

Globalizing Human Resource Management

Paul Sparrow, Chris Brewster and Hilary Harris





Contents

	List of illustrations	ix
	About the authors	xi
	Foreword	xiii
	Preface	χv
	Acknowledgments	xix
1	Understanding the impact of globalization on the role of IHR professionals	1
	Introduction	1
	IHRM in the literature	2
	Research program methodology	8
	The main challenges faced by global HR functions	11
	Structure of this book	13
2	Globalization and HRM	15
	Introduction	15
	Perspectives on globalization	16
	The nothing new or realist thesis	18
	The IMF/positive perspective	20
	Globalization as neo-colonialism	23
	Globalization as a transformative social force	26
	Universalist versus contextual paradigms	28
	Cultural versus institutional explanations	30
	The global convergence thesis	33
	Regional and not global convergence?	35
	Continued divergence or stasis?	35
	Conclusion	37
3	Organizational drivers of globalization	39
	Introduction	39
	Firms within globalizing industries	40
	Measuring the degree of internationalization of firms	41
	The notion of organizational capability	42

vi • Contents

	Building rapid global presence and capability	45
	Partnership arrangements	50
	Building centers of excellence within organizations	51
	Functional realignment surrounding global HRM	53
	Factors driving organizational and international HR strategy	58
	Towards a model of factors involved in the globalization of HRM	59
	Conclusion	62
4	The impact of technology on global HRM	65
	Introduction	65
	Shared service models	66
	Global e-enablement of HR processes	69
	Implications for global HR	71
	Constraints limiting the impact of technology on global HRM	73
	Sharing information worldwide	75
	Changes in the role of intermediaries in the HR supply chain brought	
	about by e-enablement of HR	77
	Enterprise modeling techniques	79
	Conclusion: optimization or standardization: HR as the gatekeepers of	
	national culture	81
5	Knowledge management and global expertise networks	85
	Introduction	85
	Transferring best practice globally	86
	Knowledge transfer within globalizing organizations: the role of expatriates,	
	joint ventures and acquisitions	87
	Why bother transferring practices across borders?	89
	The complexity of transferring cross-border ideas across multiple layers	
	of management	91
	The nature of HRM knowledge to be transferred	92
	Lessons from the field of knowledge management	95
	The role of global teams	98
	Global knowledge transfer through HR networks	100
	Global knowledge management strategies	102
	Formalizing global HR centers of excellence	105
	Conclusion	108
6	Developing global themes: capabilities, employer branding and talent	
	management	110
	Global themes and superordinate themes	110
	Integration around core strategic competencies or capabilities	111
	Employer branding	115
	Talent management	120
	Conclusion	128

		Contents	• vi	i
7	Managing international mobility		129	ļ
	Introduction		129	ļ
	A process model		130	į
	The boundaryless career		135	į
	Strategy definition: targets and objectives definition		136	,
	Operationalizing strategy in international staffing		137	•
	International worker profile definition		138	;
	Willingness to move internationally		140	j
	Fostering diversity in the expatriate population		141	
	Managing the global assignment cycle		144	ļ
	Conclusion		152	!
8	Measuring the contribution of the corporate HR function		153	ļ
	Introduction		153	ļ
	Best practice approaches		155	í
	Strategic contingency approaches		156	,
	Configurational approach		158	ļ
	Cultural limits to assumptions about best practice?		160)
	Studies on the international HR function		163	į
	Efficiency: service level agreements		164	į
	Effectiveness: evaluating high-impact projects		166	ĵ
	Balanced scorecards and HR scorecards		169)
	Perceptions of effectiveness		170)
	Measuring the value of international assignments		172	2
	Audits for strategic aspects of global HRM		175	,
	Diagnosing global HR positioning		176	5
	Conclusion		178	š
9	1 00 1		179)
	Introduction		179)
	The effects of globalization on HR roles and professionalism in HRM		180)
	Professional community and sense of identity		181	į
	Common standards and codes of conduct		182	
	Body of knowledge and core competencies		183	3
	Requirement for training and certification		184	1
	Professionalism of global HRM?		185	5
	Roles for global HR professionals		188	3
	Key competencies for global HR professionals		191	l
	Conclusion		190	5
	Bibliography		198	8
	Index		22	l