Contents

	List of figures and tables	į,
	Author biography	xii
	Preface	X\ :
	CIPD qualifications map Walkthrough of textbook features and online resources	xxii xxiv
PART 1:	HRM, ORGANISATIONS AND MANAGEMENT	1
Chapter 1	Human Resource Management and its External Contexts	
	1.1 Introduction	3
	1.2 Defining and understanding contemporary HRM	4
	1.3 Some key issues in HRM	8
	1.4 The external contexts of HRM	16
	1.5 Developments in international and comparative HRM	23
	1.6 Conclusion: HR insights, strategy and solutions	28
Chapter 2	Contemporary Organisations and their Internal Contexts	35
	2.1 Introduction	35
	2.2 Theories of organisations	36
	2.3 Contemporary studies of organisations	41
	2.4 Types, objectives and internal contexts of organisations	45
	2.5 Some contemporary issues in organisations	54
	2.6 Stakeholders in organisations	62
	2.7 Corporate governance, accountability, corporate social responsibility and business ethics	66
	2.8 Conclusion: organisation, HR strategy and HR solutions	72
Chapter 3	The Managerial and Business Contexts of Organisations	81
	3.1 Introduction	81
	3.2 Management within organisations	82
	3.3 Managerial functions	87
	3.4 Modern managerial functions	95
	3.5 Managerial power, authority and influence	101
	3.6 Managerial politics and the change agenda	106
	3.7 Models of the HR function and relationships with employees	110
	3.8 Conclusion: management, HR strategy and HR solutions	117

PART 2:	STRATEGY FORMULATION AND IMPLEMENTATION	125
Chapter 4	Developing Corporate Strategies	127
	4.1 Introduction	127
	4.2 Debates about strategy	127
	4.3 The rational approach to strategy	130
	4.4 Emergent and other approaches to strategy	135
	4.5 Tools and techniques of environmental analysis	139
	4.6 Formulating strategy	144
	4.7 Implementing strategy	149
	4.8 Internal constraints on strategy	150
	4.9 External constraints on strategy and shaping the external context	153
	4.10 Conclusion: strategy, HR strategy and HR solutions	154
Chapter 5	Developing Human Resource Strategies	161
	5.1 Introduction	161
	5.2 The emergence of HR strategy	162
	5.3 The evolution of HR strategy	165
	5.4 Current approaches and the development of HR strategy	167
	5.5 Best practice models	172
	5.6 Best fit models	179
	5.7 The resource-based view of the firm	187
	5.8 Debates about effective strategic leadership	191
	5.9 Conclusion: HR strategy and HR solutions	195
PART 3:	THE EXTERNAL CONTEXTS OF HUMAN RESOURCE MANAGEMENT	203
Chapter 6	Markets and the Competitive Context	205
	6.1 Introduction	205
	6.2 Market economies	206
	6.3 The UK macro-economy: policy and economic structure	210
	6.4 Monetary and fiscal policy	217
	6.5 The micro-economy: some basic determinants of supply and demand in the marketplace	222
	6.6 Capital markets	226
	6.7 Labour markets	230
	6.8 Marketisation, competition and change management in public services	237
	6.9 Sources of competitive advantage and responses by firms to competition and hyper-competition	241
	6.10 Conclusion: markets, HR strategy and HR solutions	248

Chapter 7	Globalisation and International Factors	255
	7.1 Introduction	255
	7.2 The nature and origins of globalisation	256
	7.3 Factors influencing globalisation	259
	7.4 Globalisation: some consequences and responses	261
	7.5 Critiques of globalisation	264
	7.6 Multinational corporations (MNCs)	266
	7.7 Major international organisations	274
	7.8 The European Union	282
	7.9 The main institutions of the EU	285
	7.10 Conclusion: globalisation, HR strategy and HR solutions	290
Chapter 8	Demographic and Social Trends	297
	8.1 Introduction	297
	8.2 Population trends	298
	8.3 Determinants of population change	301
	8.4 The working population	305
	8.5 Immigration, employment of migrant workers and work permits	311
	8.6 Family structures	315
	8.7 Gender, ethnicity and diversity in organisations and society	318
	8.8 Social stratification	320
	8.9 Public services and changing social values	325
	8.10 Individualism, consumerism and secularism	327
	8.11 Conclusion: demography, social trends, HR strategy and HR solutions	329
Chapter 9	The Technological Context	337
	9.1 Introduction	337
	9.2 Developments in technology	338
	9.3 Impact of technology on people at work	349
	9.4 Impact of technology on organisations	352
	9.5 Impact of technology on markets	356
	9.6 Resistance to technology	357
	9.7 Knowledge and learning in organisational and economic life	360
	9.8 Conclusion: technology, HR strategy and HR solutions	363
Chapter 10	Government Policy and Legal Regulation	371
	10.1 Introduction	371
	10.2 Political institutions, democratic incrementalism and comparative party policies	372

10.3	Economic policy	377
10.4	Developments in macro-economic policy	383
10.5	Social, education and training policy	386
10.6	EU economic and social policy	392
10.7	How organisations influence public and	394
	intergovernmental policy	
10.8	Legal regulation and the regulatory state	398
10.9	The regulation of employment	401
10.10 Conclusion: politics, regulation, HR strategy and HR		405
	solutions	
Bibliography		413
Index		447