Human Resource Management in an International Context

Rosemary Lucas, Ben Lupton and Hamish Mathiesorv
Contents

Boxes, figures and tables xv
About the contributors xvii
Acknowledgements xxi

Chapter 1 - Introduction
What is this book about? 1
Who should read it? 1
What does the book contain? 1
How to use this book 2
  The broad approach taken in this book 2
What is different about this book? 2
  A thematic conceptual framework 2
The structure of the book 4
  Part 1 Employment and HRM 4
  Part 2 Work organisation, flexibility and culture 5
  Part 3 Recruiting, managing and developing people 5
  Part 4 Regulation and employment relations 7
  Part 5 Corporate governance, justice and equity 8

Part 1: Employment and human resource management

Chapter 2 - Employment in a global context 11
Purpose and scope 13
  1 The nature of employment 13
    Influences on employment 14
  2 National differences and employment 15
    Nation states 15
    Physical and human resources 16
    Social and political systems 16
  3 A world of cultures 17
    Understanding culture 17
    The influence of Hofstede 19
    The impact of cultural differences 20
    Case study 1: Managing employment in Nigeria 20
  4 Globalisation and management convergence 23
    Globalisation and Internationalisation 23
    Regionalisation 25
    Case study 2: Subsidiaries of German MNCs in the UK 26
  5 Multinationals and employment 27
    Strategic choice 27
    Strategic influences 28
    Strategic opportunities 28
    Consistency and differentiation 29
    Standardisation and differentiation 30
Conclusions and future issues 30
  Case study 3: Subsidiaries of US MNCs in Germany 31
References 33
### Chapter 3 - Human resource management

#### Purpose and scope

1. The nature and scope of HRM
   - Introducing HRM
   - Pinpointing HRM activity
   - A strategic framework for HRM
2. Comparative models of HRM
   - Western perspectives
   - Other western perspectives on HRM
   - Limitations of western models
   - Cross-national HRM
     - National context
     - Case study 4: HRM in transition in Central and Eastern Europe
     - Organisation context
     - Case study 5: HRM in transition in multinational banking companies in Pakistan
3. International and global HRM
   - Is there a difference?
4. The management of HRM
   - The status of the HR function
   - The changing nature of the HR function
   - The role of HR departments in different countries
5. Conclusions and future issues
   - Case study 6: Managing guanxi in a Swiss-Chinese joint venture

#### References

### Part 2: Work organisation, flexibility and culture

#### Chapter 4 - Work organisation and flexibility

#### Purpose and scope

1. An overview of work organisation and flexibility
2. The major influences on work organisation and flexibility
   - Demand factors
   - Supply factors
   - Working-time flexibility and work intensification
     - Case study 7: Working time and deregulation in Australia and New Zealand
3. Policy frameworks in respect of work organisation and flexibility
   - Regulation of employer-driven flexibility
     - Case study 8: The 35-hour week in France
   - Regulation of employee-driven flexibility
4. Employer-driven flexible working practices
   - Core employees
   - Periphery employees
   - Temporal flexibility
   - Trends in flexibility
   - Flexibility and HRM
   - Implications of part-time working
     - Case study 9: Trust-based working time in Germany
Chapter 5 - Culture change management

Purpose and scope
1 Introducing culture change management
2 What is culture?
3 Culture and human resource management
   Why manage culture?
   Culture in HRM theory
   Customer orientation and the New Service Management School
4 Exporting company cultures: international retailers
5 Evaluating culture change programmes
   Empirical evidence on culture change
   Case study 11: Managing culture in a medium-sized Greek food retailer
   love of product’
   Case study 12: UP-FRONT’s love of product’ culture
6 Is managing culture feasible?
   Smircich’s analytic foundations
   Martin’s three-perspective framework
7 Culture: a contested terrain?
   Customer service in a customer-oriented bureaucracy
   Emotional labour: the commercialisation of feeling
   Case study 13: Cathay Pacific Airlines - the perfumed picket line
Conclusions and future issues
   Case study 14: When Let’s-Shop met Value-Plus

References
Chapter 7 - Learning and development

Purpose and scope
1 The ‘why’: L&D in an IHRM context
2 Defining L&D
   Defining learning
   What is meant by ‘L&D’ in the twenty-first century?
   Learning as acquisition: effective information processing
   The importance of L&D at all levels
   Individual learning: learning styles in an international context
   Case study 19: L&D across cultures
   Learning at the group/team level
   Learning at the organisational level: the rise of the learning organisation
   Looking beyond the learning organisation
   Learning as participation: how to perform together
   Case study 20: Learning as participation - getting on in the community
3 The ‘who’: key players in L&D
   Who is responsible for L&D? - the macro-level view
   The role of HR practitioners in L&D: learning architects and thinking performers
   Case study 21: L&D at Accenture, in India
4 The ‘how’: approaches for L&D
   Type 3: formal L&D activities and the role of higher education
   Type 1: informal approaches
   Type X and Type 2: the best and the worst of L&D
   Action learning
Conclusions and future issues
   Case study 22: Action learning in L&D - cultural issues
References

Chapter 8 - Managing performance

Purpose and scope
1 Conceptual overview
   The concept of performance management
   The theoretical basis for performance management
   The cultural context for performance management
2 Performance management processes
   The role of objectives/goals
Setting objectives 177
Development aimed at achieving objectives 177
Performance review 177
Functions of review. 178
3 Performance management and reward 179
Non-financial reward 179
Financial reward 180
PMS and reward internationally 180
*Case study 23: Performance evaluation and reward in Australian local government 181*
4 Performance management and teams 182
Developments in managing team performance 182
*Case study 24: Performance management and teamworking in Egypt 183*
5 Expatriate performance management 185
The challenges of expatriate performance management 185
Developments in expatriate performance management 186
*Case study 25: Expatriate performance management at Nokia, Finland 186*
6 360-degree feedback 188
Purpose 188
Process 188
A critique of 360-degree feedback 189
Issues to address 189
Conclusions and future issues 190
*Case study 26: Introducing 360-degree feedback to electricity generation in New Zealand 191*
References 193

Chapter 9 - Reward 199

Purpose and scope 199
1 Reward in an international context 200
The nature of reward and its strategic significance 200
National influences in international reward 201
Culture 201
Base pay 202
Variable or contingent pay 203
Benefits 204
Non-financial benefits 205
2 Expatriate pay 205
Types of international and expatriate assignments 205
The objectives of expatriate pay 206
Factors that affect the pay of expatriate employees 207
Components of expatriate pay 208
Calculating expatriate pay 209
Selecting the appropriate approach 211
Taxation 211
Issues in expatriate pay 211
Evaluating the return on expatriate investment 212
*Case study 27: Cadbury-Schweppes' assignment policy 213*
Part 4: Regulation and employment relations

Chapter 10 - Employee voice

Purpose and scope

1 Introduction to employee voice
2 Dimensions of employee voice
3 Employee voice in an international context - framework for analysis
4 International trends in employee voice
5 Globalisation and the future of employee voice

Conclusions and future issues

References

Chapter 11 - Employment law

Purpose and scope

1 Country-by-country divergence

References
Part 5: Corporate governance, justice and equity

Chapter 12 - Corporate social responsibility and HRM

Purpose and scope

1 What is CSR?

A new agenda

Defining corporate social responsibility

Why has CSR become such a prominent issue in the new millennium?

Arguments against the CSR response

2 The contribution of HRM to the CSR agenda

Pay and reward

Working time

Employer branding

3 Organising CSR and integrating it into the HRM function

Challenges for the HR function from CSR

4 CSR reporting

Reporting HRM aspects

Case study 35: Pioneers in reporting HRM aspects of CSR - the Co-op Bank’s partnership reports

Reporting on human rights issues

Case study 36: Human rights collaboration - the World Cocoa Foundation

Conclusions and future issues

Case study 37: HRM and CSR best practice in British Telecom

References
### Chapter 13 - Ethics and organisational justice

#### Purpose and scope

<table>
<thead>
<tr>
<th>Ethics and business</th>
<th>309</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 What is ethics?</td>
<td>309</td>
</tr>
<tr>
<td>Connecting ethics and business</td>
<td>310</td>
</tr>
</tbody>
</table>

**Case study 38:** Whistleblowing in South Korea - Confucian ethics and collectivism

<table>
<thead>
<tr>
<th>2 What are ethical theories?</th>
<th>313</th>
</tr>
</thead>
<tbody>
<tr>
<td>The basis of theories</td>
<td>313</td>
</tr>
<tr>
<td>Consequentialist theories</td>
<td>313</td>
</tr>
<tr>
<td>Duty theories</td>
<td>315</td>
</tr>
<tr>
<td>Virtue theories</td>
<td>317</td>
</tr>
<tr>
<td>Cross-cultural issues</td>
<td>318</td>
</tr>
</tbody>
</table>

**Case study 39:** What ethical criteria govern businesspeople's behaviour in Russia and the USA?

<table>
<thead>
<tr>
<th>3 What is the case for a more ethically informed approach to HRM?</th>
<th>321</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived moral decay in western economies</td>
<td>321</td>
</tr>
<tr>
<td>Declining western economies and emerging Far East economies</td>
<td>321</td>
</tr>
<tr>
<td>The failure of MBA courses</td>
<td>321</td>
</tr>
<tr>
<td>The need for a common good in business and society</td>
<td>321</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4 Organisational justice</th>
<th>322</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fairness and the good employer</td>
<td>322</td>
</tr>
<tr>
<td>Theories of organisational justice</td>
<td>323</td>
</tr>
<tr>
<td>Cultural implications of organisational justice</td>
<td>324</td>
</tr>
</tbody>
</table>

**Case study 40:** Social justice and organisational justice in sub-Saharan Africa

<table>
<thead>
<tr>
<th>Conclusions and future issues</th>
<th>326</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Case study 41:</strong> Enron - the business ethics case of the millennium</td>
<td>327</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>References</th>
<th>329</th>
</tr>
</thead>
</table>

### Chapter 14 - Employment equality

#### Purpose and scope

<table>
<thead>
<tr>
<th>Employment inequality: problems and solutions</th>
<th>334</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment inequalities: who is affected, and in what ways?</td>
<td>334</td>
</tr>
<tr>
<td>Employment management: theory and practice</td>
<td>335</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2 Equality and the law</th>
<th>337</th>
</tr>
</thead>
<tbody>
<tr>
<td>The international legal framework</td>
<td>337</td>
</tr>
<tr>
<td>National equality legislation - an example: the UK</td>
<td>339</td>
</tr>
</tbody>
</table>

**Case study 42:** Equity law challenge

<table>
<thead>
<tr>
<th>3 Equality issues in international context</th>
<th>341</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender equality in the EU</td>
<td>341</td>
</tr>
</tbody>
</table>

**Case study 43:** Gender equality in Britain and France

| Gender equality in China                  | 344 |
| Case study 44:** Women's managerial careers in China | 345 |
| Race equality and diversity in Africa    | 346 |

<table>
<thead>
<tr>
<th>Conclusions and future issues</th>
<th>348</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Case study 45:</strong> Gender equality in the former Communist countries of eastern Europe and Russia</td>
<td>349</td>
</tr>
</tbody>
</table>

| References | 351 |
The problems of human resource management (HRM) at a time of dramatic economic change, and in a country as large as Russia, have drawn the attention of numerous researchers over the past two decades (see Appendix 1). The majority of the studies, however, have viewed the transformation of HRM systems in Russia as an isolated phenomenon. The Russian HRM system in the context of an international comparison. The selection of a major research tool. Having decided to draw an international comparison among HRM systems, we turned to CRANET (Cranfield Network on Comparative Human Resource Management). Definition of International Human Resource Management (IHRM). What is IHRM? Actually, it is not easy to provide a precise definition of international human resource management (IHRM) because the responsibility of an HR manager in a multinational corporation (MNC) varies from one firm to another. Poor management of human resource often results in business failures in international business. Expatriate performance failure or underperformance continues to be problematic for IHRM in many international corporations. Strategic International Human Resource Management. Under the global context, understanding how multinational Corporations (MNCs) can operate more effectively becomes more important than ever. 7HRC â€“ Human Resource Management in Context. Examiner's report. September 2018. You will fail the examination if: Â§ You fail to answer five questions in Section B (one per subsection) and/or Â§ You achieve less than 40% in either Section A or Section B and/or Â§ You achieve less than 50% overall. 7HRC â€“ Human Resource Management in Context. Suddenly we are going to be managing an international workforce. We are going to need to send some of our managers overseas to manage these operations over the next three months. I have been asked to brief the CEO about the main HR actions that need to be taken to help ensure the takeover goes well. What should I say? Draft a helpful response setting out and justifying FOUR key points, making reference to research. Semantic Scholar extracted view of "Human resource management in an international context" by K. Z. Girgin. Â© inproceedings{Girgin2005HumanRM, title={Human resource management in an international context}, author={K. Z. Girgin}, year={2005} }. K. Z. Girgin. Published 2005. Business. View via Publisher. repository.bilkent.edu.tr. Save to Library. Human Resource Management is the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and healthy measures in compliance with labour laws of the land.Â Why do we call it as Human Resource Management? Human: refers to the skilled workforce in an organization. Resource: refers to limited availability or scarce. Management: refers how to optimize and make best use of such limited or scarce resource so as to meet the organization goals and objectives.