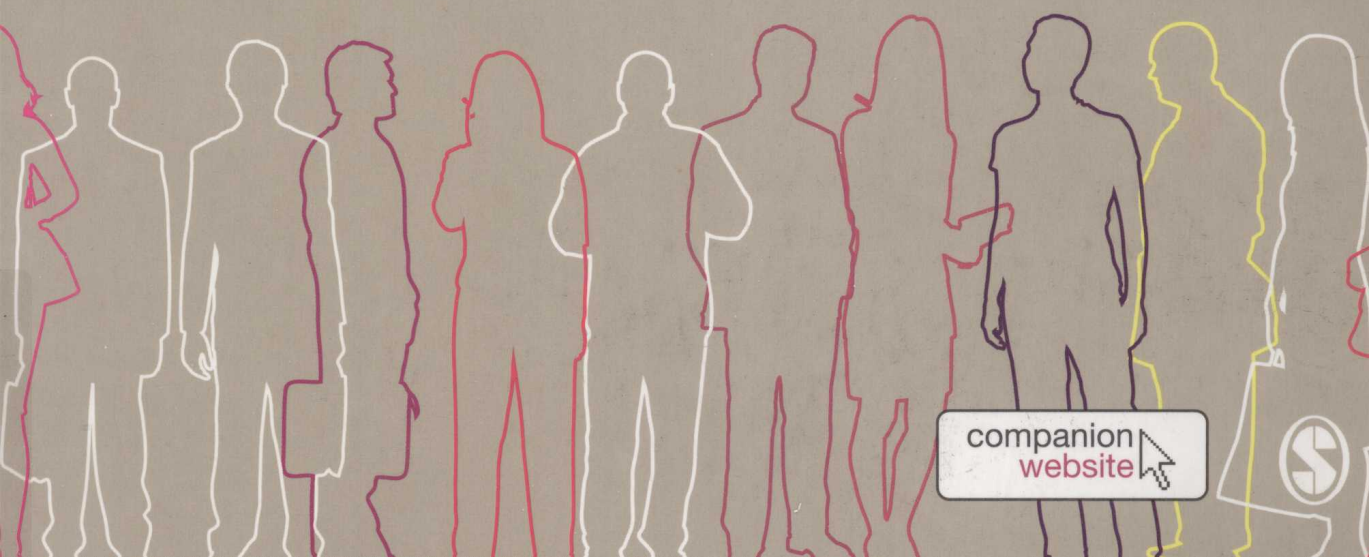
International Human Resource Management

Third Edition

Anne-Wil Harzing and Ashly H. Pinnington



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藏书章

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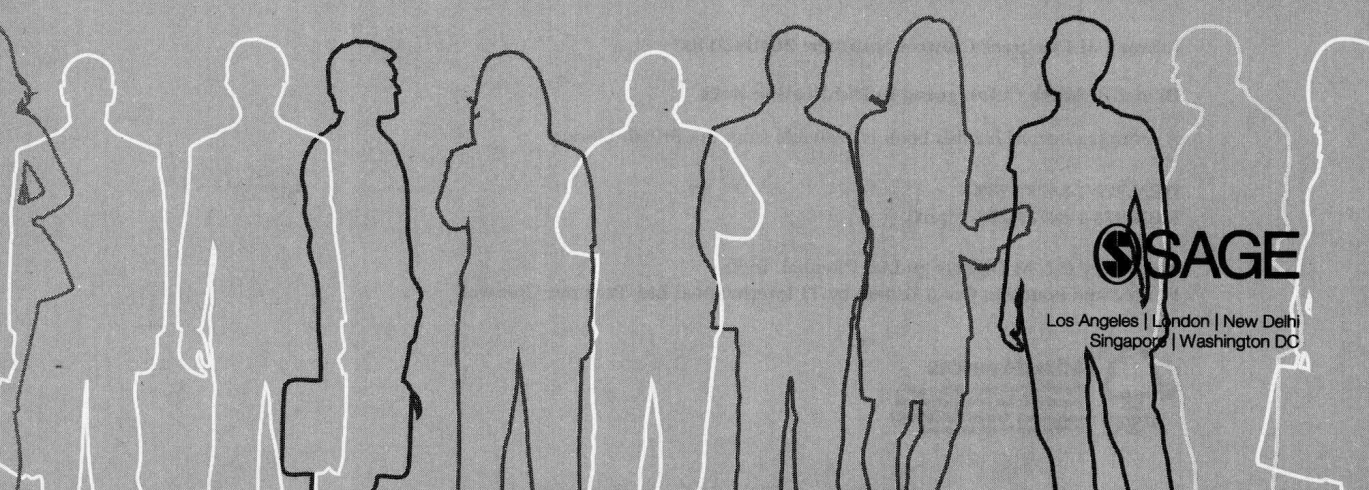

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Library of Congress Control Number: 2010920407

British Library Cataloguing in Publication data

A catalogue record for this book is available from the British Library

ISBN 978-1-84787-283-8
ISBN 978-1-84787-293-7 (pbk)

Typeset by C & M Digitals (p) Ltd, Chennai, India
Printed and bound in Great Britain by TJ International Ltd, Padstow, Cornwall

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International Human Resource Management (2010, McGraw-Hill), co-authored with Paul Evans and Vladimir Pucik. A frequent contributor to leading international academic journals, he works regularly with multinational corporations on issues related to people management.

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Malcolm Warner is Professor and Fellow Emeritus, Wolfson College, Cambridge and Judge Business School, University of Cambridge. His most recent book is [ed.] *"Making Sense" of HRM in China*, London and New York: Routledge, 2010. He is currently Co-Editor of the *Asia Pacific Business Review.*

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Meredith F. Burnett teaches Human Resource Management and Compensation and Benefits at Florida International University. She has published in the *Journal of Business and Psychology*, *Cross Cultural Management: An International*

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Nancy J. Adler, the S. Bronfman Chair in Management at McGill University, conducts research and consults worldwide on global leadership and cross-cultural management. She has authored 125 articles, produced 2 films, and published 10 books and edited volumes. She is a Fellow of the Academy of Management, the Academy of International Business, and the Royal Society of Canada. Nancy is also an artist.

Helen De Cieri (Ph.D.) is Director of the Australian Centre for Research in Employment and Work (ACREW) and a Professor in the Department of Management, Monash University, Australia. Her academic experience includes appointments in Australia, China, Hong Kong, Malaysia and the USA. Her published research spans strategic and international human resource management, including over 80 journal articles and monographs. Current research projects include: the changing roles of human resource professionals; employee well-being and organizational performance, and the management of work-life issues.

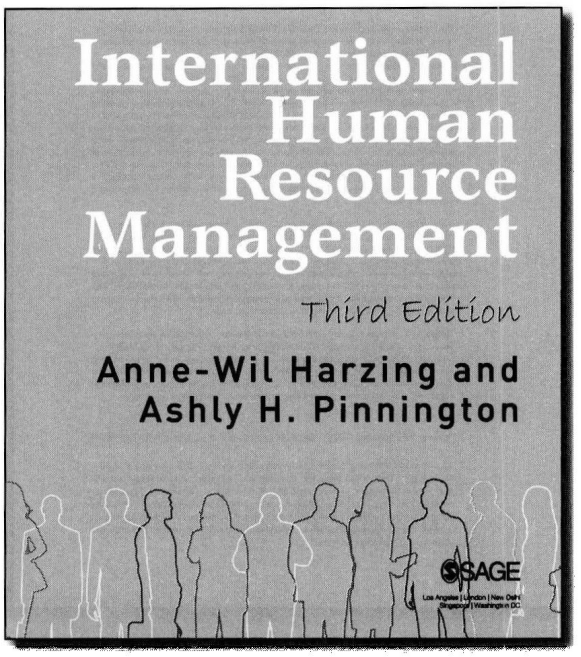
Anne Bardoel is an Associate Professor in Management at Monash University, Australia. Anne currently heads the Work Life Research Program which is part of the Australian Centre for Research in Employment and Work (ACREW). She has developed a national and international reputation as a researcher in the work and family area and has published a number of articles in academic journals in this area. She is a member of the Victorian Government's Working Families Council and President of the Work/Life Association (Victoria).

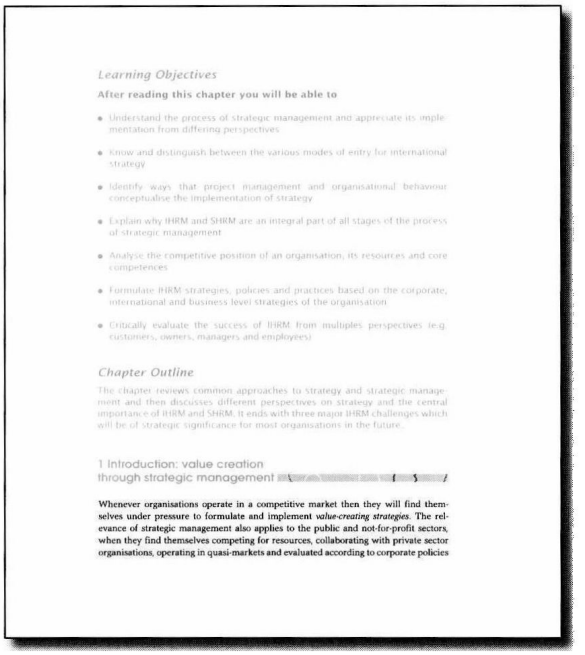
Miguel Martînez Lucio is a Professor at the Manchester Business School, University of Manchester. He has worked on various projects and published on issues related to regulation and employment. He is concerned with the question of how marketisation, privatisation and new forms of managerialism impact on employment relations and their regulation. In addition he has published on the impact of globalisation on Industrial Relations, migrant networks and social movements.

Robert MacKenzie is Senior Lecturer in Industrial Relations at Leeds University Business School. His research interests are restructuring, labour market change, contingent contracts and the regulation of the employment relationship. These issues have been studied in various national and sectoral contexts, including telecommunications and construction, and through the social and economic experiences of migrant workers.

Dr Fang Lee Cooke is Professor of Human Resource Management and Chinese Studies at RMIT University, Melbourne, Australia. She was previously a professor at University of Manchester. Fang's research interest is in the area of strategic HRM, outsourcing and shared services, diversity management, employment and labour market studies and employment relations.

Guided Tour





Learning Objectives

After reading this chapter you will be able to

- Understand the process of strategic management and appreciate its implementation from differing perspectives
- Know and distinguish between the various modes of entry for international strategy
- Identify ways that project management and organisational behaviour conceptualise the implementation of strategy
- Explain why IHRM and SHRM are an integral part of all stages of the process of strategic management
- Analyse the competitive position of an organisation, its resources and core competences
- Formulate IHRM strategies, policies and practices based on the corporate, international and business level strategies of the organisation
- Critically evaluate the success of IHRM from multiples perspectives (e.g. customers, owners, managers and employees)

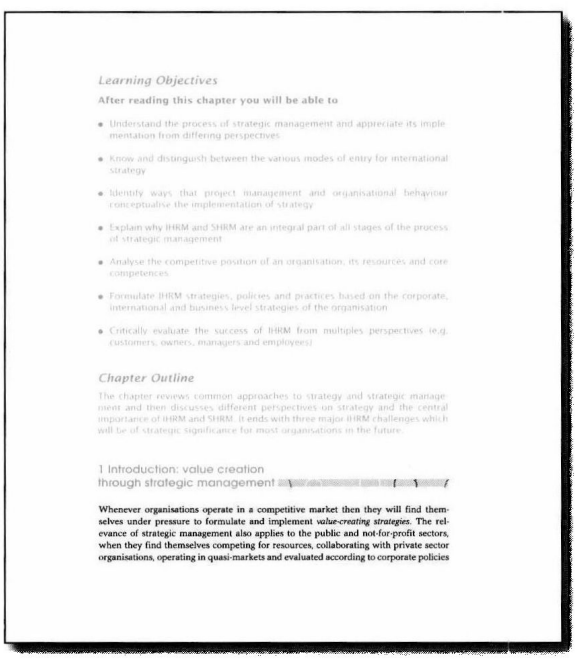
Chapter Outline

The chapter reviews common approaches to strategy and strategic management and then discusses different perspectives on strategy and the central importance of IHRM and SHRM. It ends with three major IHRM challenges which will be of strategic significance for most organisations in the future.

1 Introduction: value creation through strategic management

Whenever organisations operate in a competitive market then they will find themselves under pressure to formulate and implement *value-creating strategies*. The relevance of strategic management also applies to the public and not-for-profit sectors, when they find themselves competing for resources, collaborating with private sector organisations, operating in quasi-markets and evaluated according to corporate policies

Learning objectives – The key learning objectives to be addressed in each chapter.



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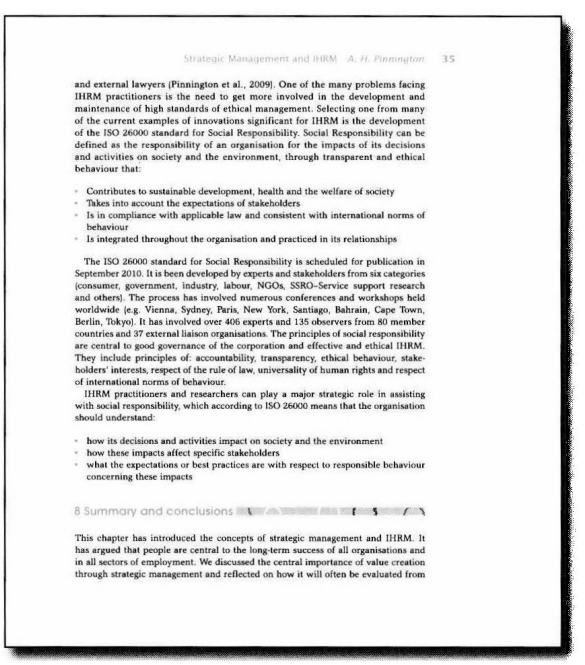
Chapter outline – The main topics and issues to be covered in each chapter



and external lawyers (Pinnington et al., 2009). One of the many problems facing IHRM practitioners is the need to get more involved in the development and maintenance of high standards of ethical management. Selecting one from many of the current examples of innovations significant for IHRM is the development of the ISO 26000 standard for Social Responsibility. Social Responsibility can be defined as the responsibility of an organisation for the impacts of its decisions and activities on society and the environment, through transparent and ethical behaviour that:

- Contributes to sustainable development, health and the welfare of society
- Takes into account the expectations of stakeholders
- Is in compliance with applicable law and consistent with international norms of behaviour
- Is integrated throughout the organisation and practiced in its relationships

The ISO 26000 standard for Social Responsibility is scheduled for publication in September 2010. It is been developed by experts and stakeholders from six categories (consumer, government, industry, labour, NGOs, SSRO-Service support research and others). The process has involved numerous conferences and workshops held worldwide (e.g. Vienna, Sydney, Paris, New York, Santiago, Bahrain, Cape Town, Berlin, Tokyo). It has involved over 406 experts and 135 observers from 80 member countries and 37 external liaison organisations. The principles of social responsibility are central to good governance of the corporation and effective and ethical IHRM. They include principles of: accountability, transparency, ethical behaviour, stakeholders' interests, respect of the rule of law, universality of human rights and respect of international norms of behaviour.

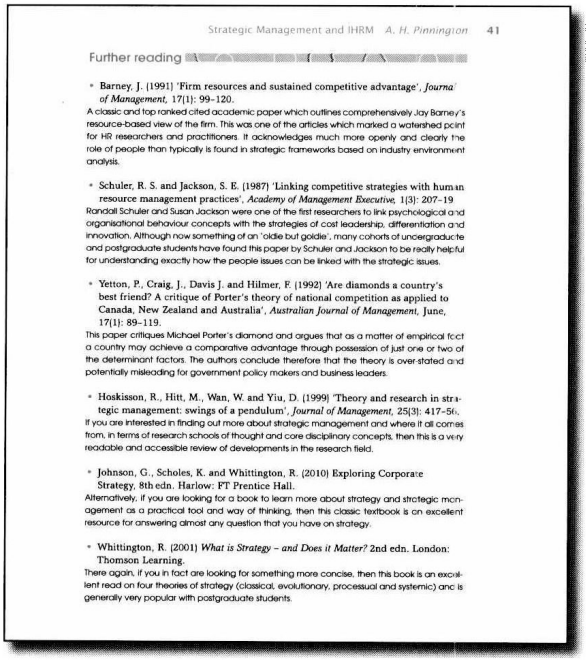
IHRM practitioners and researchers can play a major strategic role in assisting with social responsibility, which according to ISO 26000 means that the organisation should understand:

- how its decisions and activities impact on society and the environment
- how these impacts affect specific stakeholders
- what the expectations or best practices are with respect to responsible behaviour concerning these impacts

8 Summary and conclusions

This chapter has introduced the concepts of strategic management and IHRM. It has argued that people are central to the long-term success of all organisations and in all sectors of employment. We discussed the central importance of value creation through strategic management and reflected on how it will often be evaluated from

Summary and conclusions – An overview of the key points from each chapter.



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Further reading

* Barney, J. (1991) 'Firm resources and sustained competitive advantage', *Journal of Management*, 17(1): 99–120.
A classic and top ranked cited academic paper which outlines comprehensively Jay Barney's resource-based view of the firm. This was one of the articles which marked a watershed point for HR researchers and practitioners. It acknowledges much more openly and clearly the role of people than typically is found in strategic frameworks based on industry environment analysis.

* Schuler, R. S. and Jackson, S. E. (1987) 'Linking competitive strategies with human resource management practices', *Academy of Management Executive*, 1(3): 207–19.
Randall Schuler and Susan Jackson were one of the first researchers to link psychological and organisational behaviour concepts with the strategies of cost leadership, differentiation and innovation. Although now something of an 'oldie but goldie', many cohorts of undergraduate and postgraduate students have found this paper by Schuler and Jackson to be really helpful for understanding exactly how the people issues can be linked with the strategic issues.

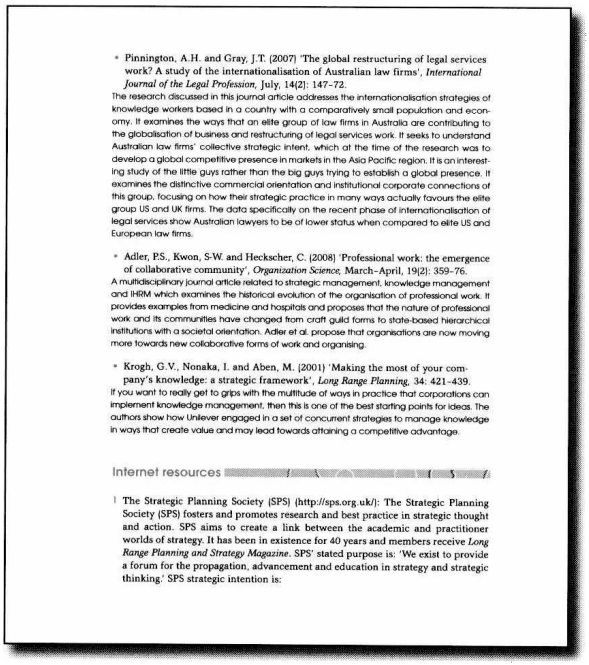
* Yetton, P., Craig, J., Davis J. and Hilmer, F. (1992) 'Are diamonds a country's best friend? A critique of Porter's theory of national competition as applied to Canada, New Zealand and Australia', *Australian Journal of Management*, June, 17(1): 89–119.
This paper critiques Michael Porter's diamond and argues that as a matter of empirical fact a country may achieve a comparative advantage through possession of just one or two of the determinant factors. The authors conclude therefore that the theory is over-stated and potentially misleading for government policy makers and business leaders.

* Hoskisson, R., Hitt, M., Wan, W. and Yiu, D. (1999) 'Theory and research in strategic management: swings of a pendulum', *Journal of Management*, 25(3): 417–56.
If you are interested in finding out more about strategic management and where it all comes from, in terms of research schools of thought and core disciplinary concepts, then this is a very readable and accessible review of developments in the research field.

* Johnson, G., Scholes, K. and Whittington, R. (2010) Exploring Corporate Strategy, 8th edn. Harlow: FT Prentice Hall.
Alternatively, if you are looking for a book to learn more about strategy and strategic management as a practical tool and way of thinking, then this classic textbook is an excellent resource for answering almost any question that you have on strategy.

* Whittington, R. (2001) *What is Strategy – and Does it Matter?* 2nd edn. London: Thomson Learning.
There again, if you in fact are looking for something more concise, then this book is an excellent read on four theories of strategy (classical, evolutionary, processual and systemic) and is generally very popular with postgraduate students.

Further reading – Academic books and journals specifically chosen to reinforce or develop the learning from each chapter.



* Pinnington, A.H. and Gray, J.T. (2007) 'The global restructuring of legal services work? A study of the internationalisation of Australian law firms', *International Journal of the Legal Profession*, July, 14(2): 147–72.
The research discussed in this journal article addresses the internationalisation strategies of knowledge workers based in a country with a comparatively small population and economy. It examines the ways that an elite group of law firms in Australia are contributing to the globalisation of business and restructuring of legal services work. It seeks to understand Australian law firms' collective strategic intent, which at the time of the research was to develop a global competitive presence in markets in the Asia Pacific region. It is an interesting study of the little guys rather than the big guys trying to establish a global presence. It examines the distinctive commercial orientation and institutional corporate connections of this group, focusing on how their strategic practice in many ways actually favours the elite group US and UK firms. The data specifically on the recent phase of internationalisation of legal services show Australian lawyers to be of lower status when compared to elite US and European law firms.

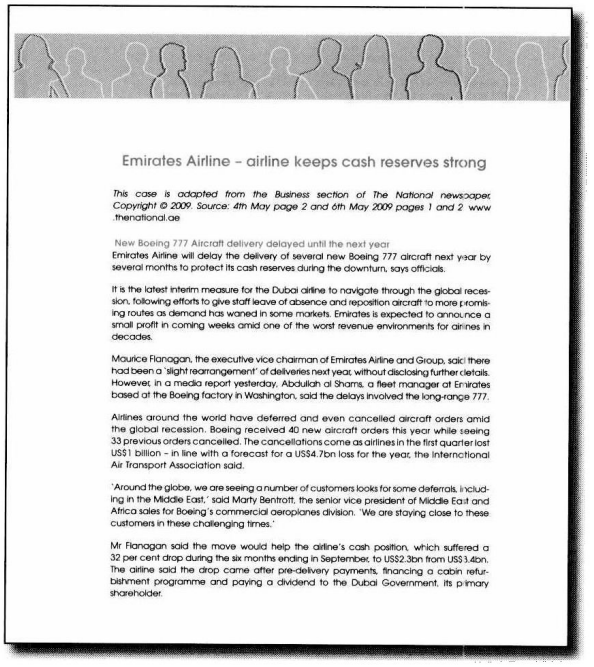
* Adler, P.S., Kwon, S-W. and Heckscher, C. (2008) 'Professional work: the emergence of collaborative community', *Organization Science*, March–April, 19(2): 359–76.
A multidisciplinary journal article related to strategic management, knowledge management and IHRM which examines the historical evolution of the organisation of professional work. It provides examples from medicine and hospitals and proposes that the nature of professional work and its communities have changed from craft guild forms to state-based hierarchical institutions with a societal orientation. Adler et al. propose that organisations are now moving more towards new collaborative forms of work and organising.

* Krogh, G.V., Nonaka, I. and Aben, M. (2001) 'Making the most of your company's knowledge: a strategic framework', *Long Range Planning*, 34: 421–439.
If you want to really get to grips with the multitude of ways in practice that corporations can implement knowledge management, then this is one of the best starting points for ideas. The authors show how Unilever engaged in a set of concurrent strategies to manage knowledge in ways that create value and may lead towards attaining a competitive advantage.

Internet resources

1 The Strategic Planning Society (SPS) (http://sps.org.uk/): The Strategic Planning Society (SPS) fosters and promotes research and best practice in strategic thought and action. SPS aims to create a link between the academic and practitioner worlds of strategy. It has been in existence for 40 years and members receive *Long Range Planning and Strategy Magazine*. SPS' stated purpose is: 'We exist to provide a forum for the propagation, advancement and education in strategy and strategic thinking.' SPS strategic intention is:

Internet resources – Useful and relevant websites chosen to aid research and further reading.



Emirates Airline – airline keeps cash reserves strong

This case is adapted from the Business section of The National newspaper. Copyright © 2009. Source: 4th May page 2 and 6th May 2009 pages 1 and 2 www.thenational.ae

New Boeing 777 Aircraft delivery delayed until the next year

Emirates Airline will delay the delivery of several new Boeing 777 aircraft next year by several months to protect its cash reserves during the downturn, says officials.

It is the latest interim measure for the Dubai airline to navigate through the global recession, following efforts to give staff leave of absence and reposition aircraft to more promising routes as demand has waned in some markets. Emirates is expected to announce a small profit in coming weeks amid one of the worst revenue environments for airlines in decades.

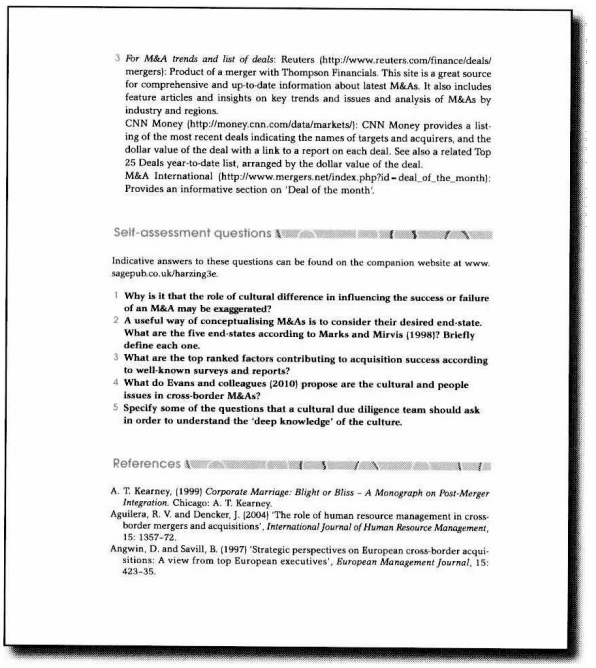
Maurice Flanagan, the executive vice chairman of Emirates Airline and Group, said there had been a 'slight rearrangement' of deliveries next year, without disclosing further details. However, in a media report yesterday, Abdullah al Shams, a fleet manager at Emirates based at the Boeing factory in Washington, said the delays involved the long-range 777.

Airlines around the world have deferred and even cancelled aircraft orders amid the global recession. Boeing received 40 new aircraft orders this year while seeing 33 previous orders cancelled. The cancellations come as airlines in the first quarter lost US$1 billion – in line with a forecast for a US$4.7bn loss for the year, the International Air Transport Association said.

'Around the globe, we are seeing a number of customers looks for some deferrals, including in the Middle East,' said Marty Bentrott, the senior vice president of Middle East and Africa sales for Boeing's commercial aeroplanes division. 'We are staying close to these customers in these challenging times.'

Mr Flanagan said the move would help the airline's cash position, which suffered a 32 per cent drop during the six months ending in September, to US$2.3bn from US$3.4bn. The airline said the drop came after pre-delivery payments, financing a cabin refurbishment programme and paying a dividend to the Dubai Government, its primary shareholder.

Case Study – Short case studies for use in class – relating to organisations in a variety of contexts – designed for use in a single teaching session to reinforce learning, as a prompt for discussion and for relating theory and concepts to IHRM practice.



3 *For M&A trends and list of deals*: Reuters (http://www.reuters.com/finance/deals/mergers): Product of a merger with Thompson Financials. This site is a great source for comprehensive and up-to-date information about latest M&As. It also includes feature articles and insights on key trends and issues and analysis of M&As by industry and regions.
CNN Money (http://money.cnn.com/data/markets/): CNN Money provides a listing of the most recent deals indicating the names of targets and acquirers, and the dollar value of the deal with a link to a report on each deal. See also a related Top 25 Deals year-to-date list, arranged by the dollar value of the deal.
M&A International (http://www.mergers.net/index.php?id=deal_of_the_month): Provides an informative section on 'Deal of the month'.

Self-assessment questions

Indicative answers to these questions can be found on the companion website at www.sagepub.co.uk/harzing3e.

1 **Why is it that the role of cultural difference in influencing the success or failure of an M&A may be exaggerated?**
2 **A useful way of conceptualising M&As is to consider their desired end-state. What are the five end-states according to Marks and Mirvis (1998)? Briefly define each one.**
3 **What are the top ranked factors contributing to acquisition success according to well-known surveys and reports?**
4 **What do Evans and colleagues (2010) propose are the cultural and people issues in cross-border M&As?**
5 **Specify some of the questions that a cultural due diligence team should ask in order to understand the 'deep knowledge' of the culture.**

References

A. T. Kearney, (1999) *Corporate Marriage: Blight or Bliss – A Monograph on Post-Merger Integration*. Chicago: A. T. Kearney.
Aguilera, R. V. and Dencker, J. (2004) 'The role of human resource management in cross-border mergers and acquisitions', *International Journal of Human Resource Management*, 15: 1357–72.
Angwin, D. and Savill, B. (1997) 'Strategic perspectives on European cross-border acquisitions: A view from top European executives', *European Management Journal*, 15: 423–35.

Self-assessment Questions – Brief questions for use by students to assess their understanding of key concepts and important points, either after each session or as end-of-course revision.

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Companion Website

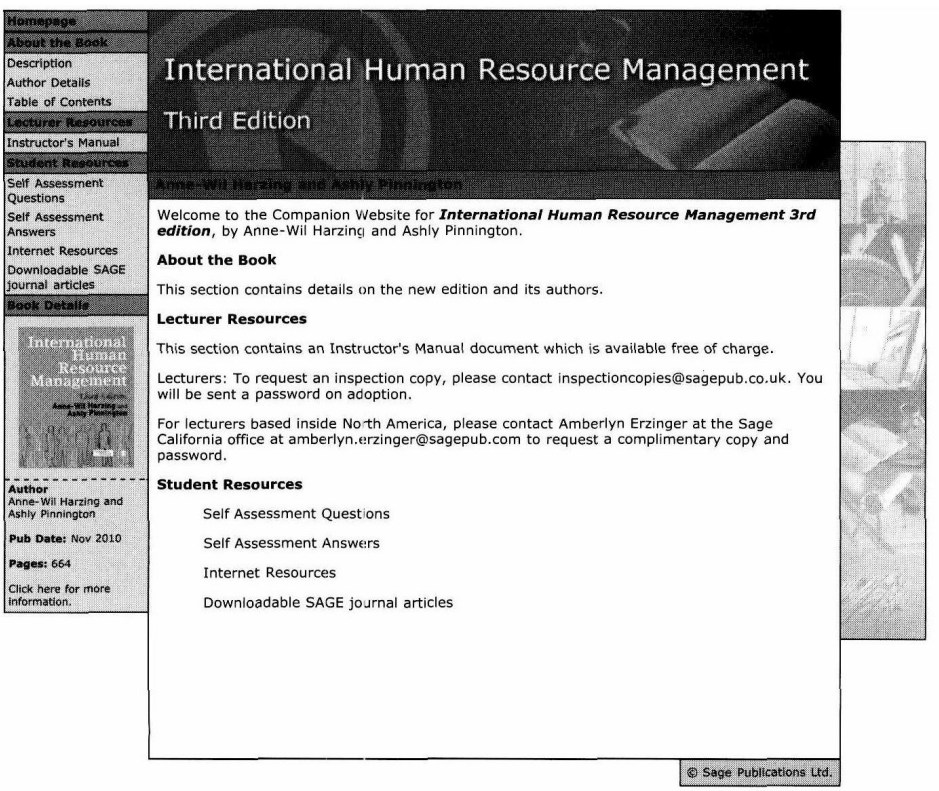
Be sure to visit the companion website at www.sagepub.co.uk/harzing3e to find a range of teaching and learning materials for both lecturers and students:

For lecturers, an **Instructor's manual** contains the following:

- **Learning objectives:** Clear objectives for each chapter help to focus each lecture and tutorial.
- **Chapter outlines:** Chapter outlines provide lecturers and tutors with the main points for each chapter.
- **Discussion questions:** Questions for seminars and tutorials are given, designed to provoke discussion and raise important issues.
- **Case study questions:** Case study questions provide tutors and seminar leaders with the key questions for each case study.

For students, the following resources are provided for each chapter:

- **Full-text journal articles:** Downloadable journal articles provide easy access to further reading, giving students a deeper understanding of each topic.
- **Self-Assessment Questions:** Questions for each chapter aid exam revision.
- **Self-Assessment Answers:** Answers to self-assessment questions allow students to check their answers to each question and find out what areas they need to revise.
- **Links to relevant websites:** Direct links to relevant websites for each chapter provided as appropriate.



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