

Human Resource Management in Russia

Edited by

MICHEL E. DOMSCH AND TATJANA LIDOKHOVER

Helmut-Schmidt-University, Germany

ASHGATE

Contents

<i>List of Figures</i>	vii
<i>List of Tables</i>	ix
<i>Preface</i>	xi

Introduction: The Broader Historical, Social and Economic Context of the Current Situation in Russia <i>Michel E. Domsch and Tatjana Lidokhover</i>	1
---	---

PART I GENERAL HRM ISSUES

1	One Step Forward, Two Steps Back: Negative Consequences of National Policy on Human Resource Management Practices in Russia <i>Ruth C. May and Donna E. Ledgerwood</i>	25
2	Leadership Development in Russia <i>Stanislav V. Shekshnia, Daniel J. McCarthy and Sheila M. Puffer</i>	43
3	Control and Alienation in Russian Enterprises <i>Moshe Banai and William D. Reisel</i>	65
4	Trust and Organizational Culture <i>Tatiana Kovaleva</i>	89
5	HRM Practices in Virtual Companies in Russia <i>Sofia Kosheleva and Marina Libo</i>	105
6	Human Resource Management at a Steel Giant in Russia <i>Vera Trappmann</i>	133

PART II KEY HRM ISSUES

7	Recruitment at Russian Enterprises <i>Valery Yakubovich and Irina Kozina</i>	153
---	---	-----

8	Tendencies of the Russian Labour and Recruitment Markets – Employment in a Medium-sized IT Company <i>Henrik Loos</i>	171
9	Training and Development of Personnel in Russian Companies <i>Tatiana Soltitskaya and Tatiana Andreeva</i>	193
10	Professional Training and Retraining: Challenges of Transition (The Case of the Shipbuilding Industry in St Petersburg, Russia) <i>Lubov Ejova and Irina Olimpieva</i>	209
11	Pay in Russia <i>Graham Hollinshead</i>	227
PART III HRM PRACTICES IN MULTINATIONAL COMPANIES		
12	Western-Russian Acquisition Negotiations and Post-Acquisition Integration: A Case Study <i>Kenneth Husted and Snejina Michailova</i>	245
13	Hospitable or Hostile? Knowledge Transfer into the Russian Host Environment <i>Adam Smale and Vesa Suutari</i>	259
14	Human Resource Management Practices in Russia and Canada: Convergence or Divergence? <i>Sudhir K. Saha</i>	291
15	The Effect of Human Resource Management Practices on MNC Subsidiary Performance in Russia <i>Carl F. Fey and Ingmar Björkman</i>	307
	<i>Index</i>	331
	<i>The Contributors</i>	337