



The Strategic Managing of Human Resources

Second Edition

Edited by
John Leopold and Lynette Harris

FT Prentice Hall
FINANCIAL TIMES

An imprint of Pearson Education

Harlow, England • London • New York • Boston • San Francisco • Toronto • Sydney • Singapore • Hong Kong
Tokyo • Seoul • Taipei • New Delhi • Cape Town • Madrid • Mexico City • Amsterdam • Munich • Paris • Milan



Contents

<i>List of figures</i>	xiii
<i>List of tables</i>	xiv
<i>List of exhibits</i>	xv
<i>List of case studies</i>	xvi
<i>List of activities</i>	xviii
<i>Contributing authors</i>	xx
<i>Acknowledgements</i>	xxv
<i>Foreword by Kevan Scholes</i>	xxvii
<i>Preface by John Leopold and Lynette Harris</i>	xxix
<i>Web links</i>	xxxii

PART I Managing strategic human resourcing in a complex and uncertain organisational, social and economic context

<i>Introduction to Part I</i>	3
1 Organisations, strategies and human resourcing	6
<i>Tony Watson</i>	
Learning outcomes	6
Human resourcing from the Stone Age to the twenty-first century	7
Human resources, people and work organisations	12
Managing organisations strategically	15
Managing HR strategically	21
Choices and circumstances in the shaping of HR strategies	25
High commitment and low commitment HR strategies in practice	30
Summary	32
Discussion questions	33
Further reading	33
2 Managing uncertainty or managing uncertainly?	34
<i>Colin Bryson and Luchien Karsten</i>	
Learning outcomes	34
Introduction	34
Standard versus non-standard work	37
Conceptualising flexibility	38
The European Union	39
Organisational perspective	41
Resource-based view of the firm	43
	vii

Factors promoting a different approach in human resourcing	44
A working definition of flexible employment and managing uncertainty	46
Implications and outcomes of different approaches to managing uncertainty	62
Conclusion	66
Summary	67
Discussion questions	68
Further reading	69
3 Employment law and human resourcing strategies	70
<i>Lynette Harris</i>	
Learning outcomes	70
Law and employment strategies	70
Conclusion	93
Summary	94
Discussion questions	95
Further reading	95
4 Ethics and strategic human resourcing	96
<i>Diannah Lowry</i>	
Learning outcomes	96
Introduction	96
Ethical issues associated with strategic human resourcing	101
The HR manager and ethics	106
Ethical traditions	109
Moral development, moral awareness and ethical decision-making	117
Summary	119
Discussion questions	119
Further reading	119
PART II Human resourcing policies in practice	
<i>Introduction to Part II</i>	123
5 From equal opportunities to diversity management	126
<i>Carley Foster and Lynette Harris</i>	
Learning outcomes	126
Introduction	126
From equal opportunities to managing diversity	127
What is managing diversity?	130
The business case for diversity	131
Sameness or difference to achieve quality?	136
Anti-discrimination legislation and approaches to workplace equality	137
Conclusion	150
Summary	151
Discussion questions	152
Further reading	152

6	Assessment, selection and evaluation	153
	<i>Sue Newell</i>	
	Learning outcomes	153
	Introduction	153
	Two perspectives on selection	154
	A critical exploration of 'traditional' practice	174
	'Best practice' recruitment and selection	185
	Conclusion	186
	Summary	187
	Discussion questions	188
	Further reading	188
7	Performance management and performing management	189
	<i>Colin Fisher and Anne Sempik</i>	
	Learning outcomes	189
	Introduction	189
	Performance management as managerial folklore	190
	Clarifying and publishing objectives	195
	Performance measurement	197
	Competency frameworks	206
	360° appraisal	207
	Personal development planning	209
	Dealing with poor performance	212
	Staff appraisal	212
	Conclusion – does performance management work?	219
	Summary	221
	Discussion questions	222
	Further reading	222
8	Reward strategies and paying for contribution	223
	<i>Lynette Harris</i>	
	Learning outcomes	223
	Introduction	223
	A more strategic approach to paying for contribution?	224
	What is performance-related pay?	227
	Motivational principles and PRP	230
	Performance pay and the rewards agenda	231
	Problems of application	235
	PRP and line managers	241
	Current challenges	244
	Conclusions – does performance pay improve performance?	247
	Summary	248
	Discussion questions	249
	Further reading	249

9 Parting company: the strategic responsibility of exit management	250
<i>David Walsh and Edward Lugsden</i>	
Learning outcomes	250
Introduction	250
Employee-initiated termination of employment	256
Management-initiated termination of employment (dismissal)	264
Redundancy	269
Conclusion	285
Summary	286
Discussion questions	287
Further reading	287

10 Human resourcing in international organisations	289
<i>David Walsh and Dave Doughty</i>	
Learning outcomes	289
Introduction	289
From domestic to international human resourcing	290
Human resourcing in the international organisation	295
National and international human resourcing	298
Globalisation and organisational approaches to international human resourcing	302
Staffing for transnational companies	313
Host country employment – contingent factors	319
The analysis of local conditions	320
Maintaining favourable employee relations	327
Host country employment in the mature organisation	336
Summary	345
Discussion questions	347
Further reading	347

PART III Managing change and developing capability

<i>Introduction to Part III</i>	351
---------------------------------	-----

11 Knowledge organisations, strategies and human resourcing	353
<i>Carole Tansley</i>	
Learning outcomes	353
Introduction	353
Can knowledge be ‘managed’?	354
The discourse of knowledge management	356
The nature and processes of knowledge	359
Knowledge management and HR practice in organisations	366
Knowledge management and technology	369
A relational perspective on knowledge	375
Four innovation stages of an HR ERP project – a knowledge-based analysis	375
Conclusions	380

Summary	380
Discussion questions	380
Further reading	381
12 Managing processes of human resource development	382
<i>Jan Myers and Susan Kirk</i>	
Learning outcomes	382
Introduction	382
HRD in context	383
Impacts on HRD	386
HRD as a strategic intervention	393
Tensions between control and development	397
Approaches to development processes	399
Managing learning opportunities	404
Changing role of HR practitioners and managers	410
Conclusion	410
Summary	411
Discussion questions	412
Further reading	412
13 Developing managers and managerial capacities	413
<i>Jim Stewart</i>	
Learning outcomes	413
Introduction	413
An overview	414
Management development – purposes and meanings	418
Management development – approaches and methods	423
Management development and HR strategy	431
Future developments in MD	432
Conclusion	433
Summary	434
Discussion questions	434
Further reading	435

PART IV Managing employment and other human resourcing relationships

<i>Introduction to Part IV</i>	439
14 Strategic choice in patterns of employment relationships	442
<i>Tony Watson, John Leopold and Derek Watling</i>	
Learning outcomes	442
Introduction	442
Traditional strategic human resourcing options in management–union relations	450

'Partnership' as an alternative strategic option for conducting the employment relationship?	459
Conclusion	470
Summary	471
Discussion questions	472
Further reading	472
15 Employee participation, involvement and communications	473
<i>John Leopold</i>	
Learning outcomes	473
Industrial democracy, employee participation and employee involvement	473
Employee representation on health and safety	480
European comparators	482
Employee involvement	485
Conclusion	496
Summary	500
Discussion questions	500
Further reading	501
16 Managing consulting and consultancy relationships	502
<i>Diannah Lowry and Pam Stevens</i>	
Learning outcomes	502
Introduction	502
The nature of exchange in the consultancy relationship	503
Models of managing consulting and the consultancy relationship	506
Ethical issues in managing consulting and the consultancy relationship	515
Summary	517
Discussion questions	518
Further reading	519
<i>Bibliography</i>	521
<i>Index</i>	570

Supporting resources

Visit www.pearsoned.co.uk/leopold to find valuable online resources

For instructors

- A comprehensive Instructor's manual that provides an introduction to the topics covered in each chapter and notes on the discussion questions, activities and case studies within the book
- A full set of PowerPoint slides to accompany the book

For more information please contact your local Pearson Education sales representative or visit www.pearsoned.co.uk/leopold