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# 1

## International HRM: an introduction

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*International Human Resource Management: A Critical Text* covers a wide range of topics within the rapidly developing field of international HRM. The comprehensive coverage encompasses strategic and operational aspects of international HRM, and four major themes run through all the chapters. The first is the need to understand international HRM strategies and practices in relation to changing strategies of the international business firm. The second is the need to explore the links between the implementation of international strategies and international HRM policy and practices. The third is the need to develop more comprehensive frameworks to reflect the complex set of environmental factors that affect international HRM in an international context. Finally there is the need to examine international HRM activities in ways that recognize their systematic interaction (Schuler *et al.*, 2002).

This introductory chapter has four aims. First, it seeks to review some definitions of international HRM (IHRM) and to consider why IHRM is different from HRM in the domestic sphere. Second, it examines the main reasons for the growth of the field of IHRM. Third, it outlines the distinctive contribution of this volume which seeks critically to review important theoretical and empirical developments in the area of IHRM over the last decade. The final section provides a brief summary for each chapter to help the reader identify the main themes and issues covered in each of the chapters.

The last 25 years have witnessed a major growth of interest in strategy and human resource management. Both organizations and academics have increasingly explored the ways in which HRM is strategic to business success and while there have been debates over the meaning of HRM since the term emerged in the mid-1980s, it has become the most influential term referring to the activities of management in the employment relationship (Boxall and Purcell, 2003).

International HRM, on the other hand, is a field of much more recent origin and was described by a leading scholar in international management as a field in the

infancy stage of development (Laurent, 1986). Until relatively recently the majority of research on multinational companies focused on activities such as international production, international marketing and international strategy. Indeed IHRM was one of the least studied areas in international business (Ondrack, 1985) and the bulk of research in this field had been conducted by US researchers from an American rather than an international perspective (Boyacigiller and Adler, 1991).

This begs the questions: why a book on IHRM and why is it now more important for students to learn about IHRM? In addition, how will this book fit in with other major areas of business management studies? These questions will be considered below but first we need to start with some definitions.

## Definitions of international HRM

There is no consensus about what the term IHRM covers although most studies in the area have traditionally focused on the area of expatriation (Brewster and Harris, 1999). IHRM has been defined as ‘the HRM issues and problems arising from the internationalization of business, and the HRM strategies, policies and practices which firms pursue in response to the internationalization of business’ (Scullion, 1995). Welch (1994) concluded that international HRM was essentially concerned with the four core activities of recruitment and selection, training and development, compensation and repatriation of expatriates. Similarly, Iles (1995) identifies four key areas in IHRM as recruitment and selection, training and development, managing multicultural teams and international diversity and performance management. Hendry (1994), on the other hand, argues that there are three main issues in IHRM: first, the management and development of expatriates; second, the internationalization of management throughout the organization; and finally, the need to internationalize the whole organization by creating a new corporate culture reflecting the need for greater international experience across the whole organization due to the increasing frequency of cross-cultural interactions of doing business at home as well as abroad. The advantage of such definitions is that they cover a far wider spectrum than the management of expatriates and involve the worldwide management of people (Dowling *et al.*, 1999). They also highlight IHRM as a related but separate field from comparative employment relations which is concerned with understanding in what ways and why HRM practices differ across countries (Bamber and Lansbury, 1998).

More recent definitions emphasize a more strategic approach and consider the role and organization of IHRM functions, the relationship between headquarters and the local units as well as the actual policies and practices adopted. For example, Taylor *et al.* (1996) define IHRM as: ‘The set of distinct activities, functions and processes that are directed at attracting, developing and maintaining an MNC’s human resources. It is thus the aggregate of the various HRM systems used to manage

people in the MNC, both at home and overseas'. This suggests that international HRM is concerned with identifying and understanding how MNCs manage their geographically dispersed workforces in order to leverage their HR resources for both local and global competitive advantage (Schuler *et al.*, 2002). Globalization has brought new challenges and increased complexity such as the challenge of managing newer forms of network organization. In recognition of such developments, some writers have developed new definitions where IHRM is seen as playing a key role in achieving a balance between the need for control and coordination of foreign subsidiaries, and the need to adapt to local environments (see for example Adler and Ghadar, 1990; Milliman *et al.*, 1991). Recently, definitions have been extended to cover localization of management, international coordination, global leadership development and the emerging cultural challenges of global knowledge management (Evans *et al.*, 2002). This suggests that developing future global leaders is a key priority in the management of human resources in the global firm (Gregerson *et al.*, 1998; Scullion and Starkey, 2000).

## Why is IHRM different from domestic HRM?

Not all writers have been fully convinced about the distinction between IHRM and domestic HRM, and some emphasize the basic continuities and similarities between operating in the domestic and international business environments (for example Hendry, 1994). However, given the increasing pace of internationalization and the changing forms of globalization, there is growing support for the argument of Evans *et al.* (2002, p. 14) that 'in the global era the most relevant insights into management processes will come from studying human resource management in an international context'.

We can see that in broad terms IHRM involves the same activities as domestic HRM (for example HR planning and staffing, recruitment and selection, appraisal and development, rewards, and so on) (Morgan, 1986). However, as pointed out by Dowling *et al.* (1999), domestic HRM is involved with employees *within only one national boundary*. IHRM, on the other hand, deals with three national or country categories: the parent country where the firm is usually headquartered; the host country where a subsidiary may be located; and other countries which may be the source of labour, finance or research and development. In addition, there are three types of employees of an international firm: parent-country nationals (PCNs); host-country nationals (HCNs); and third-country nationals (TCNs). For example, Shell may employ some Australian managers to work in Japan as third-country nationals.

There are two major factors therefore which differentiate domestic HRM from IHRM. First, the complexities of operating in different countries (and therefore in different cultures), and secondly employing different national categories of workers.

It is argued that these are the key variables that differentiate domestic and IHRM rather than any major differences between HRM areas or functions performed (Dowling *et al.*, 1999). This suggests that it is the knowledge of conditions in a variety of countries and how to manage them within and across borders which is the essence of IHRM. Research suggests that many firms continue to underestimate the complexities of managing human resources across borders which often results in poor performance in international operations (Schuler *et al.*, 2004). It has been argued by Dowling *et al.* (1999) that the complexity of IHRM can be attributed to six factors that differentiate international from domestic HRM. These factors are:

- 1 A wider range of HR activities
- 2 The need for a broader perspective
- 3 More involvement in employees' personal lives
- 4 Responsiveness to changes in staffing requirements as international strategy changes
- 5 Higher risk exposure
- 6 More external influences.

Each of these factors will be discussed directly or indirectly in the chapters which follow.

## Why is it more important for business management students to learn about IHRM?

There has been rapid development of the field of IHRM over the past decade (Harzing and Van Ruysseveldt, 2004), and there are a number of indicators of the growing importance of the field. First, it has been argued that the rapid pace of internationalization has led to a more strategic role for HRM and that a more strategic and systematic approach to studying IHRM is emerging. One indicator of this is the development of more sophisticated theoretical work in the area (see Chapter 2 below) including work which identifies the main determinants of IHRM policy and practice and the development of integrated frameworks which bring together the strategic and international dimensions of IHRM (Schuler *et al.*, 1993; DeCieri and Dowling, 1999). A second important indicator of the growing importance of IHRM in the past decade is the rapidly growing body of empirical research on IHRM strategies and practices of MNCs taking place outside the United States (Scullion, 2001). It is increasingly important that business and management students are aware of studies which highlight the major differences in approaches to IHRM between US, Asian and European firms (Tung, 1982; Peterson *et al.*, 1996; Harzing, 1999). While

it is important for students to have a good understanding of the North American research which has pioneered developments of the field (Scullion and Brewster, 2001) it is equally important that they are exposed to the growing body of international research which questions the assumed universality of American theories and highlights the cultural diversity of values and the impact of diversity on organizational behaviour (Hofstede, 1980).

For example, the rapid growth of research on IHRM in Europe over the last decade makes the field more interesting, relevant and challenging for students in several respects. First, European MNCs were the first to enter international markets, and due to the small size of their domestic markets European companies tend to have a high percentage of revenues coming from foreign markets and have a longer history of sending managers on international assignments. This is in contrast to US MNCs which typically have huge domestic markets and tend to find it more difficult to adapt to local markets (Yip, 1997). Second, studies have found important differences in organization structure and management processes between US, European and Japanese MNCs (Kopp, 1994; Harzing, 1999). It has been argued that US MNCs tend to stress formalization of structure and process while European MNCs place more weight on normative integration or socialization to develop shared attitudes and values across the MNC (Schneider and Barsoux, 2003). Third, many European MNCs tended to operate with multi-domestic international approaches involving little coordination and integration of international activities. Fourth, foreign subsidiaries of European MNCs have often enjoyed a large degree of autonomy which sometimes led to problems for MNCs in developing and implementing globally integrated strategies (Young and Hamill, 1992). Fifth, a recent review (Scullion and Brewster, 2001) highlighted the changing nature and patterns of expatriation in Europe and revealed both similarities and differences between Europe and North America. This highlights the importance for students of IHRM to understand the importance of context. For example, Europe is very heterogeneous (Hofstede, 1980), and while there are important cultural differences between European countries (Harzing, 1999) it has been argued that there are a number of factors which make Europe distinctive compared with North America (Scullion and Brewster, 2001).

A final indicator of the development of the IHRM field has been the rapid surge in the number of specialist conferences, articles, journals and books devoted to IHRM, many of them exploring new themes and topics and many coming from Europe and elsewhere as well as from North America. This reflects the growing recognition being given to this area by managers, consultants and researchers. The growing number of business schools offering chairs in IHRM are perhaps the final indicator that the field has developed beyond the infancy stage of development.

Finally, how will this book fit in and be relevant with other areas of business management studies? First, given the growing importance of internationalization and globalization, this book on IHRM will address the growing need for students to understand the links between international strategy and the international dimensions

of HRM. In particular, the book will help students to understand the links between IHRM and the implementation issues related to international strategy. As will be argued below, increased attention is being paid to the implementation of international strategy which is becoming increasingly problematic for many MNCs. This book will provide students with a better understanding of effective strategy implementation in the international context by providing a good understanding of the role of IHRM in the control and implementation strategies of MNCs.

## Reasons for the emergence of IHRM

Having examined the indicators of the growing importance of IHRM above, it is important to understand the main reasons for the rapid growth of interest in the field over the last decade and a half. These have been outlined by Scullion (2001) and are further developed below:

- 1 The rapid growth of internationalization and global competition have increased the number and significance of MNCs in recent years, resulting in the increased mobility of human resources (Black *et al.*, 2000).
- 2 The effective management of human resources is increasingly being recognized as a major determinant of success or failure in international business (Black *et al.*, 1999; Harris *et al.*, 2003). There is also a growing recognition that the success of global business depends most importantly on the quality of management in the MNC (Stroh and Caligiuri, 1998; Gooderham and Nordhaug, 2003).
- 3 The performance of expatriates continues to be problematic and expatriate failure or underperformance is often costly both in human and financial terms. The evidence suggests that the indirect costs of poor performance in international assignments such as loss of market share and damage to foreign customer relations may be particularly costly (Dowling *et al.*, 1999).
- 4 Shortages of international managers are becoming an increasing problem for international firms (Scullion, 1994). The implementation of global strategies are increasingly constrained by shortages of international management talent which constrain corporate efforts to expand abroad (Black and Gregersen, 1999; Morgan *et al.*, 2003). Also, the rapid growth of emerging markets (Garten, 1997) implies an increasing need for managers with distinctive competences and a desire to manage in these culturally and economically distant countries, and a greater competition between MNCs for managers with the context-specific knowledge of how to do business successfully in such countries (Harvey *et al.*, 1999b).
- 5 IHRM issues are becoming increasingly important in a far wider range of organizations partly due to the rapid growth of small and medium-sized

enterprise internationalization and the emergence of ‘micromultinationals’ in recent years (Dimitratos *et al.*, 2003). Recent research highlights the importance of learning and the management team’s international experience on the international performance of SMEs (Dalley and Hamilton, 2000), and suggests that performance problems in these organizations are often linked to the poor management of human resources (Anderson and Boocock, 2002; Yli-Renko *et al.*, 2002).

- 6 The movement away from more traditional hierarchical organizational structures towards the network MNC organization has been facilitated by the development of networks of personal relationships and horizontal communication channels (Forsgren, 1990), and it has been argued that HR plays a more significant role in network organization (Marschan *et al.*, 1997).
- 7 There is also growing evidence that HR strategy plays a more significant role in implementation and control in the international firm (Scullion and Starkey, 2000). It has been suggested that in a rapidly globalizing environment, many MNCs have less difficulty determining which strategies to pursue than how to implement them, and it has been argued that the success of any global or transnational strategy has less to do with structural innovations than developing very different organizational cultures (Bartlett and Ghoshal, 1998).
- 8 Recent research suggests that growing awareness of implementation problems in the rapidly increasing number of strategic alliances and cross-border mergers and acquisitions has further increased the strategic importance of IHRM (Doz and Hamel, 1998; Schuler *et al.*, 2004), particularly as the context of strategic alliances and global business is increasingly shifting from formal, developed and mature markets to informal, emerging and culturally distant markets (Harvey *et al.*, 1999a).
- 9 It has been argued that the transformation of the HR system to support the process of organizational learning is the key strategic task facing the HR function in international firms, and that global organizational learning is driven by teamwork across borders and a willingness to tap into the potential of local managers (Pucik, 1988, 1992). Learning, knowledge-acquisition and adaptation have been identified as important potential sources of competitive advantage (Bjorkman and Xiucheng, 2002). It has been argued that HR should attempt to meet the key strategic challenge of learning and seize the opportunity to add value to the organization through effectively supporting the organization’s strategic learning objectives (Cyr and Schneider, 1996; Glaister *et al.*, 2003).
- 10 There is growing recognition that, increasingly, the source of advantage for multinational firms is derived from the firm’s ability to create, transfer and integrate knowledge across borders (Kogut and Zander, 1992; Mudambi, 2002). The role of subsidiary knowledge and the organizational context is

increasingly recognized (Foss and Pedersen, 2002; Berdrow and Lane, 2003), while global knowledge management more generally has emerged as a key strategic area for MNCs, with HRM playing a central role in today's challenges of knowledge management in the international firm (Desouza and Evaristo, 2003; Gooderham and Nordhaug, 2003).

- 11 Recent research (Harvey *et al.*, 1999a) shows the growing importance of inpatriation in international firms; that is, the practice of developing host-country managers or third-country managers through developmental transfers to corporate headquarters. Increasingly, developmental assignments for local managers provide the means for them to develop the skills and knowledge they will need to manage a global business, and reflect the growing recognition that the best and most creative ideas and practices may come from outside the parent company. Inpatriation will become increasingly important as the need for increased diversity and multiculturalism in the global workforce is heightened, and developing a multicultural international workforce is considered to be one of the primary prerequisites for competing effectively in the global marketplace (Harvey and Novicevic, 2002).
- 12 Finally, the problem of how to internationalize the HRM function itself has been identified as a major issue facing international organizations, and it is recognized that the same HR policies will not produce the same effects in different country contexts. A recent review of European and North American research examined the major problems MNCs face when seeking to internationalize the HR function and concluded, 'Paradoxically, then, the function in charge of implementing internationalisation is itself rather parochial. This lack of international experience and understanding no doubt helps to explain why devising the appropriate human resource strategies remains problematic for MNCs' (Schneider and Barsoux, 2003, p. 175).

## The distinctive contribution of this book?

- **Comprehensive.** A wide range of topics and themes in IHRM will be covered, going well-beyond the traditional focus on expatriation. Strategic and operational dimensions will be examined, as well as the links between international strategy and IHRM. The second part of the book presents the latest research and thinking in the critical areas covered by the international HR cycle, while the third and fourth parts examine current debates and emerging issues in the rapidly developing field of IHRM.
- **Research focus.** Each chapter has been carefully commissioned from a leading specialist in the field, and the book includes contributions from a world-class group of scholars representing a truly authoritative source of knowledge on

IHRM. Some of the contributions introduce new and innovative research methodologies and offer original analysis of key debates in the field.

- **Critical.** The title, *International Human Resource Management: a critical text*, has been chosen for several reasons. First, due to the leading-edge research contributions in each chapter this is a book which goes beyond the prescriptive approach to IHRM and simplistic models which find little reflection in the empirical realities of the real world. Second, IHRM is subjected to very close critical analysis from a wide variety of perspectives. Third, the key issues and debates in each chapter are subject to rigorous critique from a leading expert in the respective fields.
- **Integrated.** This book is also coherent across a wide range of topics and features an integrated approach to help students make connections among different concepts and debates, and highlights key themes running through the chapters. These are outlined above in the first paragraph of this chapter. The book consists of 14 chapters written by 24 authors, and has been put together after consultation with leading authorities in the field to provide a coherent overview of the field of IHRM.
- **Global perspective.** The contributors are leading specialists in Europe, Asia and North America, and in this respect the volume is highly international drawing on a variety of global perspectives. The majority of the authors (14) work in European countries including Ireland, Spain, Austria, Finland, Switzerland, Scotland and England. Eight of the authors are based in North America (USA and Canada) and one is based in Asia (Hong Kong). Authors use examples drawing on research conducted in many countries and students will learn from diverse perspectives, including those of small and medium-sized multinationals, the experience of developing countries, as well as understanding the IHRM issues and problems facing global companies. The book is therefore global in both its outlook as well as its author base.
- **Relevance.** The latest concepts and models are presented as well as considering recent developments in international management to help students relate the material to what is currently happening in the real world. New developments in the global business environment are highlighted and the book considers the implications for IHRM policy and practice.
- **Who is this book aimed at?** It is envisaged that this book will be useful to advanced undergraduate students in business management seeking to develop their understanding of the international dimensions of HRM. The book will also appeal to Masters students majoring in international business, international management and human resource management as well as MBA students. The book will help students to better understand the linkages and connections between these areas and in particular will improve understanding of the role of human resources in the formation and implementation of international strategy. Doctoral students in international management will benefit from the critical

literature reviews which will help them to form a coherent view of the field, as well as the comprehensive and up-to-date references. Finally, while managers in the field may not find ready-made solutions for their real-life problems, the book offers frameworks which will allow them to better understand the nature of IHRM in relation to the changing international strategy of the firm, and also offers insights into both the strategic and operational aspects of IHRM.

## The organization of the book

The book is divided into four parts providing a modular yet integrative approach. This makes it possible for students to use a selection of sections and chapters to focus on the topics most interesting to them, without losing the sense of cohesiveness and wholeness that is critical in an area such as IHRM which has strong linkages with international business strategy, international management and HR management. Taken together, we think the four parts presents a coherent and fairly comprehensive approach to the field of IHRM. Our readers will be the judge.

### Part 1: strategy and international HRM

In contrast to several other chapters of the book, where some attention is paid to the operational aspects of IHRM, Part 1 focuses on the more strategic aspects and argues that as a firm passes through the various stages of the internationalization process, the focus of the IHRM agenda is likely to shift over time (Adler and Ghadar, 1990). The central argument is that IHRM should be linked to the international strategy of the firm and that its changing forms must be understood in relation to the strategic evolution of the international business firm (Scullion and Starkey, 2000).

Chapter 2 critically examines some important theoretical developments in the area of strategic IHRM research and highlights the need for strategic HRM systems to address the tension between global integration and local responsiveness, and also identifies the key variables which determine strategic IHRM approaches. The second part of the chapter examines the changing role of the corporate HR function in the international firm, highlighting the variation of the role in different types of international firm. Finally, the chapter also examines some key issues in relation to global management development and the challenges faced by firms who seek to develop transnational managers.

Chapter 3 offers an original and sophisticated analysis of international staffing, exploring in some depth the links between international strategy and international staffing. It is suggested that as a firm passes through the various stages of the internationalization process, the approach to international staffing is likely to shift over time. In the early stages when there is greater reliance on expatriates to manage the foreign subsidiaries, the focus would be on the recruitment and training of expatriates.

As the pace of internationalization increases, the focus may shift to the development of high-potential host-country national managers. Finally, when the pace of internationalization further accelerates the focus will shift to a much wider attempt to internationalize the organization as a whole.

The chapter critically examines the main determinants of international staffing and a key feature is the analysis of regional comparisons in staffing patterns. It argues that the varied context of European multinationals requires a selective use of parent-country nationals and host-country nationals as well as a general orientation for handling variety. Finally, the chapter highlights the need for IHRM researchers to develop wider criteria to interpret staffing patterns to reflect the wider range of options facing firms in IHRM in general and staffing policies in particular.

## Part 2: managing the international HR cycle

Here we examine in depth the key areas covered by the traditional international HR cycle (Brewster and Scullion, 1997), covering the international aspects of recruitment and selection, training and development, rewards/compensation, career development and repatriation. The final chapter will also consider industrial relations issues in an international context. The chapters in this part of the book all address one of the key challenges in international management: the need for MNCs to be globally integrated and locally responsive, while at the same time recognizing that learning, knowledge acquisition and adaptation are important sources of competitive advantage in international firms (Bartlett and Ghoshal, 1998).

Chapter 4 focuses on the role of the training and development function in the global HR system showing how training and development initiatives have evolved into strategic HR functions. At the heart of the chapter is a critical discussion of the fit between a firm's business strategy and the organization of a firm's training and development function, highlighting the complexity of managing a strategic training and development function within a multinational organization. Three particular approaches – centralized, synergistic and localized – are identified in the light of the rapidly changing landscape for international work. The second part of the chapter reviews the major training and development initiatives that multinational firms use to provide a variety of staff with the cross-cultural competences they require to perform effectively in the multinational environment. Finally, the chapter offers some interesting insights into the changing nature of global leadership programmes (the discussion on global leaders will be developed further in Chapter 13).

Chapter 5 explains the growing strategic importance of performance management (PM) in MNCs and develops the central theme in the literature of the impact of cultural differences on the implementation of PM in different country units. The chapter argues that whether a centralized or decentralized performance management system is used in MNCs is strongly linked to the business strategy and the strategic HR approach of the company. The main focus of the chapter is on the performance

management of expatriates, a group that plays a critical role in global knowledge-transfer and the implementation of global strategies. The chapter outlines the scope of expatriate performance-management systems and discusses the complex issue of expatriate performance evaluation. The links between expatriate performance and performance-related pay are explored and the contextual factors influencing the existence and form of expatriate performance-management practices are identified. The importance of the mix of these factors is emphasized to explain the variation in how expatriate PM operates in different settings. Finally, the authors reject the notion of a best-practice model for expatriate performance management, and instead usefully introduce a set of key criteria for effective performance management which applies to all employee groups in the MNC.

Chapter 6 presents an interesting alternative to the traditional approach to international compensation which tends to be of a technical nature that focuses on the design details of the salary packages of expatriates. Using a more theory-based approach, the chapter offers an alternative approach to international compensation and examines the benefits of using expatriates as well as the costs. Using a transactions-cost analysis, the authors oppose conventional wisdom by arguing that expatriates are not necessarily a costly option for the company, and they use this approach to explain the higher use of expatriates in global companies in the face of huge pressures to cut costs.

The chapter highlights the importance for MNCs of considering non-salary costs such as training and monitoring costs, as well as salary costs, when making staffing decisions involving the use of expatriates or local managers for the MNC's subsidiaries, and suggests that developing relationships of mutual loyalty is the best way to ensure that the expatriates' high costs are beneficial to the company.

Chapter 7 is mainly concerned with the repatriation of international executives, which has been cited as an under-researched area in international management. Many companies tend to assume that all of the problems with an international career move are associated with moving abroad and that repatriation is non-problematic. The existing research, however, challenges this assumption. The chapter outlines various dimensions of repatriation and highlights issues such as readjusting to the home organization, readjusting psychologically and socially, and financial readjustment.

The chapter draws on the rites-of-passage work developed by the French ethnographer Arnold van Gennep to explain the difficulties associated when people move across boundaries. The authors propose that this framework can also be used to discuss the process of repatriation, and the chapter details the various rituals and rites associated with such a move. Reverse culture shock and other problems of adaptation are also discussed.

Chapter 8 critically examines a number of key issues in the management of industrial relations in MNCs. The first section considers the long-running debate on whether MNCs tend to adopt host-country industrial-relations practices when

operating subsidiaries abroad, or whether they adopt practices employed in the country of origin. Reviewing the research on this issue the authors conclude that despite the growth of MNCs and the emergence of some international regulation in the employment field, industrial-relations practices are still largely rooted at the national level. The second section examines employer associations in terms of their international and national functions and shows that despite the growth of some international functions, employers generally prefer to act on a national basis and usually seek to avoid giving more power to supra-national bodies. Finally, the chapter analyses how some specific aspects of collective bargaining such as employee involvement, grievance handling and industrial relations operate within international firms and concludes that most of the developments in international industrial relations have resulted from legal developments taking place within the EU. It is suggested that further such developments could in the future shift industrial relations more onto the international stage.

### Part 3: contemporary issues in international HRM

While Parts 1 and 2 focus specifically on the links between strategy and IHRM on the one hand, and on the main areas of the international HR cycle on the other, Part 3 uses such a context to introduce the reader to a sample of current issues and controversies in the field. Indeed the chapters in this section explore in depth some of the most critical current issues in the field of IHRM. Our authors adopt a critical and research-based approach to identify and explain key trends in a number of areas and contribute to current debates in each area. Two of the chapters in this section deal with IHRM in developing countries and emerging markets, which gives the book a broader coverage than just a focus on Europe and North America.

Chapter 9 focuses on the role of women in international management and traces the research on this topic since the 1970s. The first section outlines the reasons and myths commonly held regarding the low participation of women in international management; the general assumptions held by home-country senior management regarding the scarcity of women in international management are presented and discussed. The second section discusses the issue of the dual-career couple and suggests that in order to increase the success of international assignments companies need to take a proactive approach in dealing with dual-career couples and their families. The impact of the formal and informal barriers faced by women in international management is the focus of the final section of this chapter, and the chapter concludes that women have been and can be successful international managers despite the existence of such barriers and the continued presence of the glass ceiling as a global phenomenon.

Chapter 10 examines international joint ventures (IJVs) and international mergers and acquisitions, two of the most important forms of strategic alliances in international business. The first part of the chapter deals with IJVs, and the authors introduce

a four-stage model of IJVs and the HRM issues arising during each of the stages are discussed. The complexity of HRM issues in IJVs is highlighted as well as the importance of effective learning and HR activities that build trust between potential partners.

The second part of the chapter provides a comprehensive review of some key issues involved in managing human resources in international mergers and acquisitions (IM&As). The authors identify the need for MNCs to pay attention to the very different HR issues that arise throughout the different stages of the IM&A process, and show that the key HR issues that arise will vary according to the specific type of IM&A under consideration. A three-stage model of the IM&A process is introduced to identify the key HR issues that arise. In the first stage, the precombination stage, the performance of an HR due diligence is highlighted as a key HR activity which involves the complex process of assessing the human capital of an organization. The second stage involves combining and integrating the companies and four different approaches and the HRM issues which arise under each approach are discussed. The third stage of the IM&A is identified as the solidification and assessment phase, and issues related to leadership and utilizing learning and knowledge are identified as the most important HR activity in this phase.

Chapter 11 is primarily concerned with the issue of how business expatriates adjust to work and life in China, the largest and fastest growing of the emerging markets. The first section critically examines the concept of international adjustment; the second section considers the relationship between psychological adjustment and socio-cultural adjustment; while the third section focuses on the time pattern of adjustments of expatriates on the Chinese mainland to establish whether there is any evidence to support a culture-shock experience. The concept of the U-curve adjustment hypothesis is examined in relation to the experience of expatriates in China. The author draws on his own study which involved a mail questionnaire to Western expatriates in China and Hong Kong, with a key finding being that the better adjusted the expatriates are socio-culturally, the stronger is the relationship between psychological adjustment and socio-cultural adjustment. This suggests that acquiring social skills promotes the psychological adjustment of an individual, particularly in the work context. Work adjustment was highlighted as a key factor in promoting the psychological adjustment of expatriates in China, but it is also suggested that psychological adjustment may be more difficult to achieve because it involves more fundamental change than other forms of adjustment. The main lessons for MNCs and expatriates is to seek to facilitate the adjustment process, particularly through cross-cultural training and language training, and it is suggested that MNCs should use a variety of ways to retain some of the cultural knowledge gained through the experiences of their expatriates.

Chapter 12 deals with a topic which in terms of research is in the infancy stage of development – HRM in developing countries. It explains the reasons for the recent growth of research interest in this area and highlights the need to understand HRM

in developing countries in the context of changing patterns of globalization. The chapter critically examines whether best-management practices evolved in the context of Western cultural values can be adopted in developing countries.

The authors highlight the extent to which external environmental factors *and* internal work cultures influence both micro and macro-level organizational policies. In their review of the impact of the main factors on HRM in 13 developing countries, the authors identify three models of influence – religious influences, traditional cultural beliefs, and Western colonial and modern influences. The authors show how existing patterns of HRM in developing countries are influenced by these factors and they also highlight the influential role of national institutions and social institutions. Having highlighted the impact of a number of factors and variables on HRM in developing countries, the authors show how their integrative framework can be useful both in analysing HRM practices in a cross-national context, and in helping to delineate the impact of different factors and variables on HRM in each country.

#### Part 4: emerging issues in international HRM

Part 4 deals with some important emerging issues in IHRM, focusing on the important themes of leadership. The first theme is that of global leadership. As Adler argues, ‘Business leaders have chosen to transcend national boundaries in ways that remain outside the realm of politicians and government diplomats ... Global companies know more than nations, already face difficult questions involved in integrating visions based on divergent national and cultural values’ (Adler, 2002, p. 167). Global leadership involves the ability to inspire and influence the thinking, attitudes and behaviour of people around the world, and it will be argued in Chapter 13 that today’s global business environment demands the emergence of global leaders who can rise to the challenge of shaping history. The second theme in Part 4 is concerned with the future role of international HR leaders and seeks to stimulate thinking about the issues IHRM will have to face in the longer term. Several key trends are identified which are felt to impact on the future role, functions and activities of IHRM leaders and it is suggested that learning to identify and track such trends and think through the implications for IHRM may be required preparation for future IHRM leaders.

Chapter 13 examines the challenge of global leadership not just in economic terms, but also in the broader terms of societal well-being. The chapter adds two dimensions to the discussion of leadership: the first is a global perspective, and the second is a focus on women, traditionally neglected in studies of leadership.

The chapter highlights the growing trend towards women joining men in senior leadership in politics and business, and suggests that more women will be leading countries in the present century than have ever done so before. The chapter cites evidence suggesting an increasing number of women leading global companies and points to the important trend for women chief executives to create their own companies or take on the leadership of a family business.

The author sees the challenge for women leaders as being to develop a new style of leadership based on different values which emphasize cooperation and sustainability, and it is argued that women exhibit a wide range of leadership visions, approaches and levels of effectiveness. The author asks why countries and companies worldwide – often for the first time – are choosing women to lead them. It is suggested that it is the possibility of significant change which women symbolize which is so attractive. When a woman is chosen to become the first female CEO, people begin to believe that other types of organizational change are possible.

Chapter 14 outlines the reasons for the growing importance of IHRM and offers a basic framework to help us think about IHRM in the future. In particular, it explains how being aware of macro trends will become increasingly important for the IHRM specialist in the future, and several key trends which will influence the role, function and activities of IHRM are discussed.

Four key macro trends are discussed. First, the changing profile of MNCs; second, the growing interdependencies in terms of the links across economics, politics, social, technological and environmental factors influencing MNCs; third, the increasing global fragmentation arising from growing divisions in ethnic, religious and social spheres; and finally, the growth of psychic-shock syndrome where individuals become unable to cope with the changes taking place in the environment both locally and globally.

It is argued that these trends will influence the future mandate of the IHRM area and a key message for those aspiring to be IHRM specialists of the future is the need to learn how to look at the wider environment in order to understand the competences which will be required to achieve successful performance of the IHRM role in the future. Indeed, the authors argue that IHRM professionals of the future will need to be knowledgeable about the world on many more levels than before in order to be an effective strategic partner in the management of the MNC.

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