



INTERNATIONAL
ENCYCLOPEDIA OF BUSINESS & MANAGEMENT

T H E H A N D B O O K O F

HUMAN RESOURCE MANAGEMENT

Edited by Michael Poole &
Malcolm Warner



The IEBM Handbook of Human Resource Management

**Edited by
Michael Poole and Malcolm Warner**



INTERNATIONAL THOMSON BUSINESS PRESS
I^TP[®] An International Thomson Publishing Company

London • Bonn • Boston • Johannesburg • Madrid • Melbourne • Mexico City • New York • Paris •
Singapore • Tokyo • Toronto • Albany, NY • Belmont, CA • Cincinnati, OH • Detroit, MI

The IEBM Handbook of Human Resource Management

Copyright ©1998 International Thomson Business Press

First published by International Thomson Business Press



A division of International Thomson Publishing Inc.
The ITP logo is a trademark under licence

All rights reserved. No part of this work which is copyright may be reproduced or used in any form or by any means – graphic, electronic, or mechanical, including photocopying, recording, taping or information storage and retrieval systems – without the written permission of the Publisher, except in accordance with the provisions of the Copyright Designs and Patents Act 1988.

Whilst the Publisher has taken all reasonable care in the preparation of this book the Publisher makes no representation, express or implied, with regard to the accuracy of the information contained in this book and cannot accept any legal responsibility or liability for any errors or omissions from the book or the consequences thereof.

Products and services that are referred to in this book may be either trademarks and/or registered trademarks of their respective owners. The Publisher/s and Author/s make no claim to these trademarks.

British Library Cataloguing-in-Publication Data

A catalogue record for this book is available from the British Library

First edition 1998

Typeset by Hodgson Williams Associates, Cambridge
Printed in England by Clays Ltd, St Ives plc

ISBN 1-86152 -166-9

International Thomson Business Press
Berkshire House
168–173 High Holborn
London WC1V 7AA
UK

International Thomson Business Press
20 Park Plaza
13th Floor
Boston MA 02116
USA

<http://www.itbp.com>

The IEBM Handbook of Human Resource Management

**Titles from the International Encyclopedia of
Business and Management series**

International Encyclopedia of Business and Management
6 volume set, hardback, 0-415-07399-5

Concise International Encyclopedia of Business and Management
1 volume edition, hardback, 1-86152-114-6

Pocket International Encyclopedia of Business and Management
Paperback, 1-86152-113-8

IEBM Handbook Series

The IEBM Handbook of Human Resource Management
Edited by Michael Poole and Malcolm Warner
Hardback, 1-86152-166-9, March 1998

The IEBM Handbook of International Business
Edited by Rosalie L. Tung
Hardback, 1-86152-216-9, forthcoming

The IEBM Handbook of Management Thinking
Edited by Malcolm Warner
Hardback, 1-86152-162-6, April 1998

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

Contents

Industrial relations in Japan, <i>Koji Okubayashi</i>	433
Industrial relations in the USA, <i>Hoyt N. Wheeler</i>	444
Japanization, <i>Nick Oliver</i>	461

Focal policy-areas of HRM

Careers, <i>Peter Herriot</i>	469
Commitment, <i>Yoko Sano</i>	481
Communication, <i>W. David Rees</i>	488
Communication, cross-cultural, <i>Joo-Seng Tan</i>	492
Discipline and dismissals, <i>Derek Torrington</i>	498
Empowerment, <i>Adrian Wilkinson</i>	507
Financial incentives, <i>Ian Smith</i>	518
Job design, <i>Yitzhak Fried, Anne Cummings and Greg R. Oldham</i>	532
Job evaluation, <i>Alan Arthurs</i>	544
Management development, <i>Gillian Stamp</i>	553
Motivation and satisfaction, <i>André Büssing</i>	566
Payment systems, <i>Ian Kessler</i>	579
Performance appraisal, <i>Vandra L. Huber and Sally Riggs Fuller</i>	596
Profit sharing and employee shareholding schemes, <i>Richard Long</i>	607
Recruitment and selection, <i>Sally Riggs Fuller and Vandra L. Huber</i>	619
Relocation, <i>Helen De Cieri and Sara L. McGaughey</i>	631
Training, <i>Paul Taylor</i>	643
Training, economics of, <i>Paul Ryan</i>	655

Industrial and labour relations

Collective bargaining, <i>George Strauss</i>	665
Corporatism, <i>Colin Crouch</i>	677
Employee deviance, <i>Gerald Mars</i>	686
Employee relations, management of, <i>John Purcell</i>	693
Employers' associations, <i>Wyn Grant</i>	704
Employment and unemployment, economics of, <i>Robert J. Flanagan</i>	713
Employment law, <i>R. C. Simpson</i>	727
Equal employment opportunities, <i>Robin J. Kramer</i>	736
Flexibility, <i>Paul Blyton</i>	745
Industrial conflict, <i>Paul K. Edwards</i>	755
Industrial and labour relations, <i>Michael Poole</i>	772
Industrial sabotage, <i>John M. Jermier and Walter Nord</i>	791
Mondragón, <i>William Foote Whyte</i>	797
Negotiation skills, <i>Lisa Hope Pelled</i>	802
Third party intervention, <i>George F. Thomason</i>	807
Trade unions, <i>Roy Adams</i>	817

Biographies

Argyris, Chris, <i>Craig Lundberg</i>	829
Bedaux, Charles E., <i>Ian Kessler</i>	835
Braverman, Harry, <i>Chris Smith</i>	839
Clegg, Hugh Armstrong, <i>William Brown</i>	847
Dunlop, John Thomas, <i>Michael Poole</i>	853
Flanders, Allan, <i>Chris Rowley</i>	860
Follett, Mary Parker, <i>Pauline Graham</i>	866

Ford, Henry, <i>Ian Glover</i>	871
Gilbreth, Frank Bunker and Gilbreth, Lillian Evelyn Moller, <i>Pauline Graham</i>	880
Gouldner, Alvin W., <i>John Eldridge</i>	887
Herzberg, Frederick, <i>Philippe Bernoux</i>	892
Ishikawa, Kaoru, <i>Mohamed Zairi</i>	899
Mayo, George Elton, <i>Richard Gillespie</i>	905
Ohno, Taiichi, <i>Robert F. Conti</i>	910
Peters, Thomas J., <i>Morgen Witzel</i>	914
Reich, Robert M., <i>Charles Hampden Turner</i>	919
Schuler, Randall S., <i>John Storey</i>	925
Taylor, Frederick Winslow, <i>Malcolm Warner</i>	931
Ueno, Yoichi, <i>L. I. Okazaki-Ward</i>	936
<i>Index</i>	945

List of Contributors

Professor Roy J. Adams

*Emeritus Professor of Industrial Relations
DeGroote School of Business
McMaster University
Hamilton
Ontario
Canada*

Dr Alan Arthurs

*School of Management
University of Bath
Avon
England*

Professor Greg J. Bamber

*Director, Graduate School of Management
Griffith University
Brisbane
Queensland
Australia*

Professor Miryam Barad

*Department of Industrial Engineering
Tel Aviv University
Israel*

Professor Philippe Bernoux

*Directeur de Recherches
Groupe Lyonnais de Sociologie Industrielle
Centre National de la Recherche
Scientifique
Université Lumière Lyon II
France*

Professor Paul Blyton

*Professor of Industrial Relations and
Industrial Sociology
Cardiff Business School
University of Wales, Cardiff
Wales*

Professor Chris Brewster

*Director, Centre for European Human
Resource Management
Cranfield School of Management
Cranfield University
Bedford
England*

Professor William Brown

*Montague Burton Professor of Industrial
Relations
Faculty of Economics and Politics
University of Cambridge
England*

Professor Dr André Büssing

*Chair of Psychology
Faculty of Economics and Social Science
Technical University of Munich
Munich
Germany*

Professor Richard Butler

*Professor of Organizational Analysis, and
Chair of Graduate School of Social Sciences
and Humanities
Management Centre
University of Bradford
England*

Professor Kim S. Cameron

*Marriott School of Management
Brigham Young University
Provo
Utah
USA*

Professor Robert F. Conti

*Associate Professor
Bryant College
Rhode Island
USA*

Mrs Jane Cranwell-Ward

*Director, Henley Learning Partnership
Henley Management College
Henley-on-Thames
England*

Professor David Cray

*School of Business
Carleton University
Ottawa
Canada*

Professor Colin Crouch

*European University Institute, Florence,
Italy
and Fellow, Trinity College
University of Oxford
England*

Professor Anne Cummings

*Department of Management
The Wharton School
University of Pennsylvania
Philadelphia, PA
USA*

Dr Anne Daly

*School of Economics and Marketing
University of Canberra
Belconnen
Australia*

Dr Helen De Cieri

*Department of Human Resource Studies
Cornell University
Ithaca, NY
USA*

Peter J. Dowling

*Department of Management
University of Tasmania
Launceston
Australia*

Professor Paul K. Edwards

*Industrial Relations Research Unit (IRRU)
Warwick Business School
University of Warwick
Coventry
England*

Professor J.E.T. Eldridge

*Department of Sociology
University of Glasgow
Scotland*

Professor Ellen Fagenson-Eland

*Associate Professor
George Mason University
Fairfax
Virginia
USA*

Professor Robert J. Flanagan

*Konosuke Matsushita Professor of
International Labor Economics and Policy
Analysis
Graduate School of Business
Stanford University
Stanford
California
USA*

Professor Gary W. Florkowski

*Joseph M. Katz Graduate School of
Business
University of Pittsburgh
Pennsylvania
USA*

Professor Yitzhak Fried

*Department of Management and
Organization Science
School of Business Administration
Wayne State University
Detroit
Michigan
USA*

Professor Sally Riggs Fuller

*Department of Management and
Organization
School of Business Administration
University of Washington
Seattle
USA*

Colin Gill

*Lecturer in Management Studies
The Judge Institute of Management Studies
University of Cambridge
England*

Dr Richard Gillespie

*Museum of Victoria
Melbourne
Australia*

Dr Ian Glover

*Lecturer
Department of Management and
Organization
University of Stirling
Scotland*

List of Contributors

Dr Pauline Graham

*Research Fellow
Department of Engineering
University of Bradford
England*

Professor Wyn Grant

*Professor of Politics
University of Warwick
Coventry
England*

Professor Justin Greenwood

*School of Public Administration and Law
The Robert Gordon University
Aberdeen
Scotland*

Professor David Guest

*Department of Organizational Psychology
Birkbeck College
University of London
England*

Professor Tove Helland Hammer

*Department of Organizational Behavior
New York State School of Industrial and
Labor Relations
Cornell University
Ithaca, NY
USA*

Dr Charles Hampden-Turner

*Judge Institute of Management Studies
University of Cambridge
England*

Professor John Hayes

*Leeds University Business School
University of Leeds
England*

Dr Frank Heller

*The Tavistock Institute
London
England*

Professor Peter Herriot

*Associate Director
Institute for Employment Studies
and Visiting Professor
City University Business School
and University of Surrey*

Professor Dr Friso den Hertog

*Professor of Innovation Management
Maastricht Economic Research Institute on
Innovation and Technology
The University of Maastricht
The Netherlands*

Dr Martin Hilb

*Professor of Business Administration
Director of the Institute for Leadership and
Human Resource Management
University of St Gallen
Switzerland
and Adjunct Professor of International
Human Resource Management
University of Dallas
Texas
USA*

Dr Geert Hofstede

*Emeritus Professor of Organizational
Anthropology and
International Management
Maastricht University
The Netherlands*

Professor Vandra L. Huber

*Department of Management and
Organization
School of Business Administration
University of Washington
Seattle
USA*

John M. Jermier

*College of Business
University of South Florida
Tampa
USA*

Dr Ian Kessler

*Fellow
Templeton College
and School of Management Studies
University of Oxford
England*

Dr Robin J. Kramar

*Senior Lecturer
Graduate School of Management
Macquarie University
Sydney
Australia*

Professor Karen Legge
*Warwick Business School
University of Warwick
Coventry
England*

Professor Richard J. Long
*Professor, College of Commerce
University of Saskatchewan
Saskatoon
Canada*

Professor Craig Lundberg
*School of Hotel Administration
Cornell University
Ithaca
NY
USA*

Sara McGaughey
*Department of Management
University of Tasmania
Launceston
Australia*

Professor Gerald Mars
*Management Centre
University of Bradford
England*

Dr Segun Matanmi
*Senior Lecturer
Department of Sociology
Lagos State University
Nigeria*

Jennifer M. Myatt
*Goizueta Business School
Emory University
Atlanta
Georgia
USA*

Professor Walter Nord
*Professor of Organizational Theory
College of Business
University of South Florida
Tampa
USA*

L.I. Okazaki-Ward
*Senior Research Fellow
Cranfield School of Management
Cranfield University
Bedford
England*

Professor Koji Okubayashi
*School of Business Administration
Kobe University
Kobe
Japan*

Professor Greg R. Oldham
*C. Clinton Spivey Professor
University of Illinois at Urbana-Champaign
USA*

Dr Nick Oliver
*Reader, Judge Institute of Management
Studies
University of Cambridge
England*

Professor Barbara Parker
*Albers School of Business and Economics
Seattle University
Washington
USA*

Lisa Hope Pelled
*Assistant Professor
Management and Organization
University of Southern California
Marshall School of Business
Los Angeles
USA*

Professor Michael Poole
*Professor of Human Resource Management
Cardiff Business School
University of Wales, Cardiff
Wales*

Professor Betty Jane Punnett
*Mona Institute of Business
University of the West Indies
and University of Windsor, Canada*

List of Contributors

Professor John Purcell

*Work and Employment Research Centre
(WERC)
School of Management
University of Bath
Avon
England*

W. David Rees

*Independent Consultant
and Visiting Lecturer
University of Westminster
England*

Dr Chris Rowley

*Lecturer
School of Management
Royal Holloway College
University of London
England*

Professor Dr S. Antonio Ruiz-Quintanilla

*Visiting Associate Professor
New York State School of Industrial and
Labor Relations
Cornell University
Ithaca, NY
USA*

Dr Paul Ryan

*Institute of Industrial Relations
University of California at Berkeley
USA
and
King's College
University of Cambridge
England*

Professor Yoko Sano

*Faculty of Business and Commerce
Tokyo International University
Japan*

Professor Randall S. Schuler

*Stern School of Business
New York University
USA*

David E. Simmons

*Australian Centre in Strategic Management
Queensland University of Technology
Brisbane
Australia*

Bob Simpson

*Reader in Law
London School of Economics and Political
Science
England*

Professor Chris Smith

*School of Management
Royal Holloway College
University of London
Egham, Surrey
England*

Dr Ian G. Smith

*Senior Lecturer
Cardiff Business School
University of Wales, Cardiff
Wales*

Professor Jeffrey Sonnenfeld

*Goizueta Business School
Emory University
Atlanta
Georgia
USA*

Professor Arndt Sorge

*Scientific Director of WORC (Work and
Organization Research Centre)
Tilburg University
The Netherlands*

Dr Gillian Stamp

*Director of the Brunel Institute of
Organisation & Social Studies (BIOSS)
Brunel University
Uxbridge
England*

Dr Rosemary Stewart

*Emeritus Fellow in Organizational
Behaviour
Director of Oxford Health Care
Management Institute
Templeton College
University of Oxford
England*

Professor John Storey

*Open University Business School
The Open University
Milton Keynes
England*

Professor George Strauss

*Emeritus Professor of Business
Administration
Institute of Industrial Relations
University of California at Berkeley
USA*

Dr Joo-Seng Tan

*Nanyang Business School
Nanyang Technological University
Singapore*

Dr Paul Taylor

*Senior Lecturer
Department of Psychology
The University of Waikato
Hamilton
New Zealand*

Professor George Thomason

*Emeritus Professor
University of Wales, Cardiff
Wales*

Thera Tolner

*Research Fellow
Maastricht Economic Research Institute on
Innovation and Technology
University of Maastricht
The Netherlands*

Professor Derek P. Torrington

*Emeritus Professor of Human Resource
Management
Manchester School of Management
University of Manchester Institute of
Science and Technology (UMIST)
England*

Professor Rosalie L. Tung

*Ming and Stella Wong Professor of
International Business
Faculty of Business Administration
Simon Fraser University
Burnaby
British Columbia
Canada*

Dr Terry Wallace

*Lecturer in Industrial Sociology and
Industrial Relations
Cardiff Business School
University of Wales, Cardiff
Wales*

Professor Malcolm Warner

*Fellow
Wolfson College
and Judge Institute of Management Studies
University of Cambridge
England*

Professor Hoyt N. Wheeler

*College of Business Administration
University of South Carolina
Columbia
USA*

Professor William Foote Whyte

*New York State School of Industrial and
Labor Relations
Cornell University
Ithaca, NY
USA*

Dr Adrian Wilkinson

*Manchester School of Management
University of Manchester Institute of
Science and Technology (UMIST)
England*

Morgen Witzel

*London Business School
and Durham University Business School
England*

Professor Mohamed Zairi

*SABIC Chair in Best Practice Management
The European Centre for Total Quality
Management
University of Bradford
England*

Professor Milan Zeleny

*Graduate School of Business
Fordham University at Lincoln Center
New York
USA*

Acknowledgements

The publishers would like to thank the following for permission to use copyright material:

Culture, cross-national

Country clusters

S. Ronen and O. Shenkar (1985) 'Clustering countries on attitudinal dimensions: a review and synthesis', *Academy of Management Review*.

Cultural values: levels of individualism in alpha and beta

Reproduced from M. Mendenhall, B. J. Punnett and D. A. Ricks (1995), *Global Management*, by permission of Blackwell Publishers.

Employee relations, management of

The management style matrix in Purcell and Ahlstrand, *Human Resource Management in the Multi-divisional Company* (1994), by permission of Oxford University Press.

Human capital

Average returns to education by country type and level (per cent per year)

G. Psacharopoulos, Returns to education: a further international update and implications, from the *Journal of Human Resources* 20 (4) 1985. Reprinted by permission of the University of Wisconsin Press.

Human resource flows

Inter-regional labour migration networks J. Salt (1989) 'A comparative overview of international trends and types, 1950–80' *International Migration Review* 23: 431–56;

J. Salt (1992) 'The future of international labor migration', *International Migration Review* 26 (4): 1077–111. Reprinted permission granted by the Center for Migration Studies.

Human resource flows

Evolution of human resource planning in the USA; Human resource forecasting approaches
Material reproduced with permission of The McGraw-Hill Companies.

Human resource management, international

Flow chart of the selection–decision process

Permission granted by Columbia University, New York City.

Human resource management in Europe

Legal regulation and the practice of employee participation in the EC

Reproduced by permission of European Foundation for the Improvement of Living and Working Conditions.

Industrial and labour relations

Strategic choices of the actors; Action, power and structure

Reproduced from R.J. Adams and N.M. Meltz (eds) (1993) *Industrial Relations Theory: Its Nature, Scope and Pedagogy*, by permission of Scarecrow Press Inc.

Industrial relations in Japan

Percentage of unions according to subjects to be covered by works councils (WC) or collective bargaining (CB) Ministry of Labour, Japan, 1989

Industrial relations in Japan

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)

Ministry of Labour, Japan, 1990

Industrial relations in the United States of America

Originally published in G.J. Bamber and R.D. Lansbury (eds) (1993) *International Comparative Industrial Relations: A Study of Industrialized Economies*, 2nd edn, London: International Thomson Business Press

Job design

The job characteristics model; Hackman's model of self-directed work teams Hackman/Oldham, *Work Redesign*, ©1980 by Addison-Wesley Publishing Co., Inc.

Job design

Summary of expected costs and benefits from the four job design approaches, reprinted, by permission of the publisher, from *Organizational Dynamics*, Winter 1987 © 1987. American Management Association, New York. All rights reserved.

Motivation and satisfaction

Different forms of work satisfaction from A. Bruggemann, P. Groskurth and E. Ulich (1975) *Arbeitszufriedenheit*, by permission of Hans Huber.

Negotiation skills

The prisoner's dilemma

Reproduced from A. Rapoport and A.M. Chammah (1965) *Prisoner's Dilemma: A Study of Conflict and Cooperation*, by permission of the University of Michigan Press.

Problem solving

The fish bone technique

Reproduced from S. Majaro (1988) *Managing Ideas for Profit: The Creative Gap*, by permission of Professor Simon Majaro.

Stress

The relationship between stress and performance

Reproduced from *Executive Health* (1978), by permission of Dr A. Melhuish.

Total quality management

Baldrige Award criterial framework

Figure taken from the *1993 Award Criteria*, p. 33, National Institute of Standards and Technology, Office of Quality Programs, Gaithersburg, MD 20899, USA.

Training

The performance analysis approach to identifying training needs

Copyright ©1984 by Lake Publishing Company, Belmont, CA, USA.

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.