

Dear Student

Thank you for buying *Human Resource Management: Theory and practice*. This third edition of our best-selling textbook has been written in response to feedback from students and lecturers around the world so you can be confident it has been designed with your needs in mind. Whatever level you are studying at, it provides an accessible but critical introduction to human resource management that will equip you with a comprehensive knowledge and understanding of the latest relevant theories, practices and functional activities of the subject.

The text is structured in four parts which are described in detail in the Preface. Each chapter follows a similar structure in order to help you navigate easily through the text. At the beginning of each chapter we offer quotes from academics or practitioners to show the direct relevance of the chapter topic. The **chapter outline** and **chapter objectives** which follow summarize the key concepts that will be covered and the knowledge you will gain.

The main text introduces you to the major concepts and issues before offering critical comment and discussing alternative perspectives. **Reflective questions** encourage you to think critically about key issues and consider broader consequences than we can cover in the space available. **HRM in practice** examples illustrate current developments or practices in HRM so you can see the application of theory in the real world. We have included **study tips** to help you formulate questions about the subject and **HRM web links** to help you research topics further and appreciate the application of human resource practices in the contemporary workplace.

At the end of each chapter you will find a **summary** of the chapter content and a list of **key concepts**. These can be used alongside the chapter outlines and chapter objectives to ensure you have understood the key issues. If you need to recap on any topics, page references are provided to enable you to find the relevant section. There is also a comprehensive **glossary** at the back of the book. We provide details of **further reading** sources to enable you to explore the subject further and **case studies** to highlight the challenges of applying HRM theory in practice. Finally, the **practising human resource management** assignments offer you the opportunity to develop the key skills needed for professional success.

The companion **website** to this text can be accessed at **www.palgrave.com/business/brattonandgold** and provides extensive **web links** to further resources to help you research the topic, summary **lecture notes** to accompany each chapter, **skill development exercises** to improve your professional competencies and a searchable **online glossary** to check on definitions of key terms. You can also gain access to a guide to enhancing your study skills.

We hope our hands-on approach to learning helps you to make maximum use of the textbook and be successful in your human resource management course and future career. We would welcome any feedback on the text and any suggestions on how we can improve the next edition; please contact us via our email addresses on the companion website.

Good luck with your studies

John Bratton Jeffrey Gold

Dear Lecturer

Thank you for adopting *Human Resource Management: Theory and practice*. This third edition incorporates changes we have made teaching our own courses – particularly the use of Internet resources – and the comments and criticisms from the 14 anonymous users and non-users of the second edition, and five more who looked in detail at the manuscript for this book. If you are not familiar with previous editions of the book, the Preface provides a complete explanation of our approach to teaching HRM and the structure and content of the text.

This third edition has been thoroughly updated including new material on: the contemporary context of HRM; new post-Fordism topics within work organization, such as flexibility, postbureaucratic work design and the move towards knowledge work; performance in the public sector – New Managerialism, Best Value; a new discussion on e-HR; testing and assessment centres; the growth of workplace learning including knowledge management and e-learning; new material on skills; indirect employee participation and partnership strategies; and new legislation. Reflecting the growing emphasis on delivery value in business, this edition features a new chapter (Chapter 13) on Evaluating Human Resource Management. For a more detailed description of changes in this edition, see New to the third edition of the Preface.

More than ever, *Human Resource Management: Theory and practice*, Third Edition now not only teaches students but it also elicits their responses. Reflective questions, study tips and discussion questions prompt students to consider key concepts and implications. In addition, the student website for the text offers skill development exercises and other web resources which encourage students to discover more about HRM on their own.

This new edition includes a variety of supporting materials to help you prepare and present the material in the textbook. The web site at **www.palgrave.com/business/brattonandgold** offers downloadable teaching supplements including:

- Lecturer notes, teaching tips and lecture enhancement ideas
- PowerPoint lecture slides for each chapter
- Skill development exercises.

We would welcome any feedback on these new features or any suggestions on how we can improve the next edition. Please contact us via our email addresses.

Best wishes

John Bratton

Jeffrey Gold

Preface

Human Resource Management: Theory and practice has been written specifically to fulfill the need of introductory undergraduate and graduate courses for an accessible but rigorous, comprehensive analysis of contemporary human resource management.

Approach

At the beginning of the 21st century, the way people are managed in the workplace presents managers with major challenges. The turbulent business climate, caused by increased global price competitiveness, changing technologies, changing employment legislation, and changing work force composition is challenging managers to utilize their employees more effectively to gain competitive advantage. The change towards more knowledge-based work and the growing acknowledgement that workers are the key to sustainable competitive advantage has strengthened the case for 'new' human resource management initiatives.

In academia, HRM scholars emphasize the strategic role of HRM and detect a 'new agenda' for managing the employment relationship including: new organizational designs, flexible work arrangements, 'psychological contracts', and the development of social partnerships. An important theoretical development, that supports the central tenets of HRM, is the integration of strategic management, organizational restructuring, and adult learning to create a resource-based theory of competitive advantage. In addition, empirical-based data has been gathered, analysed and published on the extensiveness of HRM practices in North American and European organizations. However, running in tandem with the 'new' is evidence of the old order including, 'downsizing', 'rightsizing' – euphemisms for layoffs – a culture of employment insecurity, and job-related stress. 'McWorld' is the symbolic term often used to capture these new realities of globalization which engulf young people in the 21st century workplace. We believe that *Human Resource Management: Theory and practice* and its companion website will help the student of HRM to make sense of these developments.

Many undergraduate textbooks on the market tend to be more prescriptive than analytical. Academically rigorous and practically relevant, this new edition gives a comprehensive coverage of contemporary theories and concepts in key human resources activities such as recruitment and selection, appraisal, training and development, rewards management and employee relations. Though our aim is to give students a solid working knowledge of HRM, this text also encourages students to

think critically and thereby develop a deeper understanding of this important area of management. It reviews and discusses HRM concepts and includes up-to-date references on HRM scholarship. It also has a practical orientation – the ‘how to’ activities of HRM. For example, it discusses how to recruit and select and how to design training programmes.

Human Resource Management: Theory and practice has been written for an international audience, and draws examples and literature on HRM from Europe, Canada, the United States and other countries. This should help students to compare international developments in HRM and to develop a broader understanding of HRM issues and practices.

Content

This book is divided into four major parts which are summarized in the plan of the book opposite. These parts are, of course, interconnected as shown by a feedback loop which links HRM practices with the external and internal contexts but, at the same time, they reflect different focuses of study.

Part 1 introduces the whole arena of HRM. Chapter 1 discusses the nature and role of HRM and addresses some of the controversial theoretical issues surrounding the contemporary HRM debate. Chapter 2 examines the notion of strategic HRM and explores various strategic issues such as HRM performance, workplace learning and international HRM.

Part 2 reviews the external contexts that affect human resource management policies and actions inside the organization. The economic, social, political and technology contexts are outlined in Chapter 3 while Chapter 4 discusses changes in organizational structures and job design and Chapter 5 examines employee health and safety issues including workplace stress, workplace violence and sexual harassment.

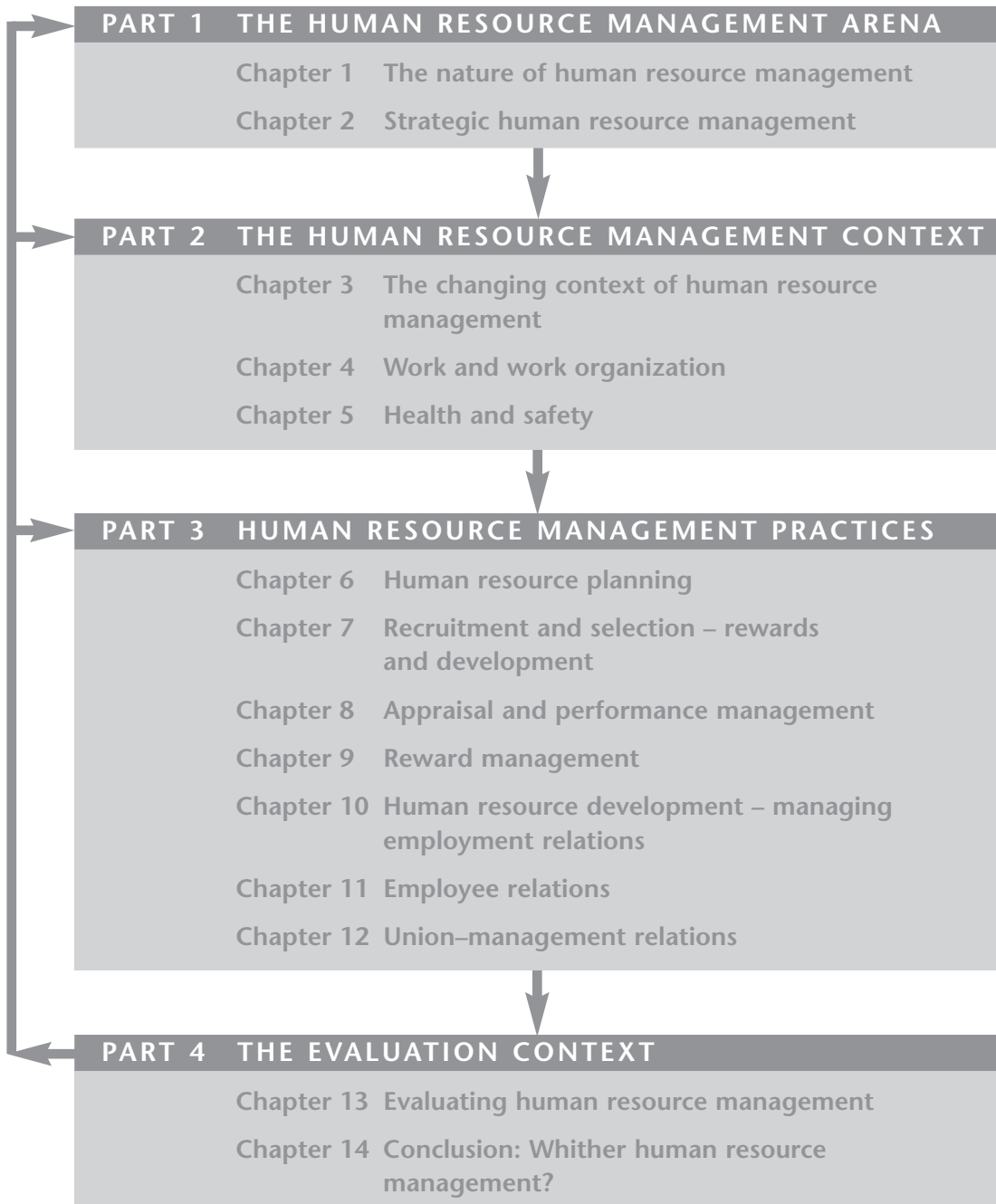
The discussion in *Parts 1 and 2* provides the context of HRM and prepares the groundwork for *Part 3*.

Part 3 examines the key HR practices including human resource planning, recruitment and selection, appraisal, rewards, and human resource development. The content of each chapter reflects the latest developments in HR practice. In particular, Chapter 6 introduces the concept of e-HR, Chapter 7 highlights the increased use of assessment centres and psychological tests to measure personality and Chapter 8 discusses the international growth of organizational performance appraisal systems for both non-manual and manual workers. In the area of reward or compensation management, Chapter 9 shows that employers have been moving towards a more individualist approach to the wage-effort bargain with merit pay increasingly replacing traditional wage rates. Chapter 10 covers the pivotal component of the HRM model, human resource development, and discusses issues such as the demand for skills, workplace learning, knowledge management and e-learning. Within employee and union relations, Chapter 11 provides evidence that organizations are devoting more resources to employee communication programmes and introducing employee involvement arrangements, and Chapter 12 highlights the major changes that are taking place at worksite and national levels including collective bargaining and partnership strategies.

Part 4 discusses whether human resource practices can be evaluated in terms of organizational effectiveness and human resource effectiveness. Chapter 13 discusses statistical and financial approaches to evaluating HR strategy and high-

Plan of the book

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lights the methodological challenges in measuring HRM-organizational and individual effectiveness.

The plan of the book does not assign values to the relationships between HRM contexts, practices, and outcomes, and therefore it does not claim to be predictive. The model is, however, a useful learning tool that allows the different dimensions of human resource management to be studied within a consistent, general framework upon which this text builds.

Teaching aids

The textual material is complemented by a number of features to help student learning. These include:

Chapter outlines and **chapter objectives** guide the student through the material that follows and allow them to check their progress.



HRM in practice examples illustrate current developments or practices in HRM. These are taken from a range of companies and regions to reflect the breadth of application of HR theory.



Reflective questions challenge the student to think analytically and critically and to consider the broader relationships and interactions of the topics under discussion.



Study tips encourage students to challenge mainstream thinking on HRM by formulating critical thinking questions and identifying and evaluating alternative information and perspectives.



HRM web links enable students to download statistical information, follow current international developments in HRM practices, and even to monitor the job market in human resource management.

Chapter summaries provide an abbreviated version of the main concepts and theories which students may find useful for revision and also to check their understanding of the key points.

Key concepts at the end of each chapter are referenced back to their introduction in the text. Students can use these to check they understand all the key terms and recap if necessary.

Discussion questions test students' understanding of core concepts and can be used to promote classroom or group discussion of different perspectives.

Further reading references provide elaboration of key topics discussed in the text.

Chapter case studies demonstrate the application of theoretical material from the text and help the student appreciate the challenges of managing people at work.

Practising human resource management assignments provide individual and group learning activities that focus on skill development so that students can use the HRM theories and concepts they learn to improve their personal and professional lives.

Glossary. A comprehensive glossary is provided at the end of the book and on the accompanying website to help the student review and define key terms used in the text.

Bibliography. A bibliography provides the student with a comprehensive list of sources/works cited in the text.

Indices. At the end of the book we provide a general index and an author index to help readers easily search for relevant information or references.





New to the third edition

Users of previous editions of *Human Resource Management: Theory and practice* will find that we have retained the overall aims of the previous versions. However, all the material retained from the second edition has been updated and has also been carefully edited to enhance readability. Chapter 2 now includes some discussion of international and comparative HRM, previously covered in the final chapter. Chapter 3 has been renamed and rewritten to provide an up-to-date and thorough discussion of the contemporary context in which HRM operates, while Chapter 4 now includes new post-Fordism topics within work organization, such as flexibility, postbureaucratic work design and the move towards knowledge work. Flexibility is covered again in Chapter 6 along with a new discussion on e-HR. Testing and assessment centres are new in Chapter 7. Chapter 10 has an expanded discussion on workplace learning, including knowledge management and e-learning and also includes new material on skills. Chapters 11 and 12 have both been renamed and now include material on indirect employee participation and partnership strategies. Reflecting the growing emphasis on delivery value in business, this edition features a new chapter (Chapter 13) on Evaluating human resource management which discusses different approaches to researching and evaluating HR strategies. We have also updated relevant legislation, particularly in Chapters 5, 7 and 12.

In addition we have increased the interactive nature of the book with more opportunities for students to check or reinforce their learning and expand their knowledge outside the printed text. The reflective questions, study tips, HRM weblinks and practising human resource management features described above have all been introduced to enhance the learning experience.

Companion website

Lecturers who adopt this textbook for student purchase have access to Palgrave's password protected website (contact your local sales representative for details). The website at **www.palgrave.com/business/brattonandgold** offers downloadable teaching support and other resources including:

-  Suggested **course outlines** to demonstrate how to incorporate the text in your teaching.
-  A **conversion guide** to show you how to change easily from using an alternative text to this *Human Resource Management: Theory and practice*.
-  **Lecture notes** for each chapter expanding the content in the book and providing advice for teaching each topic. This includes lecture enhancement notes providing new ideas for adding further dimensions to lectures.
-  PowerPoint **lecture slides** for each chapter, including key points and definitions, learning objectives and relevant figures and tables, which you can edit for your own use.

Students also have free access to:

- extensive **web links** to further resources around the world to help them research topics in more depth
- summary **lecture notes** to accompany each chapter topic
- **skill development exercises** to improve their professional competencies
- a searchable **online glossary** to check on definitions of key terms.

Overall, we are confident that the incorporation of new material and student-focused features will continue to make *Human Resource Management: Theory and practice* a valuable learning resource. We are also confident that this book will encourage the reader to question, to doubt, to investigate, to be sceptical and to seek different causes when analysing the problems and challenges of managing people in the workplace. We would welcome any feedback on the text or any suggestions on how we can improve the next edition. Please contact us via our email addresses listed on the companion website.

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