## Contents

	Tables Explored to the second of the second	Xi
	on the Editors and Contributors	xiii xv
	hanging Field of Human Resource Management	xxix
	wilkinson, Nicolas Bacon, Scott Snell and David Lepak <sup>†</sup>	AAIA
PART		1
253	Human Resource Management: A Historical Perspective Howard Gospel	3
2	Models of Strategic Human Resource Management Kaifeng Jiang and Pingshu Li	23
3	The Employment Relationship: Key Elements, Alternative	
	Frames of Reference, and Implications for HRM  John W. Budd and Devasheesh P. Bhave	41
4	Regulation, Deregulation or Re-regulation? The Changing Regulative Framework for HRM Michael Barry and Adrian Wilkinson	65
5	International Human Resource Management David G. Collings and Kieran M. Conroy	82
6	Comparative HRM Elaine Farndale, Chris Brewster and Wolfgang Mayrhofer	99
7	Managing across Organizational Boundaries: The New Employment Relationship and its Human Resource Management Implications Shad Morris, Oded Shenkar and Alison Mackey	110
PART	II: FUNDAMENTALS OF HUMAN RESOURCE MANAGEMENT	121
8	Recruitment and Selection Filip Lievens and Derek Chapman	123
9	Training, Development and Skills  Irena Grugulis	151

10	Talent Management: Disentangling Key Ideas  Eva Gallardo-Gallardo and Marian Thunnissen	164
11	Leadership Development: The Shift from 'Ready Now' to 'Ready Able' Lacey Leone McLaughlin, Albert A. Vicere and Ian Ziskin	179
12	Understanding Performance Appraisal: Supervisory and Employee Perspectives  Michelle Brown	195
13	Compensation Barry Gerhart and Ingo Weller	210
14	HRM, Equality and Diversity  Anne-Marie Greene	238
15	Creating and Sustaining Involvement and Participation in the Workplace  Adrian Wilkinson and Paula Mowbray	253
16	Exploring Electronic HRM: Management Fashion or Fad?  Tanya Bondarouk, Huub Ruël and Bram Roeleveld	271
17	Health, Safety and Well-being Rebecca Loudoun and Richard Johnstone	291
18	Industrial Relations: Changing Trends across Theory, Policy and Practice Peter Sheldon, Greg J. Bamber, Christopher Land-Kazlauskas and Thomas A. Kochan	317
19	Discipline and Grievances  Brian Klaas	336
20	Downsizing Stewart Johnstone	352
21	Employee Engagement: The Past, the Present and the Future Ji Koung Kim and Jeffery A. LePine	371
22	Working Time and Work–Life Balance  Janet Walsh	387
23	The Changing Face of Work Design Research: Past, Present, and Future Directions  Sharon K. Parker, Caroline Knight and Sandra Ohly	402

PART	III: CONTEMPORARY ISSUES	421
24	Strategic HRM: Where Do We Go from Here?  Dorothea Roumpi and John E. Delery	423
25	Human Resource Management in Developing Countries Fang Lee Cooke	439
26	HRM and National Economic Performance  Jonathan Michie	457
27	Human Resource Management and the Resource-Based View Paul Boselie, Jaap Paauwe and Monique Veld	472
28	Big Data and Human Resource Management Mark Huselid and Dana Minbaeva	494
29	Human Resources and Ethics Management: Partners in (Reducing) Crime Niki A. den Nieuwenboer and Linda K. Treviño	508
30	HRM in Small Firms: Balancing Informality and Formality Paul Edwards and Monder Ram	522
31	HRM in Multinational Companies B. Sebastian Reiche and Dana Minbaeva	541
32	Human Resource Management in the Public Sector: New Public Management, Responsive Governance and the Consequences of the Economic Crisis Stephen Bach	557
Index		575