## CONTENTS

Case studies and exercises  xii  
Editors  xv  
Contributors  xvi  
Acknowledgements  xviii  

### PART 1  
**FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT**

#### CHAPTER 1  
**HUMAN RESOURCE MANAGEMENT: A CONTEMPORARY PERSPECTIVE**  4  
Adrian Wilkinson, Tom Redman and Tony Dundon  

- Introduction 4  
- The development of HRM 5  
- The new HRM? 6  
- The changing context of work 9  
- Strategy and HRM 13  
- Performance and HRM 14  
- The changing role of HRM 17  
- The book 20  
- Case study 1.1 21  
- Case study 1.2 24  
- Suggested Further Reading 25  
- Bibliography 26  

#### CHAPTER 2  
**HUMAN RESOURCE MANAGEMENT AND ORGANISATIONAL PERFORMANCE: IN SEARCH OF THE HR ADVANTAGE**  34  
Nicholas Kinnie and Juani Swart  

- Introduction 34  
- Strategy, structure and HRM 35  
- HR and organisational performance: our approach and some background 39  
- Human resource advantage 40  
- Human capital advantage 42  
- HRM models that fit network characteristics 51  
- Organisational process advantage 52  
- Conclusions and implications 57  
- Case study 2.1 59  
- Case study 2.2 62  
- Case study 2.3 66  
- Bibliography 68  

#### CHAPTER 3  
**RECRUITMENT**  79  
Scott Hurrell and Dora Scholarios  

- Introduction 79  
- The external environment 80  
- The organisation 85  
- The job 87  
- Pre-recruitment activities 88  
- Recruitment methods 90  
- The need for an applicant perspective 94  
- Conclusions 94  
- Case study 3.1 96  
- Case study 3.2 98  
- Case study 3.3 99  
- Bibliography 100  

#### CHAPTER 4  
**SELECTION**  106  
Dora Scholarios  

- Introduction 106  
- A brief overview of psychometric quality 107  
- The ‘what’ and ‘how’ of selection 107  
- Summary of trends 114  
- What do organisations actually do? 115  
- Explaining practice 116  
- Conclusions and implications for HRM 121  
- Case study 4.1 122  
- Case study 4.2 123  
- Case study 4.3 124  
- Bibliography 127  

#### CHAPTER 5  
**TRAINING AND DEVELOPMENT**  132  
Irena Grugulis  

- Introduction 132  
- The case for training and development 133  
- Voluntarist and regulated approaches: international practice 134  
- Training and development in the workplace 137  
- Personal qualities and generic skills 140  
- The disadvantages of training and development 142  
- Skill and performance 143
Re-thinking training and development 145
Discussion and conclusions 145
Case study 5.1 147
Case study 5.2 147
Case study 5.3 148
Case study 5.4 151
Bibliography 152

CHAPTER 6
REWARD MANAGEMENT
Flora F. T. Chiang and Thomas A. Birtch 158
Introduction 158
Defining reward management 159
The conceptualisation of reward 160
Types of rewards 162
Types of reward systems 164
Pay determination 167
Understanding the strategic role of rewards 173
International reward management 175
Conclusion 176
Case study 6.1 182
Bibliography 182

CHAPTER 7
PERFORMANCE APPRAISAL
Michelle Brown and Tom Redman 189
Introduction 189
Development of performance appraisal 190
The practice of performance appraisal 190
Developments in performance appraisal 193
Problems of performance appraisal 197
Conclusions 198
Case study 7.1 199
Bibliography 206

CHAPTER 8
EMPLOYEE RELATIONS
Geraint Harvey and Peter Turnbull 211
Introduction 211
The labour market and the law 213
Trade unions and their members 215
The management of employee relations 218
Conclusion 221
Case study 8.1 222
Bibliography 227

CHAPTER 9
ORGANISATIONAL AND CORPORATE CULTURE
Alistair Cheyne and John Loan-Clarke 232
Introduction 232
Organisational culture 233
Categorisations of culture 235
Culture and organisational performance 237
Organisational culture and human resource management 238
Is culture change feasible? 242
Conclusions 243
Case study 9.1 244
Case study 9.2 244
Case study 9.3 245
Bibliography 249

PART 2
CONTEMPORARY THEMES AND ISSUES

CHAPTER 10
INTERNATIONAL HUMAN RESOURCE MANAGEMENT—HISTORICAL DEVELOPMENTS, MODELS, POLICIES AND PRACTICES IN MNCs 258
Michael Dickmann
Introduction 258
Historical development of the multinational organisation 259
The mindsets of senior leaders 259
Competitive challenges and international HRM configurations 262
Global expansion of MNCs and international HRM implications 265
Strategic international HRM in MNCs 267
International HRM policies and practices – working abroad 268
Adjustment to the local environment 276
International reward management 277
Career capital during the assignment 278
Summary 281
Case study 10.1 282
Case study 10.2 285
Bibliography 287

CHAPTER 11
COMPARATIVE HUMAN RESOURCE MANAGEMENT 293
Geoffrey Wood and David G. Collings
Introduction 293
Convergence or divergence in HRM systems 295
Empirical ways of understanding diversity 302
Conclusion 303
Case study 11.1 304
Case study 11.2 305
Case study 11.3 306
Case study 11.4 309
Bibliography 310

CHAPTER 12
MANAGING DIVERSITY AND INCLUSION 315
Catherine Cassell
Introduction 315
Managing diversity and inclusion: a brief history 316