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## Human resources and industrial relations Commonalities and differences

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### Abstract

A diversity of opinion exists about the definition, intellectual boundaries, and major premises of the fields of human resources management (HRM) and industrial relations (IR). To help provide a common frame of reference for discussion and debate on the symposium topic, I endeavor in this paper to flesh out a consensus position on these matters. The method used is largely historical. Based on a review of the origins and evolution of the two fields from the early 20th century to the present day, I show that human resources (HR) up to the early 1960s was typically considered to be a subfield of IR. In more recent years, however, HR has largely severed its links with IR and now is widely regarded as a separate, sometimes competing and sometimes complementary field of study. In the last part of the paper I use this historical analysis, together with a review of the literatures in the two fields and the findings and conclusions of the other papers in this symposium, to identify both the commonalities and differences that distinguish the two fields in terms of their approach to science building (research) and problem solving (policy/practice). © 2001 Elsevier Science Inc. All rights reserved.

*Keywords:* History of human resource management; Human resource management theory; Industrial relations

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### 1. Introduction

Before fruitful discussion and debate can take place on the symposium topic “What can HR Learn from IR?” an agreement needs to exist on what the terms human resources (HR) or, equivalently, human resources management (HRM) and industrial relations (IR) represent in

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