

CONTENTS

About the editors and contributors viii

- 1 Work, employment and human resource management: Case study applications** 1
Tony Dundon and Adrian Wilkinson

SECTION I PEOPLE RESOURCING

- 2 Fishing for diversity in legal talent pools: Recruiting early talent at Pinsent Masons** 7
Dora Scholarios and Scott A. Hurrell
- 3 Rethinking the selection process in Saltire Brokers** 14
Scott A. Hurrell, Giuliana Mazzoni and Dora Scholarios
- 4 Defending wellbeing at work: A case study on autism** 20
Alan Roe and Alexandra Athelstan-Price
- 5 Flexibility in recession and recovery** 25
Stewart Johnstone and Stephen Procter

SECTION II HR STRATEGY, REWARDS AND PERFORMANCE

- 6 Determinants of human resource management strategy in a franchise** 32
Ashlea Kellner
- 7 Contribution based pay in local government** 39
Mathew Johnson
- 8 A high performance work system in a multi-stakeholder context** 45
Eva Knies, Peter Leisink and Paul Boselie
- 9 Performance management: Rewarding for performance at Sprocker Inc.** 52
Ryan B. Gould and Wayne O'Donohue
- 10 Gender pay gaps at Southside University Hospital Trust** 59
Carol Woodhams, Sheila Wild and Carol Atkinson
- 11 The campaign for a 'real Living Wage'** 67
Peter Prowse, Tony Dobbins and Ray Fells

SECTION III WORKPLACE RELATIONS AND VOICE

- 12 Employee voice and transnational regulation: Double-breasting at BritCo** 76
Niall Cullinane, Tony Dundon, Jimmy Donaghey, Eugene Hickland and Tony Dobbins
- 13 Is Ryanair the Southwest Airlines of Europe?** 80
Geraint Harvey and Peter Turnbull
- 14 Uber and the problem of regulatory arbitrage** 90
Michael Walker

- | | | |
|-----------|---------------------------------------------------------------------------------|-----|
| 15 | Public sector employee engagement initiatives and employee voice results | 95 |
| | <i>Russell Robinson</i> | |
| 16 | Resistance, mischief and misbehavior @ The Jad-Gin Co. (JGC) | 100 |
| | <i>Caroline Murphy, Lorraine Ryan and Tony Dundon</i> | |
| 17 | The divided workforce: Zero hours work at Sports Direct | 105 |
| | <i>Michelle O'Sullivan</i> | |

SECTION IV HUMAN RESOURCE DEVELOPMENT, DIVERSITY, SKILLS AND TRAINING

- | | | |
|-----------|-------------------------------------------------------------------------------------------------------|-----|
| 18 | Learning from doing and telling at work | 112 |
| | <i>James Brooks, Irena Grugulis and Hugh Cook</i> | |
| 19 | For some or all? Debating the value of inclusive and exclusive approaches to talent management | 118 |
| | <i>Sharna Wiblen</i> | |
| 20 | What is competence? Theory, policy and practice | 123 |
| | <i>Jonathan Winterton and Travis Turnbow</i> | |
| 21 | Gender at Victoria Police: A long way travelled | 129 |
| | <i>Georgina Caillard and Julie Wolfram Cox</i> | |
| 22 | Workplace bullying at Neptune Plc | 137 |
| | <i>Ria Deakin and Helge Hoel</i> | |
| 23 | New forms of worker organising: Sex work in Argentina | 142 |
| | <i>Kate Hardy</i> | |

SECTION V CULTURE AND JOB QUALITY

- | | | |
|-----------|---------------------------------------------------------------------------------------------------------------------------|-----|
| 24 | System error, restart? Allegations of sex discrimination at Microsoft Corp. | 148 |
| | <i>Anthony Rafferty</i> | |
| 25 | Changing organisational hierarchies: KnowledgeLtd | 156 |
| | <i>Rory Donnelly</i> | |
| 26 | Worker wellbeing at Jacaranda House | 161 |
| | <i>Susan Ressia, Adrian Wilkinson and Paula K. Mowbray</i> | |
| 27 | What makes a good job for low-waged workers? | 166 |
| | <i>Chris Warhurst and Sally Wright</i> | |
| 28 | Organizing project-based work in the games industry: Two contrasting cases | 172 |
| | <i>Wike Been and Noëlle Payton</i> | |
| 29 | Human resource management and relationship marketing: How two organizations leveraged tattoos to build their brand | 178 |
| | <i>Andrew R. Timming</i> | |

SECTION VI LEADERSHIP AND CHANGE

- | | | |
|-----------|-------------------------------|-----|
| 30 | Meaningless leadership | 184 |
| | <i>Leo McCann</i> | |

- 31 Amazon: HRM and change in the house of neo-liberalism** 191
Brian Harney and Tony Dundon
- 32 Leadership and change at Ford Motor Company** 201
Dan H. Langerud and Peter J. Jordan
- 33 Implementing performance management in a public sector organisation in a developing country** 207
Thuraya Farhana Haji Said

SECTION VII INTERNATIONAL HRM

- 34 HR function at MNC subsidiary level: Mediating challenges and tensions** 216
Jonathan Lavelle, Patrick Gunnigle and Sinead Monaghan
- 35 Implementing HRM within multinational corporations: Localisation or global standardisation?** 222
Anastasia Kynighou
- 36 Global talent and mobility in a decentralised multinational enterprise** 230
Anthony McDonnell, Stefan Jooss and Hugh Scullion
- 37 Strategy and people management in China – Haier as an example** 239
Fang Lee Cooke
- 38 Emiratization: Benefits and challenges of strategic and radical change in the United Arab Emirates** 245
Rachid Zeffane and Linzi Kemp
- 39 Survival and outsourcing in the South African clothing and textiles industry: The changing fortunes of ClothTran** 254
Christine Bischoff and Geoffrey Wood
- 40 Cultural and logistical preparation of expatriates** 261
William Despotovic

SECTION VIII GLOBAL LABOUR RIGHTS

- 41 Labor practices in Apple's supply chains in China** 266
Jenny Chan
- 42 Framing workers' rights internationally: The case of Volkswagen and transnational collective agreements** 272
Stephen Mustchin, Miguel Martínez Lucio, Michael Whittall, Fernando Rocha and Volker Telljohann
- 43 Labour rights and global standards: What the Ali Enterprises fire tells us about social accountability and labour conditions in an international supply chain** 277
Jean Jenkins

- Index* 285