## Contents

	List of figures and tables Authors' biographies Acknowledgements Walkthrough of textbook features and online resources	ix xi xiii xiv
PART 1	INTRODUCTION AND CONTEXT	1
Chapter 1	International HRM, National Differences and the Transfer of HRM  Paul Iles Introduction Learning summary	1 1 16
Chapter 2	National Difference, Culture and IHRM  Crystal Zhang and Paul Iles	19
	Introduction Observing and analysing culture	19 20
	The work of Geert Hofstede and its implications for IHRM	26
	Other models of culture: schwartz, trompenaars and hampden-turner	30
	Learning summary	34
Chapter 3	Globalisation and IHRM Policies at the Enterprise Level Paul Iles	37
	Introduction: IHRM in context: the changing world of work and organisations	37
	The global business environment	38
	Understanding the IHRM policies of the international enterprise	42
	Learning summary	53
PART 2	HRM AND NATIONAL CULTURE	55
Chapter 4	Cross-cultural Learning: Theories and Principles  Crystal Zhang and Paul Iles	57
	Introduction	57
	The effect of culture on learning style	66
	Learning summary	69
Chapter 5	Cross-cultural and Global Leadership, Leadership Development and IHRM  Crystal Zhang and Paul Iles	71
	Introduction	71
	Is leadership management?	, 72

	Leadership theories Global leadership Learning summary	73 82 88
Chapter 6	Ethics, Culture and Corporate Social Responsibility <i>Paul Iles</i>	89
	Introduction	89
	Ethics, culture and IHRM	90
	Corporate social responsibility (CSR) and IHRM Learning summary	100 106
Chapter 7	IHRM, Culture and Knowledge Flows in International Alliances, Joint Ventures, Mergers and Acquisitions <i>Paul Iles</i>	107
	Introduction	107
	IHRM in international mergers and acquisitions	108
	International alliances, joint ventures and IHRM Learning summary	114 122
PART 3	HRM IN DIFFERENT REGIONS	125
Chapter 8	HRM in North America and Western Europe: The Emergence of a 'Western' HRM Model?  Paul Iles	127
	Introduction	127
	The origins of the HRM paradigm in the USA  The arrival of HRM in the UK and western Europe and its implications for the HRM profession	128 133
	HRM in continental western Europe	137
	Learning summary	142
Chapter 9	HRM in Russia and Central and Eastern Europe  Paul Iles	143
	Introduction	143
	The institutional and cultural contexts of HRM in the CCEE HRM in the Czech Republic	144
	HRM in Bulgaria	147 147
	HRM in Russia	149
	Learning summary	156
Chapter 10	HRM in the Middle East and North Africa  Paul Iles and Niki Kyriakidou	159
	Introduction	159
	The significance of MENA for HRM and the context of HRM	160
	HRM issues and practices in MENA	170
	Learning summary	174

Chapter 11	HRM in Sub-Saharan Africa  Paul Iles	177
	Introduction Institutional and cultural context of HRM Specific HRM issues and challenges in Africa HRM in South Africa HRM in Nigeria Learning summary	177 178 180 189 190
Chapter 12	HRM in Latin America  Paul Iles Introduction Institutional context of HRM Specific HRM issues in Latin America HRM in Mexico and Brazil Learning summary	193 194 197 201 205
Chapter 13	HRM in India  Crystal Zhang, Shakiya Nisa and Paul Iles Introduction The external context of Indian HRM The emergence of Indian HR associations and professionals HRM in Indian organisations Learning summary	207 207 208 213 217 222
Chapter 14	HRM in China  Paul Iles and Xiaoxian Zhu Introduction Changing patterns of HRM in China and the historical and institutional context of HRM New issues for HRM in China: skills and talent challenges Learning summary	223 223 223 232 232
PART 4	INTERNATIONAL HRM POLICIES IN IES	239
, _	Employee Resourcing: Staffing, Recruitment and Selection in International Contexts  Paul Iles and Tingting Jiang	241
	Introduction Composing an international staff Selecting international staff Learning summary	241 242 255 261
Chapter 16	Cross-cultural Training and International HRD  Crystal Zhang and Paul Iles	263
	Introduction Cultural adaptation, acculturation and CCT	263 264

	Cross-cultural training Learning summary	267 278
Chapter 17	Global Talent Management Paul Iles and Xiaoxian Zhu	281
	Introduction to talent management	281
	What is talent management?	283
	Different perspectives on TM	289
	What is global talent management?	292
	The global diffusion of talent management: is it a fad or fashion?	297
	Learning summary	298
Chapter 18	Managing the Performance of International Staff  Paul Iles	299
	Introduction	299
	Performance appraisal and performance management	300
	Managing performance in international assignments	305
	Trends and issues in PM	311
	Learning summary	316
Chapter 19	Global Reward Management, Organisational Benefits and Employer Branding	319
	Paul Iles and Tingting Jiang Introduction	210
	Global reward management	319 320
	Recruiting, attracting and retaining international employees: the role of employer branding	328
	Performance-related and merit pay and executive	221
	compensation in a global context	331
	Learning summary	333
Chapter 20	Employment Relations and Employee Voice in a Global	335
	Context Paul Iles	
	Introduction	225
	International employment relations	335 336
	Employment relations in different regions	342
	Learning summary	352
	Index	
	IIIII EX	/115