

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

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Table of Contents Human Resource Management In A Global Context A Critical Approach

1. Understanding the eBook Human Resource Management In A Global Context A Critical Approach
 - The Rise of Digital Reading Human Resource Management In A Global Context A Critical Approach
 - Advantages of eBooks Over Traditional Books
2. Identifying Human Resource Management In A Global Context A Critical Approach
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Human Resource Management In A Global Context A Critical Approach
 - User-Friendly Interface
4. Exploring eBook Recommendations from Human Resource Management In A Global Context A Critical Approach
 - Personalized Recommendations
 - Human Resource Management In A Global Context A Critical Approach User Reviews and Ratings
 - Human Resource Management In A Global Context A Critical Approach and Bestseller Lists

5. Accessing Human Resource Management In A Global Context A Critical Approach Free and Paid eBooks
 - Human Resource Management In A Global Context A Critical Approach Public Domain eBooks
 - Human Resource Management In A Global Context A Critical Approach eBook Subscription Services
 - Human Resource Management In A Global Context A Critical Approach Budget-Friendly Options
6. Navigating Human Resource Management In A Global Context A Critical Approach eBook Formats
 - ePub, PDF, MOBI, and More
 - Human Resource Management In A Global Context A Critical Approach Compatibility with Devices
 - Human Resource Management In A Global Context A Critical Approach Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Human Resource Management In A Global Context A Critical Approach
 - Highlighting and Note-Taking Human Resource Management In A Global Context A Critical Approach
 - Interactive Elements Human Resource Management In A Global Context A Critical Approach
8. Staying Engaged with Human Resource Management In A Global Context A Critical Approach
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Human Resource Management In A Global Context A Critical Approach
9. Balancing eBooks and Physical Books Human Resource Management In A Global Context A Critical Approach
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Human Resource Management In A Global Context A Critical Approach
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Human Resource Management In A Global Context A Critical Approach
 - Setting Reading Goals Human Resource Management In A Global Context A Critical Approach
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Human Resource Management In A Global Context A Critical Approach
 - Fact-Checking eBook Content of Human Resource Management In A Global Context A Critical Approach
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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