## Contents

Preface vii	
About the authors	ix

I Think globally, act locally 1

## PART I A CHAIN OF CS

- 2 Managing the cosmopolitans 15
- 3 Culture 31
- 4 Compensation: fixing pay and expenses 47
- 5 Communication through individual behaviour and organisational systems
- 6 Consultancy and consultants 72
- 7 Competence: its acquisition and development 88
- 8 Co-ordination to integrate the fragments 101 Chapters 1-8 are written by Derek Torrington

## PART II IHRM IN ACTION

- 9 Ferranti-Thomson Sonar Systems: An Anglo-French venture in high tech collaboration 111 Ann P. Moran
- 10 NEC: International HRM with vision 122 Nigel Holden
- Singapore Airlines: Strategic human resource initiatives 143
  Ling Sing Chee

## VI • CONTENTS

- 12 Rhône Poulenc Agrochemicals: A Franco-American take-over 160 Evalde Mutabazi
- The development of a global human resource management approach in ZENECA Pharmaceuticals 202 Reg Carr
- How Shell's organisation and HR practices help it to be both global and local 218.
   Cynthia Haddock and Basil South
- 15 Generale de Service Informatique (GSI) 231 Heather Lussey
- 16 IHRM: where next? 247 Derek Torrington

Index 253