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Human Resource Management Review
11 (2001) 339–374

*Human Resource
Management
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www.HRmanagementreview.com

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

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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Research Frontiers in Industrial Relations and Human Resources David Lewin, Olivia S. Mitchell, Peter D. Sherer, 1992 Comprises 16 chapters subsumed under four major subject areas unions collective bargaining and dispute resolution human resources management labour market research and the regulation of labour management relations

Industrial Relations Research Association Series Newsletter Industrial Relations Research Association, 1995 *What Do Unions Do?* James T. Bennett, Bruce E. Kaufman, 2017-09-08 One of the best known and most quoted books ever written on labor unions is *What Do Unions Do* by Richard Freeman and James Medoff Published in 1984 the book proved to be a landmark because it provided the most comprehensive and statistically sophisticated empirical portrait of the economic and socio political effects of unions and a provocative conclusion that unions are on balance beneficial for the economy and society The present volume represents a twentieth anniversary retrospective and evaluation of *What Do Unions Do* The objectives are threefold to evaluate and critique the theory evidence and conclusions of Freeman and Medoff to provide a comprehensive update of the theoretical and empirical literature on unions since the publication of their book and to offer a balanced assessment and critique of the effects of unions on the economy and society Toward this end internationally recognized representatives of labor and management cover the gamut of subjects related to unions Topics covered include the economic theory of unions the history of economic thought on unions the effect of unions on wages benefits capital investment productivity income inequality dispute resolution and job satisfaction the performance of unions in an international perspective the reasons for the decline of unions and the future of unions The volume concludes with a chapter by Richard Freeman in which he assesses the arguments and evidence presented in the other chapters and presents his evaluation of how *What Do Unions Do* stands up in the light of twenty years of additional experience and research This highly readable volume is a state of the art survey by internationally recognized experts on the effects and future of labor unions It will be the benchmark for years to come *Understanding Human Resource Management* Kamoche, Ken, 2001-04-01 An accessible introduction to the key debates in human resource management A fresh critique of taken for granted assumptions underpinning HRM A pointer to future directions in HRM Ken Kamoche critically examines contemporary issues in the management of people He reviews some of the significant themes that have shaped HRM as it has emerged during the course of the last century The book identifies the definitive role of the tension between the drive for organizational performance and the humanization of work It argues however that our understanding of both strands is inadequate and poorly researched leading to an incomplete picture of the dynamics of managing people *Understanding Human Resource Management* also examines the relevance of such contemporary debates as the resource based view appropriation and globalization and explores how researchers and practitioners can now move towards a more viable conception of HRM excellent coverage of the essential areas in human resource management today contemporary human resource management strategic HRM and

international HRM a very readable and concise treatment it is easy to highly recommend this book Professor Randall S Schuler Rutgers University At last a genuinely original new book on HRM that deals with the concerns of the 21st rather than the last century Ken Kamoche unpacks some fascinating ideas about appropriation the community concept and facilitating resourcefulness He is to be congratulated on a real tour de force A book not to be missed by anyone taking a critical perspective on HRM Professor Karen Legge University of Warwick

The Economics of Occupational Safety and Health John Ruser, Richard Butler, 2010 The Economics of Occupational Safety and Health examines occupational risks that influence the safety decisions of a firm

International Human Resource Management Hilary Harris, 2002-09-11 International HRM provides an important contribution to our understanding of the human resource management phenomenon encompassing groundbreaking research both empirical and conceptual on international policy and practice in this rapidly developing area Set within the context of Europe this book brings together a collection of thought provoking papers from European experts in the field adopting a broad and highly up to date approach to topical issues in international HRM Drawing on national experiences from a wide range of countries contributors from Europe examine key issues and debates such as the internationalization of the world economy the increasing importance of IHRM and its implications for individuals organizations and researchers the divergence convergence of IHRM policies and practices the balance between localization and standardization the dynamics of culture and gender in relation to IHRM This book constitutes a valuable resource for researchers teachers and students in the field of international human resource management

Global Staffing Hugh Scullion, David G Collings, 2006-04-18 Staffing is one of the biggest issues facing companies moving into the global market today This book provides a multi disciplinary integrated and critical discussion based analysis of current and emerging issues in global staffing It critically examines best practice and leading approaches drawing on research from a range of disciplines including international strategy management HRM and organizational theory The key theme of localization is also examined along with the complex associated implementation issues in a number of different regions This text takes a truly international approach giving students of HRM and international business an in depth understanding of the processes of global staffing

Race and Economic Opportunity in the Twenty-First Century Marlene Kim, 2007-06-19 Examining the crucial topic of race relations this book contains contributions from a range of international contributors The authors explore the economic and social environments that play a significant role in determining economic outcomes and why racial disparities persist

A Handbook of Human Resource Management Practice Michael Armstrong, 2006 A fully updated and revised tenth edition of this classic best selling textbook It remains the primary text for all students studying HRM both undergraduate and postgraduate as well as for students of the Chartered Institute of Personnel and Development CIPD diploma The Handbook also continues to be an essential reference source for all managers concerned with personnel and HRM issues This new edition of A Handbook of Human Resource Management Practice contains a

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A Strategic Model of Temporary Staffing Kay Glasgow,2001 First Published in 2001 Routledge is an imprint of Taylor Francis an informa company *Diversity Intelligence* Claretha Hughes,2023-06-17 This book develops and amplifies the emerging concept of diversity intelligence which is the capability of leaders to recognize the value of workplace diversity and to use this information to guide thinking and behavior Organization leaders need diversity intelligence to better interact with the changing demographics in the US and the global economy by embracing differences as strengths rather than weaknesses Without a clear understanding of diversity leaders are not fully equipped to realize organizational goals through all employees The author highlights the importance of reimagining diversity and changing perspectives while integrating it into leadership and career development plans alongside intellectual intelligence emotional intelligence and cultural intelligence In order to fully motivate diverse employees leaders must first be able to recognize differences between themselves and others without it being an obstacle to performance This edition addresses new topics related to allyship and anti racism and discusses how these concepts can sometimes hinder diversity efforts This book fits in the literature in areas of leadership and business value and aims to satisfy the need for solutions to why diversity training and management efforts continue to fall short of stated goals within organizations It is a window into how leaders can reflect on their actions and behaviors to effectively implement new diversity strategies and is an essential read for HR researchers professionals consultants and managers of global operating companies **American Corporate Economy** William Lazonick,2002 The readings collected in these four volumes examine the evolution operation and performance of the American corporate enterprise and the American corporate economy more generally Divided into seven sections many of the readings provide broad overviews of the evolution of the US corporate enterprise while others contribute to debates on its role in the evolution of American economy and society The material is arranged thematically to help the reader navigate the field There is also a new introduction and a thorough index making this set an invaluable resource for both academics and practitioners in the field

Linking Employee Satisfaction to Business Results Paula S. Topolosky,2014-01-14 First Published in 2000 Routledge is an imprint of Taylor Francis an informa company *The Handbook of Organizational Economics* Robert Gibbons,John Roberts,2013 E book available via MyiLibrary In even the most market oriented economies most economic transactions occur not in markets but inside managed organizations particularly business firms Organizational economics seeks to understand the nature and workings of such organizations and their impact on economic performance The Handbook of Organizational Economics surveys the major theories evidence and methods used in the field It displays the breadth of topics in

organizational economics including the roles of individuals and groups in organizations organizational structures and processes the boundaries of the firm contracts between and within firms and more

Why Wages Don't Fall during a Recession Truman F. BEWLEY, Truman F Bewley, 2009-06-30 A deep question in economics is why wages and salaries don't fall during recessions This is not true of other prices which adjust relatively quickly to reflect changes in demand and supply Although economists have posited many theories to account for wage rigidity none is satisfactory Eschewing top down theorizing Truman Bewley explored the puzzle by interviewing during the recession of the early 1990s over three hundred business executives and labor leaders as well as professional recruiters and advisors to the unemployed By taking this approach gaining the confidence of his interlocutors and asking them detailed questions in a nonstructured way he was able to uncover empirically the circumstances that give rise to wage rigidity He found that the executives were averse to cutting wages of either current employees or new hires even during the economic downturn when demand for their products fell sharply They believed that cutting wages would hurt morale which they felt was critical in gaining the cooperation of their employees and in convincing them to internalize the managers objectives for the company Bewley's findings contradict most theories of wage rigidity and provide fascinating insights into the problems businesses face that prevent labor markets from clearing

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In *Why Wages Don't Fall During A Recession* Truman Bewley tackles one of the oldest and most controversial puzzles in economics why nominal wages rarely fall and real wages do not fall enough when unemployment is high But he does so in a novel way through interviews with over 300 businessmen union leaders job recruiters and unemployment counsellors in the north eastern United States during the early 1990s recession Mr Bewley concludes that employers resist pay cuts largely because the savings from lower wages are usually outweighed by the cost of denting workers morale pay cuts hit workers standard of living and lower their self esteem Falling morale raises staff turnover and reduces productivity Mr Bewley's theory has some interesting implications and has a ring of truth to it *The Economist* Reviews of this book This contribution to the growing literature on behavioral macroeconomics threatens to disturb the tranquil state of macroeconomic theory that has prevailed in recent years Bewley's argument will be hard for conventional macroeconomists to ignore partly because of the extraordinary thoroughness and honesty with which he evidently conducted his investigation and the sheer volume of evidence he provides Although Bewley's work will not settle the substantive debates related to wage rigidity it is likely to have a profound influence on the way macroeconomists construct models In particular the concepts of morale fairness and

money illusion are almost certain to play a big role in macroeconomic theory His demonstration that there exist in reality simple robust behavioral patterns that cannot plausibly be founded on traditional maximizing behavior also raises the prospect of a more empirically oriented more behavioral macroeconomics in the future Peter Howitt *Journal of Economic Literature Reviews* of this book I think any scholar interested in labour markets and wage determination should read this well written lively and highly stimulating book It provides a fresh view and a lot of complementary background knowledge about how experienced people in the field see the employment relationship and what is actually crucial Knowledge of this sort is all too rare in economics and Truman Bewley's truly impressive study can serve as a role model for future investigations Simon Gächter *Journal of Institutional and Theoretical Economics* To call this book a breath of fresh air is an understatement The direct insights are fascinating and Truman Bewley's use of them is sharp and insightful Labor economists and macroeconomists have a lot to think about Robert M Solow Nobel Laureate Institute Professor of Economics Emeritus Massachusetts Institute of Technology Truman Bewley set out to conduct a handful of interviews with business executives to gain some theoretical inspiration and his project blossomed into over 300 interviews with business people labor leaders and consultants He is truly the accidental interviewer of economics Time and again he found that workers behave like people not atomistic selfish economic agents His insights will engage and enrage economic theorists and empiricists for years to come Alan Krueger Bendheim Professor of Economics and Public Affairs Princeton University

Public Service Ethics James S. Bowman, Jonathan P. West, 2014-01-21 Ethics in all its exemplary and exhausting forms matters It deals with the most gripping question in public life What is the right thing to do In *Public Service Ethics* Individual and Institutional Responsibilities James Bowman and Jonathan West examine individual centered and organization focused ethics applying ideas and ideals from both to contemporary dilemmas The authors take on controversial issues from whistle blowing incidents to corruption exposés to explain how they arise and suggest what can be done about them They start with the conceptual tools students need to evaluate an ethical dilemma then analyze individual decision making strategies and go on to assess institutional ethics programs The emphasis is not only on the how to but also on the why The ultimate goal is to bolster students confidence and prepare them for the ethical problems they will face in the future by equipping them with the conceptual frameworks and context to approach thorny questions and behave ethically

Managing Global Legal Systems Gary Walter Florkowski, 2006 Presenting a framework for understanding corporate strategy public policy as it relates to human resource management activities in international business this unique text incorporates legal issues beyond those traditionally associated with HRM

H.R. 1, the Working Families Flexibility Act United States. Congress. House. Committee on Education and the Workforce. Subcommittee on Workforce Protections, 1997

Employment Relations in the Asia-Pacific Region Peter Holland, Julian Teicher, Richard Gough, 2013-09-13 This book focuses on new developments in employment in Asia The context for this discussion is provided by the processes of globalisation and the associated debate on

labour standards Individual chapters focus on issues such as the role of NGOs as surrogate unions employment regulation in export processing zones social protection and the impact of political reform on the employment relationship This volume was previously published as a special issue of the journal Asia Pacific Business Review Supporting Workplace Learning for High Performance Working David N. Ashton,Johnny Sung,2002 Explores workplace learning as a means of enhancing both work performance and the quality of working life Identifies characteristics of high performance work organizations considers the implementation of high performance work practices and investigates how far these practices are embedded in different countries Examines ways in which public policy can be used to encourage organizations to make more effective use of the skills of their employees

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