rowley and Ashish Malik</i>	301
Organizational career systems <i>Yahuda Baruch</i>	302
Organizational citizenship behaviour <i>Eva Knies</i>	303
Organizational culture <i>Alistair Cheyne</i>	304
Organizational learning <i>Maha Alfarhan, Helen Shipton and Tim Campbell</i>	306
Organizational misbehaviour <i>Stephen Ackroyd</i>	307
Organizational politics <i>Stephen Ackroyd</i>	309
Outsourcing <i>Fang Lee Cooke</i>	311
Overtime <i>James Arrowsmith</i>	312
Panel interviews <i>Chris Rowley and Nagiah Ramasamy</i>	314
Part-time working <i>Sue Hutchinson</i>	315
Partnership <i>Stewart Johnstone</i>	316
Paternalism <i>John Kimberley</i>	317
Payment by results <i>Mark Gilman</i>	318
Payment system <i>Mark Gilman</i>	319

Peer appraisal <i>Amie Southcombe</i>	320
Pensions <i>Bethania Antunes</i>	321
Performance appraisal <i>Amie Southcombe</i>	322
Performance appraisal interview <i>Amie Southcombe</i>	323
Performance management <i>Elaine Farndale</i>	324
Performance-related pay <i>Geoff White</i>	326
Peripheral worker <i>Fang Lee Cooke</i>	328
Person–environment fit <i>Brianna Barker Caza</i>	329
Person specification <i>Susan Ressia</i>	330
Personal development plan <i>Jim Stewart</i>	331
Personality test <i>Susan Ressia</i>	332
Personality traits <i>Daniel J. Cummings and Arthur Poropat</i>	333
Picketing <i>Gregor Gall</i>	335
Pluralism <i>Niall Cullinane</i>	336
Polycentric management <i>Olga Tregaskis</i>	337
Positive action <i>Chris Rowley and Vimolwan Yukongdi</i>	338
Positive discrimination <i>Liz Oliver</i>	339
Power <i>Edward Barratt</i>	341

Precarious employment <i>Andy Hodder</i>	342
Prejudice <i>Chris Rowley and Nagiah Ramasamy</i>	343
Presenteeism <i>Jill Miller</i>	344
Probation <i>Chris Rowley and Nagiah Ramasamy</i>	345
Professionalism <i>Daniel Muzio</i>	346
Profit-related pay/gainsharing <i>Mark Gilman</i>	348
Profit-sharing <i>Erik Poutsma</i>	349
Promotion <i>Chris Rowley and Nagiah Ramasamy</i>	350
Psychological capital <i>Maree Roche</i>	351
Psychological contract <i>Neil Conway</i>	353
Psychometric testing <i>Raymond Randall</i>	354
Public sector <i>Peter F. Beszter</i>	356
Purpose-driven leadership <i>Paul S. Turner</i>	357
Qualifications <i>Alison Smith</i>	359
Quality circles <i>Ebrahim Soltani</i>	360
Race discrimination <i>Liz Oliver</i>	361
Radicalism <i>Niall Cullinane</i>	362
Recognition <i>Angela Wright</i>	363

Recruitment	364
<i>Scott A. Hurrell</i>	
Red-circling	366
<i>Angela Wright</i>	
Redeployment	367
<i>Chris Rowley and Nagiah Ramasamy</i>	
References	368
<i>Chris Rowley and Nagiah Ramasamy</i>	
Regulation	369
<i>Miguel Martinez Lucio</i>	
Religious discrimination	370
<i>Liz Oliver</i>	
Repatriation	372
<i>Michael J. Morley</i>	
Representation gap	373
<i>Tony Dundon</i>	
Representative participation	374
<i>Tony Dundon</i>	
Resignation	375
<i>Chris Rowley and Nagiah Ramasamy</i>	
Resistance	376
<i>Stephen Ackroyd</i>	
Resource-based view	377
<i>Brian Harney and John Trehy</i>	
Resourcing	378
<i>Stephen Taylor</i>	
Retention	380
<i>Chris Rowley and Nagiah Ramasamy</i>	
Retirement	381
<i>Chris Rowley and Nagiah Ramasamy</i>	
Reward management	382
<i>Geoff White</i>	
Sabotage	385
<i>Stephen Ackroyd</i>	
Salary	386
<i>Mark Gilman</i>	

Scientific management	386
<i>Daniel King</i>	
Secondment	387
<i>Chris Rowley and Nagiah Ramasamy</i>	
Security of employment	389
<i>Chris Rowley and Nagiah Ramasamy</i>	
Selection	390
<i>Raymond Randall</i>	
Selection method	392
<i>Wayne O'Donohue</i>	
Selection test	393
<i>Wayne O'Donohue</i>	
Self-appraisal	394
<i>Amie Southcombe</i>	
Self-employment	395
<i>Robert Wapshott and Oliver Mallett</i>	
Self-managed teams	396
<i>Stephen Procter</i>	
Self-management	397
<i>Maurizio Atzeni</i>	
Sex discrimination	398
<i>Liz Oliver</i>	
Sexual harassment	399
<i>Liz Oliver</i>	
Shared services	400
<i>Jeroen Meijerink and Marco Maatman</i>	
Shift work	401
<i>James Arrowsmith</i>	
Shop steward	402
<i>Jo McBride</i>	
Shortlisting	403
<i>Wayne O'Donohue</i>	
Single pay spine	404
<i>Angela Wright</i>	
Single-table bargaining	404
<i>Peter F. Beszter</i>	

Single-union agreements	405
<i>Peter F. Beszter</i>	
Skill	406
<i>Dimitrinka Stoyanova Russell</i>	
Skills-based pay	407
<i>Rebecca Hewett</i>	
Small and medium-sized enterprises	408
<i>Stewart Johnstone</i>	
Social capital	410
<i>Christine Soo, Amy Wei Tian and Stephen T.T. Teo</i>	
Staff association	411
<i>Stewart Johnstone</i>	
Staff poaching	412
<i>Antonios Panagiotakopoulos</i>	
State	413
<i>Miguel Martinez Lucio</i>	
Strategic choice	414
<i>Brian Harney</i>	
Strategic HRM	416
<i>Paul Boselie</i>	
Strategy	417
<i>Brian Harney</i>	
Stress	420
<i>Marc Van Veldhoven and Karina Van De Voorde</i>	
Strikes	421
<i>Gregor Gall</i>	
Subcontracting	423
<i>Fang Lee Cooke</i>	
Succession planning	423
<i>Chris Rowley and Nagiah Ramasamy</i>	
Suggestion scheme	425
<i>Paula K. Mowbray</i>	
Summary dismissal	426
<i>Liz Oliver</i>	
systematic training cycle	427
<i>Kathryn Moura</i>	

Talent management <i>Anthony McDonnell</i>	429
Team-based appraisal <i>Amie Southcombe</i>	430
Team briefing <i>Qi Wei and Chris Rowley</i>	432
Team pay <i>Rebecca Hewett</i>	433
Teamwork <i>Stephen Procter</i>	434
Telework and coworking <i>Susan Ressia and Peter Ross</i>	435
Temporary work <i>Chris Forde and Gary Slater</i>	436
Temporary worker <i>David Cabrelli</i>	437
Term-time working <i>Sue Hutchinson</i>	438
Terms and conditions <i>Liz Oliver</i>	439
360-degree appraisal <i>Amie Southcombe</i>	440
Time-based pay <i>Mark Gilman</i>	441
Total reward <i>Geoff White</i>	442
Trade union recognition <i>Tony Dundon</i>	443
Trade unions <i>David Peetz</i>	444
Training <i>Kathryn Moura</i>	446
Training and development <i>Dimitrinka Stoyanova Russell</i>	447
Training evaluation <i>Kathryn Moura</i>	449

Training needs analysis <i>Kathryn Moura</i>	450
Transferable skills <i>Chris Rowley and Ashish Malik</i>	451
Transformational leadership <i>Paul S. Turner</i>	453
Transnational collective agreements <i>Miguel Martinez Lucio</i>	454
TUPE <i>Liz Oliver</i>	455
Undocumented Immigrant worker <i>Stephen Clibborn</i>	457
Unfair dismissal <i>Liz Oliver</i>	458
Union avoidance: substitution and suppression <i>Tony Dundon</i>	459
Union busting <i>Gregor Gall</i>	461
Union density <i>Janis Bailey</i>	462
Union organizing <i>Melanie Simms</i>	463
Unitarism <i>Niall Cullinane</i>	465
Universalistic theory <i>Brian Harney</i>	466
Unofficial strikes <i>Gregor Gall</i>	467
Unsocial hours <i>James Arrowsmith</i>	468
Upward appraisal <i>Amie Southcombe</i>	469
Upward problem-solving <i>Paula K. Mowbray</i>	470
Variable pay <i>Geoff White</i>	472

Varieties of capitalism	473
<i>Kevin You</i>	
Vocational education and training	474
<i>Alison Smith</i>	
Wages	476
<i>Mark Gilman</i>	
Welfare	476
<i>Joan Lewis</i>	
Wellbeing	478
<i>Karina Van De Voorde and Marc Van Veldhoven</i>	
Whistleblowing	480
<i>Marcia P. Miceli and Janet P. Near</i>	
Work	481
<i>John W. Budd</i>	
Work-life balance	482
<i>Clare Kelliher</i>	
Work limitation	484
<i>Stephen Ackroyd</i>	
Work organization	485
<i>Bill Harley</i>	
Workaholism	487
<i>Arnold B. Bakker</i>	
Worker	488
<i>David Cabrelli</i>	
Workforce intelligence planning	489
<i>Judy Scully, Michael Gregson and Paul Turner</i>	
Working time	490
<i>James Arrowsmith</i>	
Workplace democracy	492
<i>Andrew R. Timming</i>	
Written warning	493
<i>Liz Oliver</i>	
Wrongful dismissal	494
<i>Liz Oliver</i>	
Young workers	496
<i>Melanie Simms</i>	

Zero-hours contracts	498
<i>Ioulia Bessa, Chris Forde and Mark Stuart</i>	
<i>Index</i>	501