## **Contents**

Figures Tables		ix xi
	Text boxes Case studies Contributors	
	cnowledgements	xvii xxi
, (0)	Mowiedgements	***
Pa	rt I Context for internationalization	1
1	A European perspective on IHRM: an introduction Chris Brewster, Michael Dickmann and Paul Sparrow	3
2	Localization: a strategic response to globalization  John Hailey and Wes Harry	19
3	HR sourcing and shoring: strategies, drivers, success factors and implications for HR Paul Sparrow and Werner Braun	39
4	Transfer of strategic HR know-how in MNCs: mechanisms, barriers and initiatives  Jaime Bonache and Michael Dickmann	67
Pai	t II HR management of international employees	85
5	Resourcing international assignees  David G. Collings and Hugh Scullion	87
6	An integrative framework for expatriate preparation and training Ina Ehnert and Chris Brewster	107
7	Expatriate adjustment: a more nuanced view  Arno Haslberger	130
8	Rewards for internationally mobile employees  Marion Festing and Stephen J. Perkins	150

9	Repatriation: the end or the middle?  Noeleen Doherty, Chris Brewster, Vesa Suutari and Michael Dickmann	174
10	Careers and expatriation  Jean-Luc Cerdin	192
Part	III Strategic challenge or situational response?	217
11	Modern forms of international working Wolfgang Mayrhofer, Paul Sparrow and Angelika Zimmermann	219
12	Capitalizing on an international career: career capital perspectives  Noeleen Doherty and Michael Dickmann	240
13	Women on international assignments Iris Kollinger and Margaret Linehan	263
14	HRM and international organizations Estelle Toomey and Chris Brewster	289
Aut	hor Index	307
Subject Index		310

# **Figures**

3.1	Multi-process HRO market growth	55
4.1	Strategic roles of subsidiaries	70
4.2	Initiatives to promote knowledge transfer through	81
	international assignees	
6.1	Disaggregating the population	114
6.2	An integrative framework for expatriate performance	122
7.1	Adjustment curve including 'culture shock'	138
7.2	Smooth adjustment curve	139
8.1	Levels of analysis of expatriate compensation	152
8.2	Compensation scheme for expatriates from a German MNC	153
12.1	International career management from organizational	247
	and individual perspectives	

#### **Tables**

3.1	HRO market volume	54
3.2	Multi-process HRO market by geographies	58
4.1	Key mechanisms for HR knowledge management	76
5.1	Harris and Brewster's selection typology	99
7.1	Driving and restraining forces in adjustment	135
7.2	Cross- and spillover in adjustment	142
9.1	Some individual and organizational value indicators	185
	in expatriation	
0.1	Contrasting qualities of expatriate assignments	204
0.2	Possible success criteria for international assignments	210
3.1	Key papers on female international managers	267
4.1	An overview of IOs in comparison to large MNCs	291
4.2	Some key IHRM challenges in IOs and MNCs compared	295
4.3	Personal, employment and family factors impacting upon	299
	LIDM issues in IOs and MNCs	

## **Text boxes**

3.1	Management motivations to outsource HR	46
3.2	Characteristics of the multi-process HRO industry	55
7.1	Activity	136
7.2	Cultural niceties	144
8.1	Ten practical steps for firms in designing reward	164
	approaches for expatriates	
0.1	Expatriation motives	198
0.2	Practices in career management	208
4.1	Structural and political features of international organizations	297
14.2	Differences of motivations and experiences during	303
	international work	
4.3	International mobility changes in ABC organization	304

# **Case studies**

2.1	Localization issues in an Asian airline	31
4.1	Knowledge transfer in GlobalCo	73
5.1	Flexible resourcing in Drinks Co. International	101
6.1	Educating Alex?	123
9.1	Pre-departure – communicating parameters,	178
	setting goals and formalizing processes in Company X	
10.1	Paul Bertin	202
1.1	Best practice of IHRM: Robert Bosch GmbH	231
12.1	Linking IAs into talent pipelines at Company P	250
12.2	Developing career capital at Genesis Park	253
12.3	The critical role of the home business sponsor in HSBC	254
12.4	Bob's 'career wobble'	257
13.1	Austrian female managers breaking the glass border	277