



Human Resource Management

The Key Concepts

Edited by
Chris Rowley and Keith Jackson

ROUTLEDGE



KEY GUIDES

HUMAN RESOURCE MANAGEMENT

‘This book is a great starting place to develop an understanding of the important issues and challenges in the field of HRM. It is a *must* for business students and the busy professional manager alike.’

John Benson, *University of South Australia*

‘This collection covers all of the main functions associated with people management. Each essay provides a valuable shorthand to understanding the content of the function covered and the contested debates around it.’

Paul Sparrow, *Lancaster University, UK*

Human Resource Management: The Key Concepts is a concise, current and jargon-free guide that covers the main practices and theories that constitute human resource management (HRM). The entries, defined and discussed by an international range of expert contributors, are drawn from the following areas:

- employee resourcing
- employee rewards
- employee development
- employee relations.

Fully cross-referenced and with suggestions for further reading, this book is a valuable reference for students and professionals seeking to understand more about the what, why and how of HRM across a range of national, industrial and organisational contexts.

Chris Rowley is the inaugural professor of HRM and founding director of the Centre for Research in Asian Management at Cass Business School, City University London, UK. His books for Routledge include *The Changing Face of Management in China* with Fang Lee Cooke (2010).

Keith Jackson is a tutor and researcher at the School of Oriental and African Studies, University of London, UK. He also works as a consultant in international HRM. His books for Routledge include *The Changing Face of Japanese Management* with Miyuki Tomioka (2003) and *Innovation in Japan: Emerging Patterns, Enduring Myths* (2009) with Philippe Debroux.

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To Clive and Jean Rowley,
the most wonderful and caring parents

Keith Jackson thanks the students, apprentices and
trainees he's worked with over the years and hopes this
book will feed their curiosity

Introduction is the bridge to the problem described in the article. Reading the introduction readers can clearly understand what the problem is under study and how this study can advance their knowledge. Guidelines to writing an introduction

- 3) He is a great scientist his work has had a great influence on IT field development.
- 4) Let us now discuss the influence of the IT revolution on the effectiveness and efficiency in the education sphere and research field.
- 5) The riots resulted in much damage., we should not ignore the fact that the disorder brought benefit to some.

3) The article concerns/devotes/addresses the issue of the relationship between religion and politics in the modern world. 4) Look at Figure 3 under/below/beneath for more detailed information. Developed countries already have a greater share of resources, and globalization will only reinforce their wealth and power. The richest countries, including the United States, will pool their resources and gain a monopoly over the global market.

The fantastic advances in the field of electronic communication constitute a greater danger to the privacy of the individual.

Earl Warren. VI. Summarizing the issue. Work in small groups.

It is important to point out that students also need to have a deep understanding of their own culture before they can begin to observe, analyse and evaluate other cultures. In multicultural societies, people can study each other's cultures to develop intercultural competencies such as critical and reflective thinking, and intellectual flexibility. Poverty is no disgrace, but it is a great inconvenience.

- Beggars cannot be choosers.
- He that is warm thinks all so.
- Necessity knows no law.
- A hungry man is an angry man.
- Hunger finds no fault in cookery.

We must start in our own homes to remedy this kind of poverty.' (Mother Teresa)

- 'Poverty must be reduced not only for reasons of moral and justice, but also of security.' (Anna Lindh)
- 'You can't get rid of poverty by giving people money.'

There is an even more compelling reason why poverty is destined to remain a spectre at the global feast. Poverty will not be eliminated for the very reason that the global developmental paradigm gives priority to the market over government, and even to the market over society.