

Contents

<i>Preface</i>	xi
<i>Contributors</i>	xvii
<i>Acknowledgements</i>	xx

Part One

The context for international human resource management

1 Globalization and international management	3
Chris Rees and Tony Edwards	
<i>Key aims</i>	3
Introduction	3
What is globalization?	4
The globalization thesis	5
Responses to the globalization theorists	13
Globalization and change in national business systems	17
Conclusion: understanding international management action	22
<i>Review questions</i>	24
<i>Further reading</i>	25
<i>References</i>	25
2 National systems and management action	27
Chris Rees and Tony Edwards	
<i>Key aims</i>	27
Introduction	27
Cultural perspectives	28
Institutional perspectives	32
Broader frameworks for interpreting international management action	37
Conclusion	41
<i>Review questions</i>	41
<i>Further reading</i>	42
<i>References</i>	42

3	The internationalization of the firm	45
	Tony Edwards and Chris Rees	
	<i>Key aims</i>	45
	Introduction	45
	Defining a multinational company	46
	Motivations for internationalization	48
	The arrival of the 'global' firm?	58
	Conclusion	62
	<i>Review questions</i>	63
	<i>Further reading</i>	63
	<i>References</i>	64
4	International strategy and structure in multinational companies	66
	Tony Edwards and Chris Rees	
	<i>Key aims</i>	66
	Introduction	66
	What is strategy?	66
	Key influences on strategy and structure in international firms	70
	The importance of organizational politics in multinational companies	76
	The embeddedness of strategy	80
	Conclusion	83
	<i>Review questions</i>	84
	<i>Further reading</i>	84
	<i>References</i>	85

Part Two

The diffusion of international human resource management in multinational companies

5	The transfer of human resource practices in multinational companies	91
	Tony Edwards and Chris Rees	
	<i>Key aims</i>	91
	Introduction	91
	The diffusability of employment practices	92
	The hierarchy of economies and the diffusion of practices	94
	Corporate characteristics that promote diffusion	100
	The process of diffusion	103
	Conclusion	107

<i>Review questions</i>	108
<i>Further reading</i>	108
<i>References</i>	108
6 Cross-border mergers and acquisitions	111
Tony Edwards and Chris Rees	
<i>Key aims</i>	111
Introduction	111
The national orientation of the parent in cross-border mergers and acquisitions	114
Restructuring at national level and the legacy of distinctive national systems	118
The political dimension to cross-border mergers and acquisitions	121
Conclusion	125
<i>Review questions</i>	126
<i>Further reading</i>	126
<i>References</i>	127
7 Internationalization and developing countries: the case of China	129
Miao Zhang, Tony Edwards and Christine Edwards	
<i>Key aims</i>	129
Introduction	129
Foreign multinational companies in China	131
The internationalization of Chinese firms	140
Conclusion	144
<i>Review questions</i>	145
<i>Further reading</i>	145
<i>References</i>	146
Part Three	
The management of international human resource practices in multinational companies	
8 Knowledge management and international human resource management	151
Stephen Gourlay	
<i>Key aims</i>	151
Introduction	151
Knowledge and knowledge transfer	153

How is knowledge transferred?	154
Knowledge and situated cognition	155
Implications for knowledge transfer	157
Knowledge management in multinational companies	160
Knowledge management and international HRM	164
Conclusion	167
<i>Review questions</i>	167
<i>Further reading</i>	168
<i>References</i>	168
9 International management development	172
Jean Woodall	
<i>Key aims</i>	172
Introduction	172
The changing scope of international management development	173
International manager roles: the development implications	175
Learning theory and international management development	176
International management development initiatives	180
Future developments	191
<i>Review questions</i>	191
<i>Further reading</i>	191
<i>References</i>	192
10 Recruitment and selection of international managers	195
Fiona Moore	
<i>Key aims</i>	195
Introduction	195
Key concepts and definitions	197
Criteria for recruitment	197
Selection	202
Gender and ethnicity in recruitment and selection	208
The myth of the international manager?	212
Conclusion	213
<i>Review questions</i>	214
<i>Further reading</i>	214
<i>References</i>	215
11 International pay and reward	217
Guy Vernon	
<i>Key aims</i>	217
Introduction	217

Cross-national variation in reward structures	218
Multinational companies and international reward	226
The space for international reward strategy	231
Best practice in international reward	234
Conclusion	237
<i>Review questions</i>	238
<i>Further reading</i>	239
<i>References</i>	239
12 International employee representation – a case of industrial relations systems following the market?	242
Keith Sisson	
<i>Key aims</i>	242
Introduction	242
A variety of forms	243
The growing significance of international employee representation	245
The management interest – the two faces of legitimacy	253
Conclusion and prospects for the future	257
<i>Review questions</i>	258
<i>Further reading</i>	258
<i>References</i>	259
13 International corporate social responsibility and employment relations	262
Sanjiv Sachdev	
<i>Key aims</i>	262
Introduction	262
Conceptual confusion	264
HRM and corporate social responsibility	265
The rise of corporate social responsibility	267
Brands, boycotts and multinationals	270
The countervailing power of non-governmental organizations	271
Codes of conduct: mandatory or voluntary?	272
Labelling initiatives and socially responsible investment	276
The problems of corporate social responsibility: ‘greenwash’ and ‘corporate gloss’	277
Labour regulation in a global economy	278
Conclusion	280
<i>Review questions</i>	280
<i>Further reading</i>	280
<i>References</i>	281

Part Four
The future

14 Conclusion and looking ahead	287
Tony Edwards and Chris Rees	
Introduction	287
Globalization	287
Competitive challenges	288
Embeddedness	289
Contestation	290
Change	291
References	293
<i>Index</i>	295