INTERNATIONAL HUMAN jet RESOURCE

ANNE-WIL HARZING AND ASHLY H. PINNINGTON



Contents

V

List of Figures and Tables	ix
List of Contributors _t t .	xii
Abbreviations "	xvii
Guided Tour	xix
Companion Website	xxiii
Introduction	1
PART 1 CULTURAL, COMPARATIVE AND ORGANIZATIONAL	
PERSPECTIVES ON"iHRM	9
1. Culture and Cross-Cultural Management Laurence Romani	11
Introduction	12
Studies on culture in management	13
Positivist views: 'Culture and values'	13
Interpretive views: 'Culture and meanings'	21
Critical views: 'Culture and power'	24
Summary and conclusions	26
2. Comparative Human Resource Management	45
Chris Brewster and Wolfgang Mayrhofer	
Introduction	46
Globalization and HRM	49
The importance of context	51
Differences in HRM practice	61
Summary and conclusions	65
3. The Transfer of Employment Practices across Borders in	
Multinational Companies Tony Edwards	80
Introduction	81
Why transfer employment practices?	82

Contents

The four influences framework	86
Summary and conclusions	94
4. Approaches to International Human Resource Management	106
Chris Rowley, Jean Qi Wei and Malcolm Warner	
Introduction V	107
Review of IHRM approaches ^ *	109
The concept of HRM	121
Are IHRM models applicable to other contexts?	122
What factors affect HRM approaches internationally?	124
What are the implications of change for IHRM approaches?	127
Summary and conclusions	129
PART 2 INTERNATIONAL ASSIGNMENTS AND EMPLOYMENT	
PRACTICES	143
5- International Assignments	145
B. Sebastian Reiche and Anne-Wil Harzing	
Introduction '*	146
Staffing policies	147
Motives for international transfers	154
Alternative forms of international assignments .	159
The international assignment process	165
Dimensions of international assignment success	174
Summary and conclusions	177
6. Multinational Companies and the Host Country Environment Damian Grimshaw, Jill Rubery and Phil Almond	191
Introduction	192
Varieties of host country environments	193
Sustainability of divergent employment arrangements	203
Understanding how MNCs act in diverse host country environments	208
Host country effects on IHRM practices of MNC subsidiaries	209
Summary and conclusions	213
7- Regulation and Multinational Corporations: The Changing Context	t
of Global Employment Relations <i>Miguel Martinez Lucio and Robert MacKenzie</i>	223
Introduction	224
What is regulation and why is the political context important?	226
Why are there political agendas to de-regulate?	• 229
What are the political and institutional drivers of de-regulation?	231

	٦.				
(റ	m	te	'n	T۶

	What are the problems with de-regulation and what is currently	
	meant by re-regulation in a global context?	234
	Summary and conclusions	239
Q	Human Resource Management in Cross-Border Mergers and	
0.	Acquisitions	251
	Vladimir Pucik, Ingmar Bjorkman, Paul Evans and GunterK. Stahl	231
		252
	Introduction	252
	Cultural differences and cross-border M&A performance	254
	What does integration mean?	257
	Managing cross-border integration: the HRM implications	263
	Summary and conclusions	274
	I M -	
PAI	RT 3 IHRM POLICIES AND PRACTICES	289
9.	Managing Knowledge in Multinational Firms	291
	Ingmar Bjorkman, Paul Evans, Vladimir Pucik and Dana Minbaeva	
	Introduction	292
	Different types of knowledge	293
	Factors influencing knowledge sharing	295
	How to stimulate knowledge sharing	299
	Gaining access to external knowledge	307
	Knowledge retention .	312
	From the management of knowledge to innovation	313
	Summary and conclusions	314
10	Training and Development: Developing Global Leaders and	
10.	Expatriates	325
	AshlyH. Pinnington, Yaw A. Debrah and ChristopherJ. Rees	323
		226
	Introduction	326
	Training and development in the global environment	327
	Global leaders	338
	The development of global leaders	344
	Expatriate development	348
	Summary and conclusions	352
11	. Global and Local Resourcing	366
	Chris Rowley, Alan Nankervis and Malcolm Warner	
	Introduction	367
	Review of HR competencies approach	368
	External labour market changes and internal strategic; choice	369
	Capitalist market economies: Japan and Taiwan	371
	Socialist market economies: China and Vietnam	375
	Summary and conclusions	385

*

...

Contents 1 i*

12. Global Performance Management Arup Varma and Pawan S. Budhwar	397
Introduction	398
Key components of PMSs	398
Factors affecting PMSs	405
Culture and PMSs	410
PMSs in six leading economies: China, India, Japan, South Korea, UK and USA	^ 412
PMS for expatriates	416
Summary and conclusions	417
13. Total Rewards in the International Context	**1\
K. Galen Kroeck and Mary Ann Von Glinow	"
Recap: differentiating between PCNs, TCNs and HCNs	430
Introduction: the current state of total rewards	431
Complexities faced by IHR managers	432
International total rewards objectives for the MNC	437
Newer forms of international assignments	441
Key components of global total rewards programmes	442
Approaches to international compensation	451
Repatriation issues	454
International trends in global total rewards	455
Summary and conclusions	456
14. Equal Opportunity and Diversity Management in the	
Global Context	468
Fang Lee Cooke	
Introduction	469
Equal opportunities	470
Diversity management	476
Work-life balance: practices and discourses	484
Summary and conclusions	487
15. Corporate Social Responsibility and Sustainability through	
Ethical HRM practices Fang Lee Cooke	498
Introduction	499
Ethics and corporate social responsibility	500
International labour standards and decent work	509
Sustainability through the integration of CSR and HR policy	512
Summary and conclusions	" 517
Index	530