HANDBOOK OF INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Integrating People, Process, and Context

Edited by

PAUL R. SPARROW



Contents

Luois

List of Figures	ix
List of Tables	xi
Notes on the Contributors	xiii
About the Editor	xxiii
,	
PART I METHOD AND RESEARCH LENSES	1
1 Integrating People, Process, and Context Issues in the Field of IHRM	3
Paul Sparrow	
2 Multilevel Issues in IHRM: Mean Differences, Explained Variance, and Moderated Relationships	29
PATRICK WRIGHT AND KARINA VAN DE VOORDE	
3 Comparative Analysis of HR	41
Wolfgang Mayrhofer and Astrid Reichel	
4 Contextual Influences on Cultural Research: Shifting Assumptions for New Workplace Realities	63
SONIA SACKMANN	

PAF	RT II MANAGING KEY STAFF GROUPS AND INDIVIDUAL PROCESSES IN INTERNATIONAL ORGANIZATIONS	95
5.	Beyond International Experience: The Strategic Role of Cultural Intelligence for Executive Selection in IHRM	97
	Kok-Yee Ng, Linn Van Dyne, and Soon Ang	
6	Mutual Adjustment of Expatriates and International Team Members: The Role of Political and Social Skill	115
	MICHAEL HARVEY AND MILORAD NOVICEVIC	
7	Beyond Expatriation: Different Forms of International Employment	131
	Vesa Suutari and Chris Brewster	
8	Inpatriates as Agents of Cross-Unit Knowledge Flows in Multinational Corporations	151
	SEBASTIAN REICHE, MARIA KRAIMER, AND ANNE-WIL HARZING	
9	Independent Consultants: How International Project Operations Create New IHRM Issues and Challenges	171
	CATHERINE WELCH, DENICE WELCH, AND MARILYN FENWICK	
10	Gender Issues: Women in International Management	189
	HELEN DE CIERI	
PAI	RT III MANAGING GLOBALIZATION PROCESSES AT THE LEVEL OF THE FIRM	213
11	Multinational Companies, National Business Systems, and Reverse Diffusion	215
	TONY EDWARDS	
12	Performance Management Across Borders	229
	Ingmar Björkman, Wilhelm Barner-Rasmussen, Mats Ehrnrooth, and Kristiina Mäkelä	
13	Managing Knowledge Across Boundaries: A Learning Mix Perspective	251
	BERTRAND MOINGEON, FABRICE LUMINEAU, AND ALEXANDRE PERRIN	
14	Structuring the IT-Enabled Transformation of HR: An HRM Frames Analysis in an International Company	271
	TANYA BONDAROUK AND HUIB RUËL	

15	Employer Branding and Corporate Reputation Management in an International Context	293
	GRAEME MARTIN AND SUSAN HETRICK	
16	Developing a Theory of Skills for Global HR	321
	DAVID ASHTON, PHIL BROWN, AND HUGH LAUDER	
17	HR Offshoring and Outsourcing: Research Issues for IHRM	341
	FANG LEE COOKE AND PAWAN BUDHWAR	
18	Globalizing Human Resource Management: Examining the Role of Networks	363
	PAUL SPARROW, CHRIS BREWSTER, AND PAUL LIGTHART	
Pai	PART IV ORGANIZATIONAL ACTION IN CONTEXT	
19	IHRM in Non-Governmental Organizations: Challenges and Issues	391
	MARILYN FENWICK AND MARGARET-ANN MCLEAN	
20	The Role of IHRM in the Formulation and Implementation of Ethics Programs in Multinational Enterprises	413
	ABIHIJEET VADERA AND RUTH AGUILERA	
21	The Ethnic Factor in IHRM: A Research Agenda	439
	Stephen Nyambegera	
22	Shaping History: Global Leadership in the 21st Century	461
	Nancy Adler	
T	lov.	483
11110	Index	