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人力资源 管理手册

(英文影印版)

THE IEHM HANDBOOK OF
HUMAN RESOURCE MANAGEMENT

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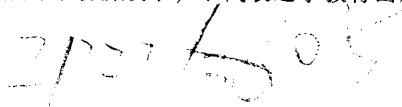
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序 言

人类即将进入 21 世纪，随着信息技术的高速发展和全球经济一体化的进程，知识经济已初露端倪。管理知识，作为运用各种可利用资源实现组织目标的经验的结晶，在经济发展中起着越来越重要的作用。目前，管理学科和管理实务发展的重要特点是国际化与本地化同步进行，新理论与新规则层出不穷。面对快速变化的世界，从事工商管理的企业家、管理人员、研究管理的学者、关注经济活动的政府官员及公众都迫切需要方便、快捷地掌握管理的基本理论、一般规律和运行机制，对常用的术语有一个统一的理解，以达到交流的目的。《工商管理大百科全书》就是应时代发展的要求而编纂的大型工具书，全书 500 多条目由世界各地的 500 多位知名学者在多年研究的基础上分别撰写，再经专家的编辑与努力于 1996 年出版了这套全书的英文版。全书共分 13 个领域，它们是：管理一般、管理教育、国际工商管理、企业战略、组织行为、人力资源管理、会计、财务与金融、市场营销、运筹学、制造管理与运作管理、信息管理与工商经济。在工商管理领域，这部百科全书的内容覆盖范围之广，查阅检索之方便，以及参与撰写的作者的国际性与权威性都是空前的。《人力资源管理手册》就是从这套百科全书中精选相关内容单独成册，全面介绍人力资源管理的思想和实践的各个方面。

在中国，社会主义市场经济体制的确立，为中国的管理与科学开辟了广阔的发展空间。朱镕基总理指出“管理科学，兴国之道”。这既为我国管理学科的发展明确了目标与要求，也是对从事管理工作与管理科学的同志的巨大鼓励和鞭策，体现了党和国家对管理及管理科学的高度重视。为了进一步促进我国经济的发展，管理工作应该掌握市场经济的一般规律，熟悉其运行规则，紧密结合我国实际，使我国的管理学科水平及管理水平赶超世界水平。这就要求我们应该大胆引进和借鉴世界各国先进的管理理论和方法，坚持以我为主、博采众长、融合提炼、自成一家的原则，使我国的管理水平及管理学科水平上一个新台阶。

我们出版这本书的英文影印版，旨在向我国从事管理理论和管理实务工作的广大管理人员、专家学者、教师及学生推出一本方便实用的工具书，并且期望这本原汁原味的国外管理科学工具书能提高读者的专业外语水平，有利于国际交流。

清华大学经济管理学院第一副院长 赵纯均

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Subjects discussed in *shokuba knodankai* (round table at workshop); Degree of participation according to subject (management decisions); Degree of participation according to subject (working conditions)
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Introducing Human Resource Management

The origins of this Handbook may be traced to the growing interest in human resource management and the consequent recognition of the importance of a contemporary reference volume for encompassing the key themes, issues and major thinkers in this field. The areas covered are designed to provide a comprehensive and international set of up-to-date materials, written by the leading world scholars and for an audience that includes academics, students of business and management and, of course, the managers of business activities that are increasingly organized along multinational lines in the increasingly globalized competitive economy.

Human resource management has developed in recent years as a broad encompassing field of study that incorporates and synthesizes elements from personnel management, organizational behaviour and industrial and labour relations, building on broader concepts and insights from a variety of cognate disciplines including economics, law, psychology and sociology, amongst others. It has become integral to degrees in Business Administration and, above all, to Masters in Business Administration (MBAs) following the decision at Harvard University to incorporate the subject into the core of its 'flagship' programme. Moreover, the 'Harvard School' developed arguably the most commonly accepted definition of the term to include management decisions that shape the nature of the relationship between the organization and employees namely, its human resources. It is likely to become integral to managing organizations in the twenty-first century.

In much of the growing body of international literature in the field, there is a recognition that human resource management differs, in certain fundamental respects, from the earlier themes of personnel management and, in its organization, from personnel departments. Above all, it is viewed as being linked closely to the emergent strategies, especially of large

organizations, both public as well as private. It also involves all managerial personnel (and especially general managers). It regards people as the most important single asset of the organization. It seeks to enhance not only company performance but also individual and societal well-being. But within human resource management, there are two main strands of thinking. The first (often referred to as the 'hard' variant of HRM) focuses on the links with strategy and the role of HRM in furthering the competitive advantage of the firm. The second (typically labelled 'soft' HRM) builds on human relations traditions and stresses the importance of the subject as a means of furthering employee satisfaction and a range of related 'humanistic' objectives that are achievable from the insights of systematic studies within HRM. The two levels of philosophy and practice here are inextricably linked in much of the writing on the subject, although the reader must be careful to distinguish the 'analytical' from the 'normative' dimensions.

Turning more specifically, then, to the structure of this comprehensive volume, the main areas have been classified into (1) general categories covering the main concerns of the discipline; (2) global items incorporating the world's key regions; (3) the focal policy-areas of HRM; (4) the central themes within industrial and labour relations; and (5) the key thinkers in the broad HRM field itself.

To begin with, then, there are major overviews of the area including entries on human resource management, personnel management, managerial behaviour, the work ethic and work systems. In each case, there is a scholarly overview of the main emergent themes set against a genuinely international backcloth of research, ideas and writings. Each contribution also sets out to provide a basis for defining a range of further specific areas for more detailed analysis in other entries.

The global compass of the volume is also enhanced by selecting key nations and regions for further detailed study. There are thus entries on international human resource management, human resource management in Europe as well as in Japan. Moreover, from the concerns of industrial relations, there are specific entries to cover both the advanced economies and developing countries. These contributions help greatly to understand some of the main variations in practices that stem from diverse cultures and histories of nations and their different political and economic environments.

The main policy areas of human resource management include employee influence, human resource flows, work systems and reward systems. Under employee influence, in addition to a major overview on industrial democracy, there are more specific entries on communications and empowerment. For human resource flows, the specific 'inflow' areas of recruitment and selection are included. Performance appraisal and careers also feature strongly. Furthermore, the importance of human resource development for the advance of organizations and nations is fully acknowledged with the entries on management development and training. Discipline, dismissals and relocation are also major issues emerging from the literature on human resource flows and hence they are incorporated in the Handbook. Modern understandings of work systems stress the importance of designing work roles for greater employee satisfaction and commitment. Hence, in addition to entries on commitment and motivation and satisfaction, there are specific authoritative studies on job design and job evaluation. Modern HRM approaches also stress that reward systems should be more sophisticated and be linked with organizational performance. These emergent concerns are reflected in entries not only on payment systems but also on profit sharing and employee shareholding and financial incentives.

A fourth set of entries are designed to encompass the field of industrial and labour relations. This area of study is defined to encompass all aspects of the employment re-

lationship. The three main 'parties' or 'actors' are thus, as is to be expected, analysed in detail. From the concerns of management, there are overviews of the management of employee relations and of employers' associations. Trade unions and the processes of collective bargaining deservedly feature strongly. The role of governments in the sphere of industrial (and labour) relations is additionally fully recognized in the entries on corporatism and third party intervention. The applied themes of this subject arose principally from concern over the so-called 'problem of conflict'. To reflect this issue, a major entry on industrial conflict is included alongside one on negotiation skills.

But human resource management and industrial (and labour) relations must also be seen as both interdisciplinary and multidisciplinary subjects. Thus, it is scarcely surprising that it was felt to be fitting to include a range of issues stemming from cognate discipline and fields of study. Human capital and human relations are thus major relevant entries. Key themes from organizational behaviour and occupational psychology including leadership and organizational culture are incorporated. From economics, the study of labour markets, for example, finds a natural place in a Handbook of this type, as well as other themes such as employment and unemployment and the economics of training. The role of culture is vital for human resource management and hence there are relevant entries here including the theme of Japanization. Studies recognizing the saliency of gender have multiplied rapidly in recent years and, to reflect this quickening of attention, equal employment opportunities and women managers in organizations comprise significant entries. Moreover, employment law, deconstruction analysis and management and work and leisure impact on the concerns of HRM and therefore are encompassed.

Finally, the origins and development of any discipline depend greatly on key thinkers who have illuminated the field. Amongst the main world scholars and inventors who have enhanced the emergence of this broadly defined field of study include Chris Argyris.

Introducing Human Resource Management

Charles E. Bedaux, Harry Braverman, Hugh Armstrong Clegg, John Thomas Dunlop, Allan Flanders, Mary Parker Follett, Henry Ford, Frank Bunker Gilbreth, Lillian Evelyn Moller Gilbreth, Alvin W. Gouldner, Frederick Herzberg, Kaoru Ishikawa, George Elton Mayo, Taiichi Ohno, Thomas J. Peters, Robert M. Reich, Randall S. Schuler, Frederick Winslow Taylor and Yoichi Ueno. Others could have been included in the roll of honour but those chosen seemed to the editors to be amongst the core of critical international formative thinkers – constraints of space alone led exclusions from the potential list.

The upshot therefore is an authoritative, inclusive and informed volume that we hope will provide a valuable reference base for an

increasingly international audience. World businesses and their human resource systems are becoming ever more multi-national in their structure and operations. The issues encompassed in this Handbook are thus likely to become ever more relevant and vital for management and business as we progress towards and into the new millennium.

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*Michael Poole and Malcolm Warner,
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Contents

List of Contributors	viii
Acknowledgements	xiv
Introduction	xvi
Human resource management	
Culture, <i>David Cray</i>	3
Culture, cross-national, <i>Betty Jane Punnett</i>	9
Decision making, <i>Richard Butler</i>	27
Deconstruction analysis and management, <i>Karen Legge</i>	48
Downsizing, <i>Kim Cameron</i>	55
Groups and teams, <i>Friso den Hertog and Thera Tolner</i>	62
Hawthorne experiments, <i>Jeffrey A. Sonnenfeld and Jennifer M. Myatt</i>	72
Human capital, <i>Anne Daly</i>	79
Human relations, <i>Pauline Graham</i>	86
Human resource development, <i>Martin Hilb</i>	93
Human resource flows, <i>Gary Florkowski</i>	99
Human resource management, <i>Randall S. Schuler</i>	122
Industrial democracy, <i>Tove Helland Hammer</i>	143
Interest groups, <i>Justin Greenwood</i>	153
Interpersonal skills, <i>John Hayes</i>	160
Labour process, <i>Chris Smith</i>	165
Leadership, <i>Frank Heller</i>	174
Managerial behaviour, <i>Rosemary Stewart</i>	184
Occupational psychology, <i>David Guest</i>	201
Organization behaviour, <i>Arndt Sorge</i>	219
Organization culture, <i>Geert Hofstede</i>	237
Personnel management, <i>George F. Thomason</i>	256
Problem solving, <i>Jane Cranwell-Ward</i>	273
Productivity, <i>Robert F. Conti</i>	278
Stress, <i>Jane Cranwell-Ward</i>	285
Total Quality Management, <i>Miryam Barad</i>	292
Women managers in organizations, <i>Ellen A. Fagenson-Eland and Barbara Parker</i>	311
Work ethic, <i>Frank Heller and S. Antonio Ruiz-Quintanilla</i>	327
Work and leisure, <i>Milan Zeleny</i>	333
Work and organization systems, <i>Greg J. Bamber and David E. Simmons</i>	340
Global dimensions	
Bata's system, <i>Milan Zeleny</i>	359
Fordism, <i>Terry Wallace</i>	363
Human resource management, international, <i>Rosalie L. Tung</i>	375
Human resource management in Europe, <i>Chris Brewster</i>	392
Human resource management in Japan, <i>Yoko Sano</i>	404
Industrial relations in developing countries, <i>Segun Matanmi</i>	412
Industrial relations in Europe, <i>Colin Gill</i>	422

v