

# **The Global Human Resource Management Casebook**

Second Edition

*Edited by*

**Liza Castro Christiansen,  
Michal Biron, Elaine Farndale and  
Bård Kuvaas**



Global HRM



[www.routledge.com/textbooks/globalhrm](http://www.routledge.com/textbooks/globalhrm)



**Routledge**  
Taylor & Francis Group

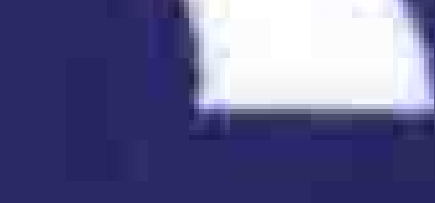
ISBN 978-1-138-94996-6



[www.routledge.com](http://www.routledge.com) • an **informa** business

Second  
Edition

**THE GLOBAL HUMAN RESOURCE MANAGEMENT CASEBOOK**  
*Edited by Liza Castro Christiansen, Michael Biron, Elaine Farnsdale and*  
**Bård Kuvaas**



**ROUTLEDGE**

# The Global Human Resource Management Casebook

Second Edition

Edited by  
Liza Castro Christiansen  
Michal Biron  
Elaine Farndale  
Bård Kuvaas

First published 2018  
by Routledge  
711 Third Avenue, New York, NY 10017

and by Routledge  
2 Park Square, Milton Park, Abingdon, Oxon OX14 4RN

*Routledge is an imprint of the Taylor & Francis Group, an informa business*

© 2018 Taylor & Francis

The right of Liza Castro Christiansen, Michal Biron, Elaine Farndale, and Bård Kuvaas to be identified as authors of this work has been asserted by them in accordance with sections 77 and 78 of the Copyright, Designs and Patents Act 1988.

All rights reserved. No part of this book may be reprinted or reproduced or utilised in any form or by any electronic, mechanical, or other means, now known or hereafter invented, including photocopying and recording, or in any information storage or retrieval system, without permission in writing from the publishers.

*Trademark notice:* Product or corporate names may be trademarks or registered trademarks, and are used only for identification and explanation without intent to infringe.

*Library of Congress Cataloging-in-Publication Data*

Names: Christiansen, Liza Castro, editor.

Title: The global human resource management casebook / edited by Liza Castro Christiansen, Michal Biron, Elaine Farndale, Bård Kuvaas.

Description: Second edition. | Abingdon, Oxon ; New York, NY : Routledge, 2017.

Identifiers: LCCN 2016045961 | ISBN 9781138949966 (hbk) |

ISBN 9781138949973 (pbk) | ISBN 9781315668888 (ebk) |

ISBN 9781317362432 (mobi/kindle)

Subjects: LCSH: Personnel management—Case studies. | Industrial relations—Case studies. | Human capital—Management—Case studies.

Classification: LCC HF5549 .G5388 2017 | DDC 658.3—dc23

LC record available at <https://lcn.loc.gov/2016045961>

ISBN: 978-1-138-94996-6 (hbk)

ISBN: 978-1-138-94997-3 (pbk)

ISBN: 978-1-31566-888-8 (ebk)

Typeset in Minion  
by Apex CoVantage, LLC

Visit the companion website: [www.routledge.com/textbooks/globalhrm](http://www.routledge.com/textbooks/globalhrm)

*"The Global Human Resource Management Casebook is an excellent source of real-life case studies from organizations around the world, which will undoubtedly help students, scholars, and practitioners alike to understand better the regional and national intricacies of managing human resources in the global context. Both the scope and the breadth of cases included, as well as their outstanding contributors, will ensure continued success of the book."*

**Vlad Vaiman**, *California Lutheran University, USA*

*"The casebook's first edition has been an invaluable resource for teaching and learning and this second edition is even more impressive. The wide-ranging global perspectives present real insight into the HR challenges organizations face around the world and emphasize unique context-driven issues in particular countries as well as more universal concerns that matter regardless of location. A notable array of international scholars, case questions, and teaching notes makes this an indispensable resource on global HR management."*

**David G. Allen**, *Rutgers University, USA*



# The Global Human Resource Management Casebook

This casebook is a collection of international teaching cases focusing on contemporary human resource management issues. Each case centers primarily on one country and illustrates a significant challenge faced by managers and HR practitioners, helping students to understand how the issues they learn about in class play out in the real world.

The cases emphasize the national and cultural contexts of HR management, providing readers with a global understanding of employee motivation, reward systems, recruitment and selection, career development, and more. In this edition, the editors and authors have made significant updates to reflect recent developments in the field and cover a broader range of countries in Eastern Europe and Africa. The authors also delve into new industries like food service, clothing manufacturing, and transportation as well as IT and academia. Recommendations for further reading and relevant videos provide readers with practical insights into the modern HRM field.

With more than 30 cases followed by questions and tasks to encourage reflection, this is a valuable companion for any student of human resource management.

**Liza Castro Christiansen** is an Associate Professor at Business Academy Aarhus, University of Applied Sciences, Denmark, and a Visiting Academic Fellow of the Doctoral Program at Henley Business School, UK.

**Michal Biron** is a Senior Lecturer and Head of the MBA Program and the MBA Program for Not-for-Profit Organizations at the University of Haifa, Israel, and an affiliate of the HR Studies Department at Tilburg University, the Netherlands.

**Elaine Farndale** is an Associate Professor of Human Resource Management at The Pennsylvania State University, USA, and is affiliated with the HR Studies Department at Tilburg University, the Netherlands.

**Bård Kuvaas** is a Professor of Organizational Psychology and Associate Dean of the Doctoral Program at BI Norwegian School of Management, Norway.



## **Routledge Global Human Resource Management Series**

Edited by Randall S. Schuler, Susan E. Jackson, and Paul Sparrow

**Routledge Global Human Resource Management** is an important series that examines human resources in its global context. The series is organized into three strands: Content and issues in global human resource management (HRM); Specific HR functions in a global context; and comparative HRM. Authored by some of the world's leading authorities on HRM, each book in the series aims to give readers comprehensive, in-depth and accessible texts that combine essential theory and best practice. Topics covered include cross-border alliances, global leadership, global legal systems, HRM in Asia, Africa and the Americas, industrial relations, and global staffing.

*Dedication: The late Professor Michael Poole was one of the founding series editors, and Professors Schuler, Jackson, and Sparrow wish to dedicate the series to his memory.*

*For a full list of titles in this series, please visit [www.routledge.com](http://www.routledge.com)*

### **Manager-Subordinate Trust**

A global perspective

*Edited by Pablo Cardona and Michael J. Morley*

### **Managing Human Resources in Asia-Pacific (second edition)**

*Edited by Arup Varma and Pawan S. Budhwar*

### **Human Resource Management and the Institutional Perspective**

*Edited by Geoffrey Wood, Chris Brewster, and Michael Brookes*

### **International Human Resource Management (fifth edition)**

Policies and practices for multinational enterprises

*Ibraiz Tarique, Dennis Briscoe, and Randall S. Schuler*

### **Contemporary HR Issues in Europe (third edition)**

*Michael Dickmann, Chris Brewster, and Paul Sparrow*

### **Globalizing Human Resource Management (second edition)**

*Paul Sparrow, Chris Brewster, and Chul Chung*

### **The Global Human Resource Management Casebook (second edition)**

*Edited by Liza Castro Christiansen, Michal Biron, Elaine Farndale, Bård Kuvaas*

## Contributors

### Austria

**Wolfgang Mayrhofer** (PhD). Full Professor and Head of the Interdisciplinary Institute of Management and Organisational Behaviour, Department of Management at WU (Vienna University of Economics and Business), Austria. He conducts research in comparative international Human Resource Management and leadership, work careers, and systems theory and management.

**Katharina Pernkopf** (PhD). Assistant Professor at WU (Vienna University of Economics and Business), Austria. Her research projects are located in the wider field of organisational institutionalism and comparative Human Resource Management and talent management.

### Azerbaijan

**Dave Doughty** (PhD). Director of International HR Development at Nottingham Business School, United Kingdom. His research interests include power and influence of HR specialists in organisations within “transitional societies”, HR specialists and line-management relationships, localisation of employment, and developing trust relationships between local and expatriate managers.

**Helen Shipton** (PhD). Professor of Human Resource Management and Director of the NBS Centre of People, Innovation, and Performance at Nottingham Business School, Nottingham Trent University, United Kingdom. Her research interests centre on Human Resource Management, creativity and innovation, leadership and leadership development, informal learning at work and employee performance and well-being.

**Veronica Lin** (PhD). Lecturer in Management at Queen’s Management School, Queen’s University Belfast. Her research interests include Strategic Human Resource Management, creativity and innovation, research methods, and leadership.

### Belgium

**Britt De Soete** (PhD). Industrial and Organizational Psychologist and Talent Management Consultant at Aon Hewitt, Singapore. Her main interests are talent assessment through innovative selection instruments, leadership development, cross-cultural selection, and the diversity–validity dilemma in personnel selection.

**Filip Lievens** (PhD). Professor at the Department of Personnel Management, Work and Organisational Psychology at Ghent University, Belgium. His research interests focus on organisational attractiveness and alternative selection procedures including assessment centres, situational judgment tests, and web-based assessment.

**Christoph Nils Herde**. PhD Candidate at the Department of Personnel Management, Work and Organisational Psychology at Ghent University, Belgium. His research interests include personnel selection, especially assessment centres, psychological assessment, and research methods.

### **Botswana**

**Dorothy Mpabanga** (PhD). Director of the Centre of Specialisation in Public Administration and Management and Senior Lecturer at the University of Botswana. Her research interests include Human Resource Management, Industrial Development, NGO management, Higher Education Management, Public Sector Reforms, ICT, governance, and elections/electoral processes.

### **Bulgaria**

**Lucia F. Miree** (PhD). Professor of Business and Director of the EMBA Programme at the American University in Bulgaria. Her research interests include costing stress-related behaviours in the workplace, post-layoff psychological trauma, and the management of health care organisations.

**John E. Galletly** (PhD). Professor of Computer Science at the American University in Bulgaria. His research interests include modern software development methods, intelligent systems, novel, nature-inspired optimisation techniques, parallel and distributed processing, and modern teaching methods for computer science education.

### **Canada**

**Maria Rotundo** (PhD). Professor of Organisational Behaviour and Human Resource Management at the Joseph L. Rotman School of Management, University of Toronto, Canada. Her research interests include discretionary performance behaviours such as co-operative acts and deviance, social identities, leadership, and Human Resource Management.

### **Chile**

**Andrés Raineri** (PhD). Associate Professor of Human Resource Management at the Business School of Pontificia Universidad Católica de Chile, Santiago, Chile. His research interests include change management, Human Resource Management, leadership, and behavioural decision-making.

### **China**

**Shiyong Xu** (PhD). Full Professor, Director of the Enterprise Behavior Research Centre and Affiliate of the School of Human Resources and Labor Relations at Renmin University of

China in Beijing. His research interests include stress and burn-out, counter-productive work behaviour, employee relations, ethical leadership, and Human Resource Management.

**Huan Wang.** PhD candidate at Renmin University of China and Research Fellow at the Institute of China's Economic Reform and Development. His research interests include organisational justice and corporate social responsibility.

**Ning Li.** PhD candidate at Renmin University of China. His research interests include Strategic Human Resource Management and corporate social responsibility of SOEs in China.

**Lihua Zhang** (PhD). Full Professor at Renmin University of China and Associate Chair of Beijing Behaviour Science Society. Her research interests include qualitative case studies, cross-cultural Human Resource Management and transformational leadership.

### Cyprus

**Eleni Stavrou** (PhD). Associate Professor of Management and Chair of the Department of Business and Public Administration at the University of Cyprus. Her research interests include work-life issues, strategic and comparative Human Resource Management, and inter-generational transitions in family firms.

**Nicoleta Nicolaou Pissarides** (BSc, MSc). Head of the School of Economics and Management at the University of Cyprus. Her current research interests include employee relations, equality, performance evaluations, use of innovation and knowledge, business evaluation, and Human Resource Management.

### Czech Republic

**Martina Fejfarová** (PhD). Assistant Professor at the Department of Management at the Faculty of Economics and Management of the Czech University of Life Sciences, Prague. Her research interests include Human Resource Management, Risk Management, and Crisis Management.

### Denmark

**Liza Castro Christiansen** (MBA, DBA). Associate Professor at Business Academy Aarhus, University of Applied Sciences, Denmark. Visiting Academic Fellow at Henley Business School, University of Reading, United Kingdom. Her research interests include change leadership behaviours, middle managers' trust in top management, diversity management, HR business alignment and HR competencies.

### Finland

**Adam Smale** (PhD). Professor and Head of the Department of Management at the Faculty of Business Studies at the University of Vaasa, Finland. His research interests focus on International Human Resource Management, talent management, and careers in multinational firms.

**Ingmar Björkman** (PhD). Professor and Dean of the Aalto University School of Business, Finland. His research interests focus on International Human Resource Management, knowledge creation and transfer in multi-national corporations, and the integration of international mergers and acquisitions.

**Risto Sääntti**. Post-doctoral researcher and e-Learning specialist at the University of Vaasa, Finland. His research interests include diversity management and knowledge management.

**Narashima Boopathi Sivasubramanian**. Doctoral researcher at the Department of Management at the University of Vaasa, Finland. His research interests are in leadership and cultural intelligence.

### Germany

**Marion Festing** (PhD). Professor of Human Resource Management and Intercultural Leadership and Rector of ESCP Europe's Berlin Campus in Germany. Her current research interests are concerned with International Human Resource Management with a special emphasis on strategies, careers, rewards, performance, and talent management in various institutional and cultural contexts.

### Hong Kong

**Christina Sue-Chan** (PhD). Associate Head of the Department of Management, City University of Hong Kong, Hong Kong, S.A.R., China. Her research interests include self-regulatory processes in motivation, coaching in the context of leadership and (social) entrepreneurship, creativity, and Human Resource Management.

**Clara To** (PhD). Director and Principal Consultant at Talent Link Global Limited, Hong Kong.

### Hungary

**József Poór** (PhD). Full Professor of Management at Szent István University, Hungary.

**Iris Kassim**. PhD candidate at Szent István University, Hungary.

**Lajos Reich** (PhD). CEO and Co-Founder of Healcloud, Hungary.

### Iceland

**Ingi Runar Edvardsson** (PhD). Professor in Management and Head of the School of Business at the University of Iceland. His research interests include Human Resource Management, knowledge management, outsourcing, and labour markets.

**Gudrun Berta Danielsdottir**. Business Operations Manager at Marel, Seattle, USA.

## India

**Radha R. Sharma** (PhD). Dean, Centre of Excellence, Case Centre and Chair Professor, OB/HRD at Management Development Institute, India. Her research interests include emotional intelligence, executive burn-out, gender equity, competencies, positive scholarship, spirituality, well-being, and sustainability.

**Sonam Chawla** (PhD). Scholar, Organisational Behaviour at Management Development Institute, India. Her research interests include female leadership and career success of women.

## Ireland

**Brian Harney** (PhD). Senior Lecturer in Strategic Human Resource Management and Programme Director of the MSc in HRM at Dublin City University Business School, Ireland. His research interests reside at the intersection of Strategy and HRM with a particular focus on SMEs and knowledge intensive contexts.

## Israel

**Michal Biron** (PhD). Head of the MBA Programme and the MBA Programme for Not-for-Profit Organisations at the University of Haifa, Israel. Affiliate of the HR Studies Department at Tilburg University, the Netherlands. Her research interests include stress and burn-out, employee relations with co-workers and supervisors, withdrawal behaviour, and Human Resource Management.

## Jordan

**Muhsen Makhamreh** (PhD). Dean of the Jordan Applied University College of Hospitality Management. Affiliate with the Business School, the University of Jordan and ISCTE Business School, Portugal. His research interests are in the areas of Human Resource Management, strategic management, and international business.

## Mexico

**Jacobo Ramirez** (PhD). Assistant Professor in Latin American Business Development at the Department of Management, Society and Communication, Copenhagen Business School, Denmark. His research initiatives focus on business development in emerging markets and Human Resource Management.

**Laura Zapata-Cantú** (PhD). Associate Professor of the Management Department at EGADE Business School, Mexico. Her research work focuses on strategic management and knowledge management.

## Netherlands

**Corine Boon** (PhD). Associate Professor of Human Resource Management at the University of Amsterdam Business School, the Netherlands. Her research interests include strategic HRM and person–environment fit.

**Deanne N. Den Hartog** (PhD). Full professor of Organisational Behaviour and Head of the Leadership and Management Section of the University of Amsterdam Business School in the Netherlands. Her research interests include leadership, proactive and innovative work behaviour, trust, and HRM.

### Norway

**Bård Kuvaas** (PhD). Professor of Organisational Psychology and Associate Dean of the doctoral programme at BI Norwegian Business School, Norway. His research interests include behavioural decision-making, motivation, leadership, and Human Resource Management.

**Anders Dysvik** (PhD). Professor of Organisational Psychology at BI Norwegian Business School, Norway. His research interests include Human Resource Management and organisational behaviour.

### Poland

**Peter Odrakiewicz** (PhD). Scientific Director at GPMI Research Institute, Poland.

**David Odrakiewicz** (PhD). His research interests are at the confluence of economics, efficient management, integrity competences, entrepreneurship and corporate social responsibility.

**Magdalena Szulc** (MSc). Consultant at McKinsey & Company, Poland.

### Romania

**Kinga Kerekes** (PhD). Associate Professor at the Faculty of Economics and Business Administration, Babeş-Bolyai University in Cluj-Napoca, Romania. Her research interests include the effective use of human resources both at the micro and macro levels, HR practices, and labour market trends.

### Russia

**Anna Gryaznova** (PhD). Associate Professor at Lomonossov Moscow State University Business School, Russia. Her research interests include the evolution of the concepts of leadership and ethics in the Russian business environment, cross-cultural management, psychological contracts, leader–follower and group dynamics, and Human Resource Management.

### Singapore

**Audrey Chia** (PhD). Associate Professor of Management & Organisation, National University of Singapore Business School with a joint appointment at the Saw Swee Hock School of Public Health at the National University of Singapore. Her current research focuses on how social and health problems can be addressed by social entrepreneurship and innovative philanthropy.

**Angeline Lim**. Research Fellow in the Division of Engineering & Technology Management at the National University of Singapore. Her research interests include gender and

diversity, inter-personal relationships and leadership, and their impact on individuals, teams, and organisations.

### Slovenia

**Robert Kaše** (PhD). Associate Professor of Management and Organisation at the Faculty of Economics, University of Ljubljana, Slovenia. His research interests include Human Resource Management, intra-organisational social networks, careers, and emergence in teams.

### Sweden

**Magnus Hansson** (PhD). Associate Professor and Researcher at Örebro University, Sweden. His research interests include organisational restructuring, downsizing, closedowns, corporate governance, and board interlocks.

### Thailand

**Chaturong Napathorn**. PhD candidate in International Human Resource Management and Employment Relations at ILR School, Cornell University, New York. Lecturer of Human Resource Management at Thammasat Business School, Thailand. His research interests include International Human Resource Management, Strategic Human Resource Management, and international and comparative labour relations.

### UAE

**Scott L. Martin** (PhD). Leader and Associate Professor of the Human Resource Management Department at Zayed University, UAE. His research focuses on understanding and managing performance.

**Zainab Habeeb Abdulla** (BS). Graduate Manager in the Learning and Development Department at Etihad Airways, Abu Dhabi, UAE.

**Hashil Abdalla ZamZam** (BS). Officer in the Reward and Policy department at Etihad Airways, Abu Dhabi, UAE. He completed his undergraduate degree in Human Resource Management at Zayed University, UAE.

### Uganda

**John C. Munene** (PhD). Professor of Industrial and Organisational Psychology and Director of the PhD Programme at Makerere University Business School, Uganda.

His research interests include organisational and institutional development using a competence framework.

**Florence Nansubuga** (PhD). Senior Lecturer in Industrial and Organisational Psychology at Makerere University, Uganda. Her research areas include organisational learning focusing on competence development and reflection, talent management, and employee engagement.



## Foreword

**Global HRM** is a series of books edited and authored by many of the best and most well-known scholars in the field of human resource management. The **Global HRM** series provides students and practitioners with accessible, comprehensive, and up-to-date knowledge that is useful for anyone interested in understanding human resource management in a global context. To be used individually or together, books in the **Global HRM** series examine the major topics relevant to international and comparative HRM. Each book takes an in-depth look at one important and complex topic. Together, the groundbreaking **Global HRM** series answers a real need for useful and affordable textbooks on global HRM.

Several books in the **Global HRM** series focus on a specific aspect of human resource management in multinational enterprises, including global leadership, global compensation, global talent management and global labour relations. Other books address special topics that arise in multinational enterprises, such as managing human resources in cross-border alliances, managing global legal systems, and the structure of a global HR function.

This book, the second edition of *Global Human Resource Management Casebook*, edited by Liza Castro Christiansen, Michal Biron, Elaine Farndale and Bård Kuvaas, is unique in the **Global HRM** field in that it is a collection of HRM cases that span the globe. Like the companies represented in these cases, the authors also are located all around the world. The cases address a variety of HR policies and practices in many different types of companies. Some of the companies represented in the cases are multinational firms while the operations and markets of other companies are mostly local. As with all the books in the Series, the cases utilize the most recent and classic research and are grounded in what companies around the world are doing today.

This second edition of *Global Human Resource Management Casebook* has been revised in important ways. First, the editors have replaced approximately 25 percent of the cases; second, cases that were retained from the first edition have been updated; and third, very importantly, the second edition now includes companies from several additional countries in Eastern Europe and Africa.

Like the second edition of *Global Human Resource Management Casebook*, several other books in the **Global HRM** series adopt a comparative approach to understanding human resource management. The comparative human resource management textbooks describe HRM topics found at the country level in selected countries, particularly within regions such as the Middle East, Europe, Central and Eastern Europe, Africa, North America, and Latin America. Thus, the comparative textbooks in the **Global HRM** series can be used quite