

# Contents

	List of boxes, tables and figures	x
	Acknowledgements	xi
	Notes on contributors	xii
<b>Chapter 1</b>	Introduction	1
	Ian Roper, Rea Prouska, Uracha Chatrakul Na Ayudhya	
	Purpose of the book	1
	Scope of the book	2
	What is meant by ‘critical’?	3
	Critical case scenarios	4
	Chapter format	6
	Structure of the book	6
	<b>PART ONE: THE INFLUENCES ON AND SHAPERS OF HR STRATEGY</b>	<b>11</b>
<b>Chapter 2</b>	Ethics (1): Corporate Governance and HRM	13
	Sepideh Parsa	
	Introduction	14
	Definitions and concepts	14
	UK regulatory perspectives	18
	Theoretical perspectives	20
	Implications for HRM	24
	Conclusion	26
<b>Chapter 3</b>	Ethics (2): Corporate Social Responsibility and HRM	29
	Elizabeth Cotton	
	Introduction	30
	Paradigm shifts	31
	CSR and employees	32
	Externalisation: contract and agency work	37
	Conclusion	39
<b>Chapter 4</b>	Managing HR in Different National Contexts	43
	Geoff Wood	
	Introduction	44
	Comprehending culture and institutions	45
	Cultural accounts and HRM in practice	47
	Institutional accounts	49
	Conclusion	56
<b>Chapter 5</b>	Technology and Work: Is the Future Certain?	59
	Martin Upchurch	
	Introduction	60

	Virtual communication in the workplace	61
	The HRM function and ICT	65
	Conclusion	72
	Permissions	74
<b>Chapter 6</b>	<b>Employment Relations, Finance and the Corporation</b>	<b>75</b>
	John Grahl	
	Introduction	76
	Berle and Means	78
	The rise of technocracy	80
	The reign of finance	82
	The drive for shareholder value	83
	The debacle and after	86
	Intangible capital and the network enterprise	87
	Conclusion	89
<b>Chapter 7</b>	<b>Politics, the Regulatory Environment and HRM</b>	<b>92</b>
	Phil James and Ian Roper	
	Introduction	93
	Mechanisms for regulating employment	94
	Perspectives on employment regulation	98
	Conclusion	106
<b>Chapter 8</b>	<b>HRM and Socio-demographics: Age Diversity and the Future Workforce</b>	<b>109</b>
	Matt Flynn and Michael Muller-Camen	
	Introduction	110
	What do older workers want from work?	111
	Employers' age management practices	114
	Disseminating age diversity policies	120
	Conclusion	122
<b>Chapter 9</b>	<b>Critical Issues in Managing the Business Environment</b>	<b>125</b>
	Anne Daguerre	
	Introduction	127
	Strategy and human resource management	128
	The PEST model and its derivatives	129
	Conclusion	137
	<b>PART TWO: HR PROCESSES AND PRACTICES</b>	<b>141</b>
<b>Chapter 10</b>	<b>Critical Issues in People Resourcing (1): Reconceptualising Employee Performance</b>	<b>143</b>
	Sebastian Fuchs	
	Introduction	144
	Job performance in organisations	144
	Conceptualising job performance in organisations	145
	Conclusion	158

<b>Chapter 11</b>	<b>Critical Issues in People Resourcing (2): The Dilemmas with Outsourcing and Offshoring</b>	<b>161</b>
	Rea Prouska	
	Introduction	162
	Defining outsourcing and offshoring	164
	Rationale for outsourcing	165
	Rationale for offshoring	172
	Conclusion	175
	Permissions	177
<b>Chapter 12</b>	<b>Critical Issues in Employee Relations (1): From Employee Consent to Employee Engagement</b>	<b>178</b>
	Susie Leigh and Ian Roper	
	Introduction	180
	Unitarism, pluralism, collectivism and individualism	181
	Towards a notion of employee engagement	187
	Conclusion	192
<b>Chapter 13</b>	<b>Critical Issues in Employee Relations (2): Global Unions</b>	<b>195</b>
	Richard Croucher	
	Introduction	196
	Global labour standards: the ILO conventions	196
	Multinationals and the regulation of global labour	197
	Employee representation at local and global levels	199
	International framework agreements	204
	Company–GUF dialogues: a case study	205
	Conclusion	209
<b>Chapter 14</b>	<b>Critical Issues in Learning and Development: Beyond ‘the Learning Organisation’</b>	<b>212</b>
	Mary Hartog	
	Introduction	213
	The idea of the learning organisation	214
	A critique of the learning organisation	219
	What do we understand by learning?	221
	Learning as a social process	222
	What do we need from the HRD and OD practitioner?	224
	Conclusion	226
<b>Chapter 15</b>	<b>Critical Issues in Reward Management: Is the ‘New Pay’ Still New?</b>	<b>229</b>
	Geoff White	
	Introduction	230
	The rise of the reward management paradigm	231
	Management discretion versus employee voice	233
	Equity versus market	234
	Emerging issues	237
	Conclusion	242

<b>Chapter 16</b>	Critical Issues in Equality and Diversity (1): Gender Equity and the Myths of the Work–life Balance Narrative Uracha Chatrakul Na Ayudhya and Suzan Lewis	244
	Introduction: WLB as a narrative	246
	WLB, gender equity and gendered organisations	247
	‘Myths’ about WLB	250
	Policy versus practises: the HRM implementation gap	254
	Moving beyond the HRM implementation gap	256
	Conclusion	259
<b>Chapter 17</b>	Critical Issues in Equality and Diversity (2): Defining and Challenging Institutional Racism Doirean Wilson	261
	Introduction	262
	Race, migration and demography	263
	Racism in employment	265
	Patterns of race discrimination in employment	268
	Institutional racism	269
	Challenging institutional racism: promoting workplace diversity	270
	Conclusion	271
<b>Chapter 18</b>	Equality and Diversity (3): Disability Discrimination and the Modern Workplace Asiya Siddiquee and Uracha Chatrakul Na Ayudhya	274
	Introduction	276
	Exploring the Disability Discrimination Act and defining key terms	278
	Implementation and Enforcement of the Disability Discrimination Act (1995)	280
	Critically evaluating disability discrimination in the modern workplace the modern workplace	286
	Conclusion	287
<b>PART THREE: CONTEXTUALISING HRM – SECTORAL VIEWS OF HR PRACTICE</b>		291
<b>Chapter 19</b>	HRM in Manufacturing Lola Peach-Martins and Geoff Wood	293
	Introduction	294
	The manufacturing sector in the UK	295
	HRM and the nature of employment systems	296
	The HR function and line management in manufacturing	301
	Conclusion	306
<b>Chapter 20</b>	HRM in Private Services Sebastian Fuchs	309
	Introduction	310

	Characteristics of the private service industry	310
	Idiosyncrasies of services	313
	Perceived service quality, customer satisfaction and organisational outcomes	314
	The concept of service climate	316
	Service climate, customer-oriented behaviour and linkages to perceived service quality	318
	Conclusion	323
<b>Chapter 21</b>	<b>HRM in Public Services</b>	<b>326</b>
	Miguel Martinez-Lucio and Ian Roper	
	Introduction	327
	The public sector and public services	328
	The traditions of public sector employment relations	330
	Pressure for change: the reshaping of the public sector since the early 1980s	331
	Continuities and change in the IR environment	333
	Management strategies and change in a fragmented environment	335
	Conclusion	339
<b>Chapter 22</b>	<b>HRM in the Not-for-profit Sector</b>	<b>341</b>
	Ian Cunningham	
	Introduction	343
	What is meant by the ‘voluntary’ sector?	343
	The changing state: voluntary sector relationship in the UK	345
	Implications for the management of HR in the voluntary sector	346
	Looking to the future	351
	Conclusion	353
	<b>PART FOUR: CONCLUSIONS</b>	<b>357</b>
<b>Chapter 23</b>	<b>Global Challenges for Development of Human Resources</b>	<b>359</b>
	Anil Verma and Cliau He	
	Introduction	359
	International movement of labour and growing diversity	361
	Precarious work and non-standard employment	365
	Work–life balance	367
	Lifelong learning	370
	Conclusion	373
	References	375
	Index	439