Contents

List of figures and tables viii
Preface ix
List of abbreviations x
1 What is human resource management? 1
2 Organization design and development 17
3 Human resource planning 32
4 Dealing with unions 44
5 Employee recruitment and selection 64
6 Training and management development 78
7 Equal opportunity 94
8 Performance appraisal 108
9 Payment 120
10 Quality of working life 132
11 Collective bargaining 155
12 Discipline, grievances and disputes 171
13 The working environment 185
   Bibliography 196
   Index 204
Figures and tables

FIGURES

1.1 The development of organization culture 7
2.1 Tall and flat organization structure 19
2.2 The functional organization structure 21
2.3 The divisional organization structure 22
2.4 A mixed organization structure 23
2.5 Direct and functional reporting relationships 24
2.6 A matrix structure 25
2.7 A group process questionnaire 29
3.1 The stages of human resource planning 35
3.2 Types of leaver by length of service (cohort analysis) 39
3.3 Survival rate 39
3.4 A Markov chain 41
4.1 Patterns of workplace relations 47
4.2 Union membership 1890–1990 53
4.3 Union structure 56
4.4 Union government 57
5.1 Stages in the recruitment and selection process 65
5.2 The seven-point plan 66
5.3 Person specification for military aircrew (based on the seven-point plan) 67
6.1 The stages in effective training provision 80
6.2 The learning cycle 92
8.1 Purposes of the parties to the appraisal process 109

TABLES

6.1 Types of management development activity 87
12.1 Annual statistics of stoppages of work 176