

Syed, J. and Kramar, R. (2012). Introduction: Making critical sense of HRM in a globalised world. In Kramar, R. & Syed, J. (Eds.), *Human Resource Management in a Global Context: a critical approach*, pp. 1-8. Basingstoke: Palgrave Macmillan.

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 Wood, Leslie
T. Szamosi**



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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

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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

Human Resource Management David G. Collings, Geoffrey Wood, Leslie T. Szamosi, 2025-06-06 Written by an international team of respected scholars Human Resource Management A Critical Approach 3rd edition adopts a critical perspective to examine the core management function of human resource management HRM in all its complexity including its darker sides Despite over three decades of debate around the nature of HRM its intellectual boundaries and its application in practice the field continues to be dogged by several theoretical and practical limitations This textbook 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 third edition examine HRM and consider issues including diversity and inclusion employee well being digitalisation and AI sustainable HRM and gig work and job deconstruction This textbook is essential reading for advanced and inquisitive students of HRM and for HRM professionals seeking to deepen their understanding of the complexities of their field

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