INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Globalization, National Systems and Multinational Companies

TONY EDWARDS & CHRIS REES



Third Edition

International Human Resource Management

International Human Resource Management

Table of Contents

\sim	_			_	
U	O	V	/	е	ľ

Half Title page

Title page

Copyright

Brief Contents

Contents

Contributors

Acknowledgements

Introduction

Globalization versus embeddedness

Cultures versus institutions

Choices versus constraints

Integration versus differentiation

Standardization versus segmentation

Collaboration versus contestation

Part 1 The Context for International HRM

Chapter 1 Globalization, national systems and multinational companies

Key aims

Introduction

The nature of contemporary globalization

Debating globalization

Globalization and MNCs

MNCs, the state and national effects

Conclusion

Review questions



Further reading

References

Chapter 2 National employment systems and international HRM

Key aims

Introduction

Types and numbers of national system

National business systems and HRM in MNCs

Management, ownership and country-of-origin effects

Conclusion

Review questions

Further reading

References

Chapter 3 The European Union: a case of advanced regional integration

Key aims

Introduction

Regional integration agreements

Box 3.1 Deepening stages of RIAs

Evolution of the EU and its employment policy

Box 3.2 Principal institutions of the EU

The European social model

Bases of EU employment policy

Three key moments in the development of EU employment policy

Box 3.3 Principal social partners in the EU

The emergence of soft law and the Open Method of Coordination

Theorizing convergence of HR practice across the EU

Future challenges for EU employment policy

Box 3.4 ECJ cases cited

Box 3.5 Posted workers

Conclusion

Notes

Review questions



Further reading

References

Part 2 MNCs and International HRM

Chapter 4 International structure and strategy

Key aims

Introduction

Defining a multinational company

The motivations for internationalization

The arrival of the global firm

Key influences on strategy and structure in MNCs

Box 4.1 ABB: a test case of the transnational strategy

Box 4.2 AutoPower: shaking off its American origins?

Conclusion

Review questions

Further reading

References

Chapter 5 Global integration

Key aims

Introduction

The case for global HRM integration

Tools of global HRM integration

Achieving global HRM integration

Box 5.1 Globally integrating diversity management at Transco

Conclusion

Review questions

Further reading

References

Chapter 6 The transfer of HR practices in MNCs

Key aims

Introduction

The diffusability of employment practices



The hierarchy of economies and the diffusion of practices

Box 6.1 CFS: adaptation, absorption or retention

Corporate characteristics promoting and hindering diffusion

The process of diffusion

Box 6.2 Engineering products: networking . . . but with the centre in charge

Conclusion

Review questions

Further reading

References

Chapter 7 Cross-border mergers and acquisitions

Key aims

Introduction

The national orientation of the parent in cross-border M&As

Box 7.1 Case study: HealthCo

Restructuring at national level and the legacy of distinctive national systems

The political dimension to cross-border M&As

Box 7.2 Case study: Corus

Cross-border M&As and organizational learning

Conclusion

Review questions

Further reading

References

Part 3 The Management of International HRM

Chapter 8 Outsourcing and human resource management

Key aims

Introduction

Conceptualizing outsourcing

Employment restructuring and the outsourcing decision

Coordination of HRM across organizational boundaries

Box 8.1 Vendotel: coordinating HRM in a multinational call centre vendor

The outsourcing of (parts of) the HR function

Box 8.2 The outsourcing of HRM by P&G and Unilever



Conclusion

Review questions

Further reading

References

Chapter 9 International leadership development

Key aims

Introduction

What is global leadership?

The right stuff model to develop global leaders

Global leadership development mechanisms

Conclusion

Box 9.1 Case study: TRW

Note

Review questions

Further reading

References

Chapter 10 Recruitment and selection of international managers

Key aims

Introduction

Key concepts and definitions

Criteria for recruitment

Selection

Box 10.1 Case study: Japanese expatriates through the decades

Diversity issues in international recruitment and selection

The changing international manager

Conclusion

Review questions

Further reading

References

Chapter 11 International pay and compensation

Key aims

Introduction



Convergence versus divergence in compensation practices

Box 11.1 Variations in compensation between selected countries in three regions

Factors influencing international compensation

Pay strategy in MNCs

Box 11.2 Case study: balancing global strategic alignment and local conformance pressures in a pharmaceutical MNC

Expatriate compensation

Conclusion

Review questions

Further reading

References

Chapter 12 International and comparative employee voice

Key aims

Introduction

Employee voice, employee participation and employee involvement

The European Union as a regional system of employee voice

Box 12.1 EU legislation on employee voice

Employee voice in advanced industrialized economies

Box 12.2 The German system of employee voice

Managing employee voice in industrializing or developing economies

Box 12.3 Employee involvement in a British MNC in China

Conclusion

Review questions

Further reading

References

Chapter 13 International corporate social responsibility

Key aims

Introduction

The concept of corporate social responsibility

CSR in the multinational enterprise

Managing corporate social responsibility



Corporate social responsibility and human resource management

Conclusion

Review questions

Further reading

References

Chapter 14 International migration and HRM

Key aims

Introduction

International migration: dimensions and trends

What shapes migration?

The impact of migration

Box 14.1 Case study: nursing

Worker and trade union responses

Conclusion

Review questions

Further reading

References

Index

