

Job Analysis: Methods, Research, and Applications for Human Resource Management in the New Millennium

CHAPTER 1

HUMAN RESOURCE MANAGEMENT: A CONTEMPORARY PERSPECTIVE

Tom Redman and Adrian Wilkinson

IN WILKINSON AND REDMAN (2013) CONTEMPORARY HUMAN RESOURCE MANAGEMENT PEARSON

Tom Redman and Adrian Wilkinson

Introduction

This book is about human resource management and is concerned with the way in which organisations manage their people. In this introductory chapter we discuss our own approach to the study of HRM and the rationale underpinning the ordering and presentation of material in the book. Our aim is to chart the broad terrain of a rapidly developing field of study in order to prepare the reader for the more finely grained treatment of specific HRM topics to be found in the individual chapters. In particular, we examine the rise of HRM, the effects of the changing context of work on HRM, what HRM involves the strategic nature of HRM practice, its impact on organisational performance and the changing role of the HRM function. The chapter concludes with a consideration of our views on the audience at which the book is targeted and some thoughts on how it may best be used.

The development of HRM

The roots of HRM can be found in the emergence of industrial welfare work from the 1890s, as organisations driven by a mix of humanitarian, religious and business motives began to provide workplace amenities such as medical care, housing and libraries. In addition, employment offices were established to deal with hiring, payroll and record keeping. When scientific management emerged, the principles of science were also to be applied to the management of people as

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