

Carolina Machado
Editor

International Human Resources Management

Challenges and Changes



Springer

Preface

International Human Resource Management (IHRM) covers the issues related to human resource management (HRM) in an international context. Today's organizations are no longer established only inside their home country frontiers. By the contrary, day after day they are looking for new markets and opportunities, in order to obtain better performance and productivity levels. International, innovative and pro-active strategies are needed. The consequences in these organizations human resources (HR) are considerable and with a huge relevance. Considered HR as one of the main critical success factors of today's organizations, it is urgent that the issues related with their management in an international perspective lead to the implementation of effective IHRM strategies, policies and practices in a context of a growing international and global activity of these organizations. The internationalization phenomenon, and consequently the organizational activity globalization, exerts a strong impact in HRM, making it imperative to competitive organizations to develop HR strategies in an international scale.

Conscious of this reality, this book looks to contribute to the exchange of experiences and perspectives about the state of IHRM research, as well as the future direction of this field of research. It looks to provide a support to academics and researchers, as well as those that operating in the management field need to deal with policies and strategies related to work issues and HRM in an international environment. Interdisciplinary perspectives to further our knowledge and understanding of the IHRM and related challenges and change processes and work practices in an international field are need.

Addressing these questions this book looks to explore the models, tools and processes used by international organizations in order to help international managers become better prepared to face the challenges and changes in their HRM and, consequently, in the way how to manage today's organizations in a global and competitive market.

Looking to share knowledge about IHRM through debate and information exchange, this book covers IHRM in eight chapters. Chapter 1 discusses "[Talent Management: Contemporary Issues in a European Context](#)". Chapter 2 covers "[Knowledge Flows in MNEs and the Role of HRM](#)". Chapter 3 contains information

on “Developing Strategic International Human Resource Capabilities in Sub-Saharan Africa”. Chapter 4 describes “The Influence of Pre-departure Training on Expatriate Adjustment: An Empirical Investigation with Portuguese International Assignees”. Subsequently, Chap. 5 covers “A Practice with Potential: Expatriate Cross-Cultural Training Among Irish MNCs”. Chapter 6 contains information on “Psychological Contract Breach and Violation: The Case of Temporary Workers in Vietnam”. Chapter 7 describes “HRM and SMEs: Contextualizing Significance, Neglect and Meaning in an International Context”. Finally, in Chap. 8, “Socialization of International Students: A Case Study” is presented.

Understood as an excellent opportunity to participate in an international and interdisciplinary exchange of information, ideas and opinions about the new challenges and changes in the IHRM field, we can say that this book is designed to increase the knowledge and understanding of all those involved in IHRM issues, in all kind of organizations and activity sectors, such as HR managers, managers, engineers, entrepreneurs, strategists, practitioners, academics or researchers. We all need to know what is happening, on both national and international arenas, to be able to give and develop effective answers to meet all these new demands and challenges, reason why the interest in this book is evident for many types of organizations, namely, important Institutes and Universities all over the world.

The Editor acknowledges her gratitude to Springer for this opportunity and for their professional support. Finally, I would like to thank all chapter authors for their interest and availability to work on this project.

Braga, Portugal

Carolina Machado

Contents

Talent Management: Contemporary Issues in a European Context	1
Agnieszka Skuza and Hugh Scullion	
Knowledge Flows in MNEs and the Role of HRM.	21
Emilia Ożgo and Chris Brewster	
Developing Strategic International Human Resource Capabilities in Sub-Saharan Africa	37
Ellis L.C. Osabutey, Richard B. Nyuur and Yaw A. Debrah	
The Influence of Pre-departure Training on Expatriate Adjustment: An Empirical Investigation with Portuguese International Assignees.	53
Dora Martins and Eduardo Tomé	
A Practice with Potential: Expatriate Cross-Cultural Training Among Irish MNCs.	75
Michael J. Morley and Emma Parkinson	
Psychological Contract Breach and Violation: The Case of Temporary Workers in Vietnam.	91
Tran Thi Bao Le, Gina Gaio Santos and Ana Paula Ferreira	
HRM and SMEs: Contextualizing Significance, Neglect and Meaning in an International Context.	109
Brian Harney	
Socialization of International Students: A Case Study	123
Birgit Ohlinger and Carolina Feliciano Machado	
Index.	141