

A network diagram consisting of numerous small icons of people in business attire (suits and dresses) connected by thin, light-colored lines. The icons are arranged in a circular pattern, with some lines extending outwards, creating a sense of interconnectedness and global communication.

Springer Texts in Business and Economics

Ashish Malik *Editor*

Strategic Human Resource Management and Employment Relations

An International Perspective

 Springer

Springer Texts in Business and Economics

More information about this series at <http://www.springer.com/series/10099>

Ashish Malik
Editor

Strategic Human Resource Management and Employment Relations

An International Perspective

 Springer

Editor

Ashish Malik

Faculty of Business and Law, Central Coast Business School

The University of Newcastle

Ourimbah, Central Coast, NSW, Australia

ISSN 2192-4333

ISSN 2192-4341 (electronic)

Springer Texts in Business and Economics

ISBN 978-981-13-0398-2

ISBN 978-981-13-0399-9 (eBook)

<https://doi.org/10.1007/978-981-13-0399-9>

Library of Congress Control Number: 2018940781

© Springer Nature Singapore Pte Ltd. 2018

This work is subject to copyright. All rights are reserved by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed.

The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use.

The publisher, the authors and the editors are safe to assume that the advice and information in this book are believed to be true and accurate at the date of publication. Neither the publisher nor the authors or the editors give a warranty, express or implied, with respect to the material contained herein or for any errors or omissions that may have been made. The publisher remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.

Printed on acid-free paper

This Springer imprint is published by the registered company Springer Nature Singapore Pte Ltd.

The registered company address is: 152 Beach Road, #21-01/04 Gateway East, Singapore 189721, Singapore

*This book is dedicated to all my family
members and friends*

Foreword

I am pleased to present this timely book by Dr. Ashish Malik for a variety of reasons. First, the content covered and approach adopted by the book is important and germane to managing people from a strategic perspective especially in present uncertain and complex business environment. Second, the book is written by a scholar who is well-informed and well-versed in the field. Dr. Malik's continued focus on strategic human resource management (SHRM) research in an international context, covering high technology and knowledge intensive services industries such as IT, Telecom, Healthcare, and Business Process Outsourcing, has been interwoven in the content and its application in this research-based book. Third, the breadth of SHRM and employment relations (ER) issues covered in the book and the in-depth cases carefully curated from select countries provide critical insights useful for students, academics, and practitioners. It integrates the key learnings of how change and strategic thinking and HRM strategies can have a major impact on people, businesses, and the societies in which we operate.

The book presents a collection of key SHRM and ER topics and focuses extensively on applying research and analysis using a case-study-based learning approach. This blend of problem-based learning and participant-centered learning approaches from a wide range of global SHRM and ER issues is examined using a diverse collection of international case studies. The book has three parts. Part I consists of seven chapters and lays out the key theoretical foundations and underpinnings of SHRM and ER. This part offers a focused research review of the key theoretical approaches in HRM and ER. Part II also comprises of seven chapters and focuses on how from a strategic perspective, leaders and managers may exercise strategic choices in their design and implementation of several HRM practices for achieving the desired goals of their business enterprise. Part III highlights complex SHRM and ER issues using real-life cases studies focusing on content covered in the first two parts of the book. This part features a selection of contemporary research-based case studies from several developed, transitioning, and emerging markets, wherein each country's contextual environment adds to the complexity in undertaking analysis and problem-solving of the issues at hand. The book's unique problem- and case-based learning approach is ideal for engaging in higher-order learning suited for final year or capstone courses in HRM programs. For the less prepared, the book offers the learners advice on how they can use these approaches. Overall, this book presents a well-positioned and exciting view of the businesses of managing people

from a strategic perspective incorporating a breadth of examples from the author's own research as well as contributors from a number of countries. I commend this effort and have no doubts that it will find a ready and receptive readership around the world.

50th Anniversary Professor of International HRM
Associate Pro Vice Chancellor International (India)
Co-Editor-in-Chief, British Journal of Management
Aston Business School, Aston University, UK

Pawan Budhwar, PhD

Preface

The theoretical roots for the study of human resource management (HRM) in organisations have existed in the Western contexts for over a century when seminal ideas of influential management thinkers such as Taylor, Drucker and McGregor were in prevalence. Earlier conceptualisations of work and employment adopted a different (pluralist) emphases and focused on terms such as labour welfare, labour relations, personnel management and industrial relations to name a few. One could argue, this view reflected contemporary developments in the field of HRM, albeit with different ideological and philosophical focus that have been in operation for several centuries. For example, in India, work practices were influenced by the ancient ideas of *Chanakya* (also referred to as *Kautilya*), whose pioneering work on *Arthashastra* was regarded as a treatise in the field of economics, politics, military strategy and governance. This seminal work had also developed ideas of organisation and administration in the fourth century BC. Indeed, one only needs to turn back and look at the practices of one of the world's oldest multinational corporation—the erstwhile *East India Company*, which was founded in the early 1600 in India by the British to pursue trade with the East Indies. Even though it ended up trading, in the main, in the Indian subcontinent, its operations spanned across several borders.

Managing people in the colonial era was quite different from how we manage people today. Some might even ask, has the nature of capitalism or business goals changed in principle? If so, what might have caused the change? Were these changes triggered by changes in people's aspirations of seeking better and humane conditions of work and employment? Or, due to changing political agendas, new legislation for protecting workers, change in ideologies and other influences such as religion and industrial revolution? These questions bring to our mind the importance of changes in context and its distinctive and highly variable character.

While the immediate focus of HRM and employment relations (ER) is on managing people and work within an agreed framework of the employer–employee relationship and setting the rules for engaging people and governing their conditions of employment, HRM and ER is also influenced by multiple, direct and indirect factors. These include a range of factors such as different: stakeholders state, regulation, customers and institutions. It is by learning the multiple and specific instances from different contexts that we may be able to generate some generic guidelines for understanding how we manage people and work.

My motivation to write a book that balances theoretical elegance with rich contextual insights of problems HR managers face is partly informed by a belief that is captured in Kurt Lewin's maxim 'there is nothing so practical as good theory' and George Box's aphorism in the study of statistics that 'all models are wrong but some are useful'. Acknowledging the above challenges, the choice of case-based learning is rightly situated for developing skills necessary for the complex nature of what the field of HRM and ER represents.

This book requires some introductory understanding or experience of the core concepts in the study and practice of HRM and ER as well as applying the common principles employed in the use of case-based teaching and learning. The book takes the view that an important source of learning HRM and ER is using a practice-based approach wherein cases from real world can simulate thinking and action on complex HRM and ER problems. By using discussion and participant focused learning approaches, which are essentially a higher order pedagogies, the book offers a distinctive learning opportunity for embedding learning from a range of cases on various aspects of strategic HRM and ER, from local and global contexts, to develop deeper understanding and refining of HR skills.

I hope the learners enjoy the cases from a number of cultural and industry contexts

Ourimbah, Central Coast, NSW, Australia

Ashish Malik