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## Introduction

# Making critical sense of human resource management in a globalized world

Jawad Syed and Robin Kramar

Welcome to the first edition of *Human Resource Management in a Global Context: A Critical Approach*. The book has been written with the aim of developing our understanding and practice of human resource management (HRM) in an increasingly globalized world of work. The book uses a critical lens to develop an approach to HRM that is not only business-focused but also context-sensitive and socially responsible – we will explain our rationale for this below.

The emergence of HRM in the 1980s was accompanied by a sustained theoretical assault on its pretensions, highlighting the gap between the rhetoric of HRM and the reality, which was focused on impersonal economic rationalism. The reconstruction of the employment relationship as a singularly individual market exchange did not go uncontested in management education. However, whereas the proponents of HRM once felt the need to engage and respond to critique, the field now seems to have narrowed as the major concerns relate merely to strategic ‘fit’ and identifying mechanisms to facilitate ‘high-commitment’ and ‘high-performance’ organizations.

We consider the overemphasis of HRM on strategic performance to be problematic in view of the considerable gap between the policy and practice of strategic HRM. Vaughan (1994) argues that although organizational mission statements usually hold that employees are their most important asset, organizational reality is characterized by impersonal economic rationalism. Wilmott (1993) asserts that the rhetoric of HRM tends to turn employees into ‘willing slaves’ who negate their own interests, assuming the organization will take care of them. Seen from this angle, HRM’s unitary rhetoric may compromise the individual and collective needs of employees and may instill an HRM culture

# Human Resource Management In A Global Context A Critical Approach

**David G. Collings, Geoffrey T.  
Wood, Leslie T. Szamosi**



## **Human Resource Management In A Global Context A Critical Approach:**

Human Resource Management in a Global Context Robin Kramar, Jawad Syed, 2012-01-12 A global contemporary and critical view of human resource management Using international examples and case studies this text covers the basic principles of HRM whilst exposing students to real world issues facing managers on a daily basis This text is essential reading for anyone who wants to understand and engage critically with HRM globally *Human Resource Management* Jawad Syed, Robin Kramar, 2017-04-26 The fully revised and updated second edition of this core textbook builds on the previous edition's success to bring an even sharper exploration of HRM in a real world global context With a critical approach that is woven into the chapters and encourages students to question assumptions in HRM there is a consistent focus on the impact of globalization the ways in which theory has addressed the implications of a globalized workforce and the way HRM works in multinational corporations Boasting a truly global orientation this textbook draws on the expert knowledge of chapter authors from around the world combining international case studies with a strong offering of pedagogical features While adopting a rigorous academic approach the book is also designed to engage students and elicit independent thought This is an ideal core textbook for undergraduate and postgraduate students studying on general business and management degrees specialist HRM degrees and international business degrees In addition this an important supplementary text for International HRM modules and HRM modules on MBA programmes New to this Edition Brand new chapters on Talent Management International Assignments Managing Global and Migrant Workers and Sustainable HRM Revised and refreshed international case studies including an array of examples from diverse non western regions of the world HRM in the news boxes comprising issues from the media that are relevant to each chapter topic Stop and reflect boxes containing thought provoking questions that encourage critical thinking **Human Resource Management** David G. Collings, Geoffrey T. Wood, Leslie T. Szamosi, 2018-08-15 Despite over three decades of debate around the nature of human resource management HRM its intellectual boundaries and its application in practice the field continues to be dogged by a number of theoretical and practical limitations Written by an international team of respected scholars this updated textbook adopts a critical perspective to examine the core management function of HRM in all its complexity including its darker sides Human Resource Management A Critical Approach opens with a critique of the very concept of HRM tracing its development over time and then systematically analyses the context of HRM practice of HRM and international perspectives on HRM New chapters commissioned for this second edition look at HRM and the issues of diversity migration global supply chains and economic crisis This textbook is essential reading for advanced and inquisitive students of HRM and for HRM professionals looking to deepen their understanding of the complexities of their field *Human Resource Management* Jawad Syed, Robin Kramar, 2017-04-26 The fully revised and updated second edition of this core textbook builds on the previous edition's success to bring an even sharper exploration of HRM in a real world global context With a critical approach that is woven

into the chapters and encourages students to question assumptions in HRM there is a consistent focus on the impact of globalization the ways in which theory has addressed the implications of a globalized workforce and the way HRM works in multinational corporations Boasting a truly global orientation this textbook draws on the expert knowledge of chapter authors from around the world combining international case studies with a strong offering of pedagogical features While adopting a rigorous academic approach the book is also designed to engage students and elicit independent thought This is an ideal core textbook for undergraduate and postgraduate students studying on general business and management degrees specialist HRM degrees and international business degrees In addition this an important supplementary text for International HRM modules and HRM modules on MBA programmes New to this Edition Brand new chapters on Talent Management International Assignments Managing Global and Migrant Workers and Sustainable HRM Revised and refreshed international case studies including an array of examples from diverse non western regions of the world HRM in the news boxes comprising issues from the media that are relevant to each chapter topic Stop and reflect boxes containing thought provoking questions that encourage critical thinking Accompanying online resources for this title can be found at [bloomsburyonlineresources.com](http://bloomsburyonlineresources.com) human resource management in a global context These resources are designed to support teaching and learning when using this textbook and are available at no extra cost

*Organizational Behaviour in a Global Context* Albert J. Mills, Jean C. Helm Mills, John Bratton, Carolyn Forshaw, 2006-01-01 At last there is a lucid well written OB book which covers key issues required in OB teaching but which has a mind of its own Students and faculty will recognize this is more than standard fare Bill Cooke Manchester Business School

**HRM in the Global South** Toyin Ajibade Adisa, Chima Mordi, 2022-05-16 This edited collection offers an insight into the dynamic of HRM in thirteen developing countries across Africa Asia and the Middle East Taking readers through the realities of HRM in the global South the book identifies the significance of contexts diversity of cultures and dissimilarity of processes in managing people In other words the book addresses general issues of HRM in cross national settings to give readers an understanding of HR that is comparative and country specific Covering issues in Nigeria South Africa Egypt China India Pakistan Malaysia Bahrain Jordan United Arab Emirates and Argentina each chapter draws out the unique and diverse configurations of HRM in each country Also examining digital HRM technology based entrepreneurship gig work artificial intelligence and digitalization in business practice this book is an invaluable resource for all HRM practitioners policymakers students HRM scholars international HRM international business and business managers across the globe

*The Oxford Handbook of Talent Management* David G Collings, Kamel Mellahi, Wayne F. Cascio, 2017-09-21 The Oxford Handbook of Talent Management offers academic researchers advanced postgraduate students and reflective practitioners a state of the art overview of the key themes topics and debates in talent management The Handbook is designed with a multi disciplinary perspective in mind and draws upon perspectives from inter alia human resource management psychology and strategy to chart the topography

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International Human Resource Management Paul Iles,Crystal L Zhang,2013-04-26 International Human Resource Management is an essential book for all students and HR professionals looking to really understand international HRM Covering the context of International HRM HRM and National Culture HRM in different regions and international HRM policies this book provides thorough discussion and comprehensive consideration of all elements of international HRM Full of contributions from experts in specific regions including North America the Middle East and North Africa India Russia and China this book will provide readers with a thorough understanding of HRM around the world With crucial coverage of international HRM issues including cross cultural leadership business ethics global talent supply and management as well as performance management of international staff International Human Resource Management is essential reading for all those working or looking to work in HR around the world particularly those looking to work in multinational companies Fully supported by online resources including powerpoint slides a lecturer guide additional case studies and a bonus chapter on issues and new directions in International Human Resource Management as well as annotated web links and self test questions for students

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**An Introduction to Human Resource Management** Nick Wilton,2010-09-15 This exciting new introductory text in human resource management moves beyond a prescriptive approach to provide a holistic overview of the role of HRM in its contemporary context Acknowledging and reflecting upon key trends in HRM the labour market and the broader economy the author offers critical discussion of the theoretical and practical issues surrounding HRM Includes accessible learning

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Including discussions on the development of self as global talent and current organisational approaches to the attraction development and retention of global talent this book encourages critical reflection of how global talent management is affected by policy society and the economy The authors draw on interdisciplinary fields practical insights from global employers and wide ranging case studies to help students grasp the complexities of this evolving field

**Human Resource Management at Work** Mick Marchington, Adrian Wilkinson, Rory Donnelly, Anastasia Kynighou, 2020-11-03 A leading textbook in its field Human Resource Management at Work is a comprehensive guide to the theory and practice of HRM Aligned to the CIPD Level 7 qualification yet also relevant on non CIPD accredited HR masters courses this book covers everything students need to excel in their academic studies and will ensure that they can hit the ground running in a practitioner role after university Divided into four key parts the first part of the book covers HRM strategy and the global context the forces shaping HRM at work and international and comparative HRM Part Two discusses the role of HR professionals and line managers in the workplace and how the responsibilities for delivering effective HR vary in a changing world of work Part Three has expert coverage of the key areas of HR including resourcing and talent management learning and development L D reward and employment relations The final part examines the impact that HRM can have on business performance and also outlines the key knowledge and skills required to carry out a business research project Fully updated through this seventh edition now has new coverage of diversity and inclusion D I workplace analytics ethics wellbeing and precarious work as well as additional coverage of the alignment of HRM with organisational strategy and the integration of different components of HRM Human Resource Management at Work includes new global case studies reflective practice activities to encourage critical thinking exercises to help the consolidation of learning and explore further boxes to encourage wider reading Online supporting resources include an instructor s manual and lecture slides

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Management at LMU Munich School of Management      Innovative Approaches for International Competitiveness Through Human Resource Management Pawirosumarto, Suharno, 2025-05-09 In an era of global interconnectedness and competition organizations utilize innovative approaches to human resource management HRM to remain competitive Effective HRM strategies include cross cultural management global workforce optimization and the integration of technology in employee development By embracing diversity fostering a culture of continuous learning and leveraging data driven insights businesses can cultivate a workforce that is adaptable to the needs of global markets Strategic HRM practices such as flexible work models employee empowerment and leadership development programs empower organizations to respond to market shifts quickly and maintain a competitive edge across borders In this context innovative HRM approaches are a tool for operational efficiency and long term international success Innovative Approaches for International Competitiveness Through Human Resource Management explores contemporary challenges and strategies in human resource management HRM within a global context It examines digital transformation competency development cultural dynamics and best practices in HRM across different countries This book covers topics such as global business automation and talent acquisition and is a useful resource for business owners managers computer engineers educators academicians researchers and data scientists      Critical Issues in Human Resource Management Ian Roper, Rea Prouska, Uracha Chatrakul Na Ayudhya, 2019-10-02 By problematising core HR topics and presenting significant new developments in the field this engaging textbook will enable students to develop a nuanced and critical approach to HRM It integrates students understanding of the key operational aspects of HRM with the wider institutional social political and economic contexts in which they occur covering important and emerging topics such as intersectionality wellbeing international migration globalisation and corporate governance Theoretically rigorous and rich in pedagogy this textbook will hone students critical thinking skills allowing them to confront higher level problems faced in HR and deal with complex real world HR situations A range of topical international case studies ranging from iPhone factories in China to contemporary US politics places HR issues in a comparative global context This is an essential textbook for upper undergraduate postgraduate and MBA students studying contemporary or critical issues in HRM It can also be used as a supplementary text by those wanting to deepen their knowledge of HRM and by practitioners keen to understand how core HRM topics intersect with wider contemporary and global issues      **Strategic Human Resource Management** Nigel Bassett-Jones, 2023-01-25 This innovative text applies a systems theory perspective to strategic human resource management drawing particularly on the Viable System Model and soft systems methodology Readers are introduced to different ways of thinking about systems and shown how systems can interact triggering changes in the competitive environment and how HR systems can either facilitate or inhibit adaptation to these changes Peppered with international examples throughout this book considers key HR topics such as recruitment reward employment relations culture diversity and leadership all through a systems lens It shows how an



understanding of system dynamics can help managers to recognise complexity accept the inevitability of short term systemic conflicts and anticipate the likely consequences This text will be suitable for upper level undergraduate postgraduate and MBA students of strategic HRM HRM and strategic management It will also be thought provoking for HR professionals looking to embrace a strategic role in their organizations

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