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Edition
Economics - Personnel

and Organisation,

grade: 1,0, University

of St Andrews, course:

Managing People in

Global Markets,

language: English,

abstract: "The

primary cause of

failure in

multinational ventures

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Dealing With

Culture

stem from a lack of understanding of the essential differences in managing human resources in foreign environments"

(Desatnick & Bennett 1978). The world has become more globalized, competitive, dynamic and uncertain than ever before. As more and more firms

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operate

internationally, the

search for the elements

of global competitive

advantage is a

prominent theme in

the management

literature (Dickman &

Muller-Camen, 2006:

580). There is a clear

need to develop an

understanding of how

to compete successfully

on the global playing

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field. A major component of this understanding appears to be the field of human resource management and, in particular, the field of international human resource management (IHRM) (Schuler, et al., 1993: 419). The effective management of human resources in an international

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Dowling, 6th

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context is increasingly seen as a key source of competitive advantage in international business; and the quality of management seems to be even more critical in international than in domestic operations (e.g. Monks, et al., 2001). Due to the importance of the topic, there has been a significant

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Reading 6th

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amount of research on IHRM in recent years.

Some of the major debates are concerned with the development of models and concepts of strategic international human resource management (SIHRM) (e.g. Schuler & Tariq 2007) and the question whether successful domestic HR strategies can be

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applied in a global context (e.g. Schuler & Jackson, 2007: 162).

The aim of this essay is to compare domestic human resource management (DHRM) with the concept of IHRM. After briefly defining the key terms, the author will outline both concepts and identify all major similarities and

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differences. At the end,
some final conclusions
will be draw"

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Resource
Management, 1st
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accurately captures
the reality facing HRM
professionals
practicing in
multinational
enterprises.

In discussing a
management topic,
scholars, educators,
practitioners, and the
media often toss out

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the name of a theorist
(Taylor, Simon,
Weber) or make a

sideways reference to a
particular theory
(bureaucracy, total
quality management,
groupthink) and move
on, as if assuming their
audience possesses the
necessary background
to appreciate and
integrate the reference.

This is often far from

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the case. Individuals are frequently forced to seek out a hodgepodge of sources varying in quality and presentation to provide an overview of a particular idea. This work is designed to serve as a core reference for anyone interested in the essentials of contemporary

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Dawling &

Editor

management theory. Drawing together a team of international scholars, it examines the global landscape of the key theories and the theorists behind them, presenting them in the context needed to understand their strengths and weaknesses to thoughtfully apply them. In addition to

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interpretations of long-established theories, it

also offers essays on

cutting-edge research

as one might find in a

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validity and

importance, structures

entries so that readers

can assess the

fundamentals,

evolution, and impact

of theories. To ease

navigation between

and among related

entries, a Reader's

Guide groups entries

thematically and each

entry is followed by

Cross-References. In

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the electronic version, the Reader's Guide combines with the Cross-References and a detailed Index to provide robust search-and-browse capabilities. An appendix with a Chronology of Management Theory allows readers to easily chart directions and trends in thought and

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theory from early times to the present.

An appendix with

Central Management Insights allows readers to easily understand, compare, and apply major theoretical messages of the field.

Suggestions for Further Reading at the end of each entry guide readers to sources for more

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detailed research and discussion. Key themes

include: Nature of

Management

Managing People,

Personality, and

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Interactions Managing

Groups Managing

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Strategic Management

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Issues PLUS:
Appendix of
Chronology of
Management Theory

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PLUS: Appendix of
Central Management
Insights

Dowling et al is a rare instance of a textbook that has developed alongside the field - helping to shape what it is today - and remains the market leading IHRM textbook worldwide. The international author team have

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Developing 6th

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ensured this edition is even more international than its predecessors, whilst also remaining close to curriculum developments. New edition changes include a streamlined chapter structure and a new chapter on the cultural context of IHRM. The focus on expatriates has been

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Management
Dorling Kindersley
balanced with a
stronger global
management emphasis
throughout. The
content also reflects
the current economic
climate, including
greater coverage of
turbulence for IHRM
and issues of employee
separation. There is
also expanded
coverage of business
ethics, outsourcing,

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emerging markets and
small medium

enterprises. In

addition the new

edition includes a

wealth of case study

material and class

discussion material. A

fully tailored

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Instructor's website

will also be available to

adopters. MARKET:

Dowling et al is a core

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textbook for

"International HRM"

modules (IHRM) as

taught at intermediate

and postgraduate

levels on all HRM

programmes and the

majority of broad-

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programmes. It is also

used on some

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more and an

Engagement Tracker, a first-of-its-kind tool that monitors student engagement in the course.

The Routledge
Companion to
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Managing People in a
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by Dowling, ISBN

9780324580341

From Cross-cultural

Management to

Managing a Diverse

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Managing People

Globally

Essentials of

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Resource Management

The authors

explore the

degree to which

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Chinese
multinationals
have a distinctive
'Chinese'
approach to
human resource
management, in
the same way as
large Japanese
companies are
widely regarded
as having a
special Japanese
approach. Based

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original research
in the
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outside China,
the book
examines a wide
range of issues
related to this
key question
including the
evolution of**

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compensation,
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strategic**

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enterprises; a
topic of
increasing**

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enters the debate
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globalization by
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dynamic models**

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key debates in
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the business**

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(CBAs). Yet while**

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companies a way

into the global

marketplace,

there is no

guarantee of

success. This

book looks at the

business and

human resource

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Part 6
Putting forward
the case that the
handling of these
issues can
determine the
CBA's success.
The book takes
readers through
the two main
kinds of CBA -
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issues will arise.
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advanced under

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well as savvy

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from reading

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might, even as
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European Union is
also discussed.

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environment is rapidly changing due to shifts in geopolitical alliances, active support of global international institutions in promoting market-oriented economic reforms, and

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challenges by
providing a
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analysis of the

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global business
environment and
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for the functional
tools used to
better prepare you
to manage the
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world-view
presentation of the
fundamental pillars
of the global
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This book touches
upon human
resource practices
in many of the
countries of the
world. The primary

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focus is on the choices of international human resource management practices that confront multinational enterprises and some factors to consider in making those choices.

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This is an ideal foundation text for anyone studying or working in the International Human Resource Management (IHRM) arena. This text utilizes and incorporates most of what is currently known, researched

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or experienced in the field. It features data and examples from academic research, international businesses and consulting firms, as well as experiences of and interviews with

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and approachable
way. This book
focuses on IHRM
within multi-
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(MNEs) and
covers topics
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and country
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precisely why
IHRM is important
for success in
international
business and how
IHRM policies and
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within the
multinational
enterprise, this
outstanding

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textbook provides
an essential
foundation for an
understanding of
the theory and
practice of IHRM.
This book is
essential reading
for all students,
lecturers and
IHRM
professionals.

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essential for any
workplace
environment and is
deemed most
effective when a
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place to ensure that
people can facilitate
that achievement of
organizational goals.
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contains an element
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three-volume
collection presents
an in-depth analysis
on the fundamental
aspects, tools and
technologies,
methods and design,
applications,
managerial impact,
social/behavioral

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perspectives, critical
issues, and emerging

trends in the field,

touching on effective

and ineffective

management

practices when it

comes to human

resources. This multi-

volume work is vital

and highly

accessible across the

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essential for any
library collection.

This book draws on
recent theoretical
contributions in the
area of global talent
management and
presents an up to
date and critical

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review of the key issues which MNEs face. Beyond exploring some key overarching issues in global talent management the book discusses the key emerging issue around global talent management in key economies such as

China, India, the Middle East and Eastern Europe. In contrast to many of the currently available texts in the area of global talent management which are descriptive and lacking theoretical rigor, this text emphasizes the

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critical
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global talent

management in an
organizational
context. Drawing on
contributions from
the leading figures in
the field, it will aid
students,
practitioners and
researchers alike in

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gaining a well
grounded and critical
overview of the key
issues surrounding
global talent
management from a
theoretical and
practical perspective.
Conducting business
across national
borders is nothing
new; the Knights

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Templar were
banking
internationally as
long ago as 1135.

But modern
globalization
processes raise
different challenges,
and as the world
becomes smaller and
labour movements
more common, an

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international
understanding of
human resource
management is
essential. The
second edition of
International HRM
provides a fully
updated and revised
analysis of this
important area. Its
innovative, multi-

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disciplinary approach allows a holistic picture to emerge in which key issues are assessed from organizational, individual and societal perspectives. The collection is divided into three parts: the contemporary

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internationalization
Management
context the
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management of
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international

employees strategic
issues facing
international HR
managers. Supported
by new research, and
including work from
eminent writers in
the field, this book

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discusses issues as diverse as the relative absence of women in international work, the ethical merits of localization, and the context faced by organizations like the United Nations. It is a valuable tool for all students,

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researchers and
practitioners
working in
international
business and human
resource
management.

Staffing is one of the
biggest issues facing
companies moving
into the global
market today. This

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book provides a multi-disciplinary, integrated and critical discussion-based analysis of current and emerging issues in global staffing. It critically examines best practice and leading approaches, drawing on research

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from a range of disciplines including international strategy, management, HRM and organizational theory. The key theme of localization is also examined along with the complex associated implementation

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issues in a number of
different regions.

This text takes a
truly international
approach, giving
students of HRM
and international
business an in-depth
understanding of the
processes of global
staffing.

Integrating People,
Page 114/188

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Process, and Context
Management
International
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Dimensions of
Human Resource
Management
Differences and
Similarities Between
Domestic and
International HRM
Introduction to
International Human
Resource

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Management
Encyclopedia of
Management Theory
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This second,
updated and
extended edition of
the Handbook of
Research on
Comparative Human
Resource
Management draws
on the work of
many of the world ' s

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Management
leading researchers
in the field to
present the state of
the art to scholars,
students and
practitioners. The
Handbook provides
a detailed focus on
the theoretical
underpinnings of
Comparative HRM,
on comparative
studies of specific
areas of HRM

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Practice and on the
unique features of
HRM in all the main
regions of the
world.

This text focuses
on the choices that
confront
multinational
enterprises in
human resource
management and
some factors to
consider in making

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those choices.

This text provides students with an introduction to international human resource management. The authors assume no background knowledge of HRM and blend academic theories with numerous practical examples. Case

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studies from a wide
range of

geographical

regions and

cultures are

employed, East as

well as West.

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edition: 'Handbook

of Research in

International Human

Resource

Management

represents a

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welcome
contribution to
IHRM literature and
will be required
readings for both
novices and veteran
researchers.' –
Dana B. Minbaeva,
British Journal of
Industrial Relations
' . . . a rich array of
contributors
including some of
the biggest names

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Human Resource

in the field.' – Roger
Bell, Delta

Management

Intercultural

Academy The

second edition of
this Handbook

provides up-to-date

insight into ground-

breaking research

on international

human resource

issues today. These

issues are faced by

multinational

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companies which can be as small as one person with a computer and Internet connection or as large as a medium-sized country. Written by the field's most distinguished researchers, the book will stimulate thought for new research and

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Editor

provide a glimpse of where we have been and where we are going. The book explores issues such as the importance of linking IHRM activities to organizational strategy and culture; talent management; staffing;

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performance
management;
leadership
development;
diversity
management;
international
assignment and
mobility issues; and
the role of IHRM in
the management of
global teams and
cross-border joint
ventures, mergers

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and acquisitions.

The Handbook
illustrates that
IHRM research is
both theoretically
deep and eclectic.
Drawing upon a
range of paradigms
and perspectives
this compendium
will prove
invaluable for HRM
scholars, doctoral
students, and

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Management
others interested in
IHRM research.
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Workforce
International Human
Resource
Management in
South Korean
Multinational
Enterprises
Policy and Practice
for the Global
Enterprise
Handbook of

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Strategies for the
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Policies and
Practices for
Multinational
Enterprises

*This volume
offers a state-
of-the-art
overview of*

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*key global
developments
in
international
and cross-
cultural
management.*

*Featuring top-
ranked experts
in the field,
this survey
provides a*

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fresh overview
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examining the
Dowling 6th
combined
Edition
impact on
international
HR of
globalisation,
technological
and social
change, and
the revolution
in communicati

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*International
human resource
management*

*(IHRM) is a
key area of
research in
the sphere of
international
business and
management.*

Described as a

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*field in its
infancy in the
1980s, IHRM
has quickly
advanced
through
adolescence
and into
maturity.*

*Today, it is a
vibrant and
diverse*

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discipline

which boasts a

large and

active body of

researchers

across the

globe. This

volume

examines

cutting-edge

themes, with

the input of

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*contributions
from both
established
and emerging
scholars. The
Routledge
Companion to
International
Human Resource
Management
gives a state-
of-the-art*

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*overview of
the key
themes, topics
and debates in
the
discipline,
with valuable
insights into
directions for
future
research.*

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*large and
respected
international
contributor
base and with
its focus on
mature and
emerging
markets, this
book is an
essential
resource for*

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*researchers,
students and
IHRM
professionals
alike.*

*The book takes
a cross-
cultural
approach to
the study and
practice of
human resource*

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Management by
examining the
contributions
of different
cultures in
interaction
and discussing
academic
issues within
the context of
actual
companies and

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real cultures.

*Each chapter
provides real-
life cases*

*together with
sample*

*questions that
will help*

*readers to
draw*

*conclusions
from the*

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cases. Each chapter ends with a section on various management implications, together with a section providing useful pointers for students'

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*further
research.*

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*HRM will be
recommended
reading on
courses in
international
management,
international
human resource
management and*

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cross-cultural

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management,

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for advanced u

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ndergraduates,

postgraduates

and MBA

students.

Essay from the

year 2010 in

the subject

Business

economics -

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Personnel and
Management
Organisation,
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*Personnel and
Organisation,
grade: A,*

*University of
St Andrews,*

language:

English,

abstract:

*Human resource
management*

*(HRM) is
becoming an*

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Management
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*increasingly
important
topic as
organisations
are forced to
adapt their
operations to
a rapidly
growing global
environment
(Boxall,
Purcell &*

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Human Resource
Wright, 2007,
Management
pp. 216-218).

Dowling 6th
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In this
regard,
international
human resource
management
(IHRM) has
gained in
substantiality
compared to
domestic human

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*resource
management in
terms of
management,
organisational
structures,
cultures and
workforce
utilisation.*

*The
sustainable
international*

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human resource

management is

essential for

implementing

strategies in

multinational

companies

(MNCs)

(Bartlett &

Ghoshal,

1989) .

Companies

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*generally
engage in inte
rnationalisati
on activities
for the
following
reasons:
higher profit
and sales
potential,
risk
spreading,*

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*realisation of
competitive or
country-
specific
advantages
(CSAs),
reaction to
competitor
actions,
capitalisation
on government
incentives,*

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*securing
business
relations,
access to know-
how and
hedging of
currency
movements
(Rump, 2006,
p. 10). From
an HR
perspective*

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companies need to address issues such as the selection, recruiting, compensation, and legal/regulatory requirements of a 'global workforce' (Du Plessis,

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*Venter,
Prabhudev,
2007, p. 59).*

*Overall, the
globalisation
has led to a
heightened ack
nowledgement
of a well-
managed
workforce
(Keating &*

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Human Resource

*Thompson,
2004, p. 595).*

*On top of
that, this
development
has also
contributed to
the view that
HRM has become
a function of
strategic
significance*

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*rather than
simply a
support
function
(Scullion &
Starkey, 2000,
pp. 1061-1081;
Pucik, 1992,
pp. 61-81).*

*The objective
of this paper
is to provide*

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*a clear
overview of
the
differences
between
domestic and
international
HRM analysing
recent
developments
and current
issues in this*

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*subject. The
coursework is
divided into
five chapters.
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general
theoretic
foundations of
human resourc
Basics,
Applications,
and Future*

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and
Differences
Strategic*

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Essay from the year

2011 in the subject

Business economics -

Personnel and

Organisation, grade:

1,3, International

University of Applied

Sciences Bad Honnef

- Bonn (International

Management),

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course: International

Human Resource

Management,

language: English,

abstract: Introduction

Designate a person a

loser and he will

behave like one. But

why is it, that some

managers are not

aware of the severe

consequences

treating their

employees like that?

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Management
Douling 0th
Editor

Is it because of a deficit in managing people within an opposed cultural working environment or is it because of an inconvenient HRM strategy? Skinner, B. (1971) argued, that people are simply a product of the stimuli they get from the external world.

Interestingly, negative

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Dealing With

Edith

reinforcement causes behavioral change in undesirable ways, whereas positive reinforcement causes rather intended change. General management is therefore not only accountable for defining such stimuli according the corporate strategy, but also its degree of

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involvement is a prerequisite for a successful HRM (Baron, J. & Kreps, D., 1999).

Since the late 1970s scholars and practitioners of international management have paid increasing attention to the impact of globalisation on the management of

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comprehensive

review and critique of

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major developments
or approaches - Cross-

Cultural Management,
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and Strategic HRM,
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challenges and

opportunities facing
researchers,
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managers and
employees.

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Essentials of
International Human
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Management:

Managing People

Globally, by David C.

Thomas and Mila B.

Lazarova, provides

concise coverage of

key HRM concepts,

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balancing
comparative
approaches and US
and non-US schools
of thought. Not limited
to the multinational
firm, this book reflects
the most current
knowledge in the field
and considers all
types of organizations
embedded in the
global context.

Chapter-opening

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vignettes (short cases) exemplify the chapter's core topics and show readers how chapter content can be applied.

Extensive references make it easy for readers to explore concepts in more depth.

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Perspective

A Multinational

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Globalizing Human
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Management
Managing People in a
Multinational Context
Establishing the
agenda for
global HR, this
book looks
through the

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eyes of HR
professionals
themselves. It
gives a broad,
coherent
overview of the
field of IHRM
and a detailed,
practical
analysis of what
is needed to be
successful in

this crucial area
of modern
management. A
number of key
questions are
addressed: Does
IHRM drive the
business agenda
more than
domestic HRM?
What is the
impact of IHRM

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on
organizational
effectiveness?
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What are the
keys to success
in IHRM?

Drawing upon
current
research

conducted as
part of the
Chartered

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Personnel and
Development's
Globalization
Research

Project the text
includes data
from surveys of
HR
professionals
and company
practice as well

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analyses the
core issues and
emerging trends
in the field, with
a consistent
emphasis on
real-world

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development. At the firm level, it elucidates the strategic goals served by IHRM and the processes used to achieve them. At the individual level, the analysis extends beyond the

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traditional focus
on expatriates
to encompass
the various
IHRM actors
and their
motivations.
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features a case
study, tutorial
activities and
discussion

questions. The book concludes with three extended case studies, each based on a specific region, to help students consolidate their understanding. Each new

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generation of
upcoming
professionals
requires
different
strategies for
effective
management
within the
workforce. In
order to
promote a

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cohesive and
productive
environment,
managers must
take steps to
better
understand
their employees.
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Resources

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millennials
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realm. Focusing
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organizational
performance
and culture, this

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human resource
management in
the
international
marketplace.

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future general
managers and
international
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specialists, it is
designed to help
students as well
as professionals
recognize the
critical human

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