Index

5P framework 432–3
AA (Affirmative Action) 441–2
Abarca, N. 382, 384
Acer (computer manufacturer) 82–3, 84–5, 90
ACFTU (All-China Federation of Trade Unions) 339, 340
Achoui, M. 373
Akers, P. 402
‘acquaintances’ (social network tie) 374
‘adaptive management approach’ 108
ADC (Abu Dhabi Company) 141
Adeleye, I. 419
administrative decisions 317, 328
advancement stage (of IJVs) 134, 137, 143–4
Afanassieva, M. 203
Africa
Brazilian investment in 6
business environment of 397–403
China’s engagement in
and Confucianism 49, 53–6, 57–9, 62
and cross-vergence 50–52, 53, 57–8, 64
and diversity management 211
and expatriate management 164–5
FDI growth rates 398
and geopolitics 45
and ‘ideal type’ categories 49–50, 53–60, 61, 62
implications for international HRM 61–4
labour migration 27
and market-seeking 47
motivations for 45–9
non-conditional loans and aid 45
and resource-seeking 46, 47
and South–South organizational interactions 49–50, 62, 64
and ‘Third Spaces’ 43, 49, 52–61
and commodity markets 23
economic growth of 395–7, 409, 421
and economic transformation 395, 421
HRM literature review 393–4
impact of culture on HRM 417–20
and industrial relations 411–17
labour market modernisation 411, 413–14
and performance management practices 406–11
and political transformation 396, 420–21
recruitment and selection practices 403–5
research context 395–7
training and development practices 405–6
and ‘Ubuntu’ see ‘Ubuntu’
and Western management concepts 42, 44, 51–2, 399–400, 402–3, 419–21
African Labour Research Network 47
‘African Model of HRM’ 399
‘Africanization’ 398, 412
agency theory 305, 472, 473
AITUC (All India National Trade Union Congress) 33
Akbar, Y. H. 470, 481
Akorsu, A. D. 112
AkzoNobel (chemicals multinational) 272, 279–87, 288
Alas, R. 364
Albania 357
Algeria 396, 411
Alkire, T. D. 477
alternate recruitment sources 442
‘ambicultural’ mode of management 100
‘ambidexterity perspective’ of EMNCs 100, 115
American Sociological Review (journal) 297
Amsden, A. H. 87–8
Anakwe, U. 418, 419–20
Handbook of HRM in emerging markets

Andrews, G. R. 380
Anglo-Boer Wars 212
Angola 6
Ankomah, A. 408
Anku, G. 398
apartheid (South Africa) 34–6, 57, 111, 212, 218, 257–8, 261, 400–402
Arab Spring 29
Aristotle 294, 295–6
Arthure, S. 81
Arthur, M. B. 247
Arthur, W. Jr. 404–5
Article 19 (of Russian Constitution) 199, 202–3
Ayee, S. 319
Ashwin, S. 32
Asian Financial Crisis (1997) 327
Asian Tiger economies/Tiger Cubs 4, 19–20, 98, 265
As-Saber, S. 142
assimilation approach 126
Attewell, P. 205
attracting/retaining high ability employees 301
authority and power value 381–3
‘availability’ 273
Aykan, Z. 329
Aydinli, F. 365, 367
Baah, A. Y. 48
‘backwash effect’ 28
Bai, B. 153
Bailey, A. 4
Bakar, Abu 461
Baker, W. E. 297–8
Bamossy, J. G. 140
Bangladesh 113
BBBEE (Broad Based Black Economic Empowerment) legislation 29, 213, 401–2
Beamish, P. W. 162
Beatty, R. W. 319
‘behavioural engagement’ 273
Beijing Summit of the Forum on China–Africa Cooperation (2006) 46
Belgium 140
‘benevolent paternalism’ 325, 386
‘best practice’ 60, 72, 111, 117, 141, 308, 351–2, 451, 475–6
Beugre, C. D. 403
Bhabha, H. K. 52
Birla (Indian business conglomerate) 107
Birch, T. A. 298
Bittner, P. 366
BJP (Bhartiya Janata Party) 33
Black Economic Empowerment Power Act (South Africa, 2004) 36
Black, J. S. 78
blending approach 126
BMS (Bhartiya Mazdoor Sangh) 33
Boddeyn, J. J. 78
Bolivia 250
Bonache, J. 306
BOP (bottom of the pyramid) 436
Bosnia-Herzegovina 357
Boston Consulting Group 8, 99, 113
Botswana 395, 396
‘boundaryless’ career theory 247, 249, 264
‘boundaryless’ organisations 75–6
BPO (business process outsourcing) 80–81
Brahman 184
‘brain gain’ initiatives 416
Branine, M. 411, 462–3
Brazil
and diversity management 200–201, 217, 218
economic indicators 6
and employment equity 198–200, 217
future challenges of EMNCs 114
GDP per person 6
and growth of EMMNCs 8, 9, 99
HRM practices of EMNCs 104–5, 116
and IJVs 138
income inequality 197, 200
investment in Africa 6
macro-national context (diversity/equity) 196–7, 215
and salary dispersion 306–7, 308, 309
and social networks 373, 379
and trade unionism 30–31
as transitional economy 195, 215, 216, 218
and ‘two-way relationships’ with developed economies 73
Brazilian Workers Party 31
Bretton Woods institutions 412
Brewster, C. 230, 411, 412, 475
BRICS (Brazil, Russia, India, China and South Africa) nations
and definition of emerging markets 4–5, 19
and diversity management 195–6, 215–19
economic growth of 4
economic indicators 6–7
and employment equity 195–6, 215–19
and employment relations 30–36, 37–8
future challenges of EMNCs 114–15, 474
and growth of EMMNCs 8–9, 99
HRM practices of EMNCs 103–12, 116
and institutional approaches 30–36
and power shift towards emerging markets 2
South African membership of 396
and trade unionism 30–35, 37
as transitional economies 195–6, 215–16, 218
see also under individual BRICS nations (Brazil; Russia; India; China; South Africa)
Briscoe, D. 4, 19, 480
Briscoe, J. P. 244, 249, 264
British colonialism 184, 204, 212, 439–40
Brookfield Global Relocation Services Survey (2012) 165–7
Broughters, K. D. 140
BU (business unit) 282–4
Buckley, P. J. 190
Buddhism 53, 62, 462
Budhwar, P. 33, 130, 162–3, 373, 398, 440, 482–3
‘buffering mechanisms’ 78
Build-Up Phase (of international expansion) 109
Bulgaria 230, 357
Bumiputras policy (Malaysia) 29
Burt, R. S. 374–5
business models of emerging market MNCs 80–83, 472–5
Cai, D. H. 109, 110
Canada 71, 143–4
capacity building 443–4
capitalism 4, 87, 106, 358, 452, 455, 464
Cappelli, P. 79–80, 84, 88, 102
career transitions 244–5, 247–8, 254–7, 258–60, 262–3
careers
age factors 261, 264
and career transitions 244–5, 247–8, 254–7, 258–60, 262–3
China case study 252–7
‘contemporary careers’ concept 246–7, 260–66
in developed countries 244–8, 260–61, 264
in emerging markets 245, 248–51, 260–66
and job mobility 254, 261, 264
methodology of research 252
and psychological contracts 246, 247, 258, 261, 264, 266
South Africa case study 257–60
and unemployment 250
Cargill (international food conglomerate) 184
‘cash mentality’ 296
Casson, M. 190
caste system (India) 204–6, 215, 441–2
Castilla, E. J. 377
CCP (Chinese Communist Party) 339
CDP (Carbon Disclosure Project) 438–9
CEE (Central and Eastern Europe) region
democratization of 358
development of HRM practices 357–9, 364–7, 368–70
increase of SMEs in 231–2
492 Handbook of HRM in emerging markets

...and talent management 225–6, 230–38, 477–8, 233, 357–8, 359–60, 364
...centrally planned economies 33, 208, 233, 338–9, 359–60, 364
...Centre for Chinese Studies 46, 47
...Centre of Indian Trade Unions 33
...Chai, S. 178
...Chatterjee, S. R. 102
...Chattopadhyay, A. 9
...Chen, M. J. 100
...Chiang, F. F. T. 298
...Chile 378–9, 381, 382, 384, 387
...China
...AkzoNobel case study 272, 279–87, 288
...and alternate HRM models 102
...and business models of MNCs 81–2
...and careers case study 252–7
...challenges to HRM 344–9, 353–4
...commercial laws 123
...Confucianism see Confucianism
...and convergence of HRM practices 458–9, 464
...and cross-cultural management 42–3, 49–64
...and deficiency of HR competence 348–9
...and diversity management 210–12, 215, 217, 218, 219
...and economic growth of 4, 251, 253, 261, 337
...and economic indicators 6
...and emerging trends in HR practices 349–53
...and employee engagement 271, 272, 275–6, 277–88
...and employment equity 199, 209–10, 217
...and employment relations 33–4
...engagement in Africa and Confucianism 49, 53–6, 57–9, 62
...and crossvergence 50–52, 53, 57–8, 64
...and diversity management 211
...and expatriate management 164–5
...FDI growth rates 398
...and geopolitics 45
...and ‘ideal type’ categories 49–50, 53–60, 61, 62
...implications for international HRM 61–4
...and market-seeking 47
...motivations for 45–9
...and non-conditional loans and aid 45
...and political motivations 47–8
...and resource-seeking 46, 47
...and South–South organizational interactions 49–50, 62, 64
...and ‘Third Spaces’ 43, 49, 52–61
...and expatriate management 164–5
...exports to South Africa 35–6
...and FDI inflows/outflows 175, 180, 181–2, 186–7
...future challenges of EMNCs 115
...GDP per capita 6, 251
...and group incentives 303
...and growth of EMNCs 8, 99
...and HPWSs 320, 322–3
...HRM practices of EMNCs 109–10, 112, 116
...and IJVs 138, 142–3
...and ILMs 484
...institutional environment 176–7, 178, 179–82, 186–8, 190, 192, 337–41
...and Internet censorship 178
...investment in low–cost countries 113
...and IPFP 302–3
...and labour discontent 347, 354
...labour migration to Africa 27
...and M&As 127–8
...macro-national context (diversity/equity) 207–9, 215
...and monetary remuneration 296, 298
...and negotiation strategies 186–8, 190, 192
...organisational structure of MNCs 69
...overseas direct investment 8
...and ownership structures of MNCs 77, 78
...performance management trends 350–51
...and PMSS 318–19, 321–3
...population of 4–5, 7
and power shift towards emerging markets 2, 5–6
and skill shortages 345–6
and social networks 373, 376–7, 385
and societal culture/religiosity 460–61
staffing trends 349
strategic approaches to HRM 351–3
and talent management 226, 228–9
and talent retention 345–6, 353–4
and trade unionism 34
training and development trends 350
as transitional economy 195, 215, 216
and ‘two-way relationships’ with developed economies 73
and Western career concepts 260–61, 264–6
urbanization in 28
Chiu, R. 296
Choi, J. N. 302–3
Christianity 462
Chudzikowski, K. 244, 246, 248, 249
CIOs (chief information officers) 129
Cisco (US MNC) 130
CIVET (Columbia, Indonesia, Vietnam, Egypt and Turkey) nations 2, 5, 20
Clarke, S. 32
Cleveland, J. N. 317
cliques 375
Coffey, J. 124
cognitive dimension (of institutional environments) 177, 181–2, 184, 185, 186–7, 188
Coleman, K. M. 387
‘collaborative management’ 88
‘colleagues’ (social network tie) 374
collective labour contracts 414
collectivism/familialism 59
Collins, D. G. 156, 227, 238
Columbia 30
combination and integration stage (of M&As) 125, 126–7, 130
‘command-and-control’ systems 359–60
Commission for Employment Equity (South Africa) 213
commodity markets 23
compadrazgo relationship networks 378–9
Company Act (Hungary, 1988) 365
compensation
and clash of values 301–2
and cultural relativism 296–8, 306
future research directions 483
and group incentives 293, 303–6, 310
and IPFP 293, 298–303, 304, 305–6, 310–11
and monetary remuneration 293, 294–8, 310
research into 293
and salary dispersion 293, 307–10, 311
compound families 380
Confucianism
and China’s engagement in Africa 49, 53–6, 57–9, 62
and Chinese institutional environment 180–81
and diversity management 211
and employee engagement 276
and employment equity 210
and hierarchy 207
and negotiation strategies 471
and performance management 351
and ‘Ubuntu’ 10
Conger, J. A. 226, 238
Consolidation (China) 254
Constitution of Brazil (1988) 198, 199
Constitution of India (1950) 199, 206
Constitution of the People’s Republic of China (1982) 199, 209
‘contemporary careers’ 246–7, 260–66
Contractor, F. 472, 474
convergence
adoption of Western HRM practices 451, 459–60, 462–4
and African business environment 398–9
and capitalism 452, 464
and comparative HRM research 454–6
concept of 452–4
494  Handbook of HRM in emerging markets

and crossvergence 50
and diffusion 453–4, 462–3
and distinctiveness of emerging market HRM 475
and globalization 452–4, 464
in HRM contexts and practices 458–60
and HRM development in Russia and CEE 369–70
and HRM practices of EMNCs 109, 116
and ‘modern’ HRM models 451–2, 464
and strategy/structure of emerging market MNCs 72
corporate governance 63, 72, 77, 79–80, 279
Corporate Strategy (contextual HRM factor) 104
COSATU (Congress of South African Trade Unions) 35
cost and risk reduction (CSR approach) 430
Country of Origin (contextual HRM factor) 104
CRANET (Cranfield Network) database 358, 359, 362, 366–7, 455
Croatia 357
cross-cultural management
and crossvergence 10, 50–52, 53, 57–8, 64
and cultural diversity 42
and geopolitics 43–5
and ‘ideal type’ categories 49–50, 53–60, 61, 62
international implications 61–4
and knowledge transfer 42, 43–4, 51, 52
and South–South organizational interactions 49–50, 62, 64
and Western management concepts 42, 44, 51–2, 53, 57, 60
cross-vergence
and African business environment 399
and cross-cultural management 10, 50–52, 53, 57–8, 64
and distinctiveness of emerging market HRM 475
and HRM development in Russia and CEE 370
and HRM practices of EMNCs 111, 116
and Western HRM practices 479
CSA (country-specific advantages) 77, 91
CSR (corporate social responsibility) and Affirmative Action 441–2
and capacity building 443–4
defining 429–30
in emerging economies 436–44
and EMNCs 102
linkage with HRM 433–6, 441–6
as organizational strategy 429, 430–36
and philanthropy 436–8
research into 429
strategy implementation 431–3
Cuba 249–50, 309
Cultural Revolution (China) 179, 253, 254, 255
CUT (Central Unica dos Trabalhados) 31
Czech Republic 233, 357
da Silva, Lula 31
Danis, W. M. 235
David, Emmanuel 323–5
Davila, A. 325, 326
Davis, C. L. 387
de Oliveira, E. R. 433
Debrah, Y. 398, 399, 405–6, 414
‘de-diversification’ of emerging markets 23–4, 28
deficiency of HR competence 344, 348–9
defining ‘emerging markets’ 4–5, 19–20, 452, 470
Deng Xiaoping 179–80, 181
DeNisi, A. S. 318
Dependency theory 10, 44, 49, 51
de-risking strategies 98
development stage (of IJVs) 134, 136, 141–2
developmental goals 317
Dia, M. 44
Dieleman, M. 78
diffusion of HRM practices 60, 117, 453–4, 462–3, 475–6, 481
directional convergence 453
Dirks, K. T. 186
‘discrimination-and-fairness perspective’ 214
distinguishing characteristics of emerging economy HRM 456–8
divergence
and African business environment 398–9
and Chinese HRM practices 109
concept of 452
and crossvergence 50
and distinctiveness of emerging market HRM 475
and HRM development in Russia and CEE 369–70
and HRM practices of EMNCs 116
diversity management
Brazil 200–201, 217, 218
China 210–12, 217, 218, 219
India 206–7, 217, 218
Russia 203–4, 217, 218, 219
South Africa 214–15, 217, 218, 219
and transitional BRICS economies 195–6, 215–16, 218
divisionalisation 84–6
Diwali (Hindu festival) 460
DMNCs (developed country multinationals) 70, 80, 84–5, 91
Doing Business (World Bank reports) 21
‘Do Well Do Good Public Opinion Survey on Sustainability’ (2011) 434
Domsch, M. E. 361–2
Drucker, Peter 68, 132
Du, J. 302–3
Duan, J. 143
due diligence 125, 129
‘ease of doing business’ assessments 176
East India Company 439
Edwards, C. 60, 110, 117
Edwards, V. 109
EEO (equal employment opportunity) 402
Egri, C. P. 254
EHC (European Household Company) 141
Eicher Motors 139
Elvira, M. M. 325, 326
Ely, R. D. 214
EMMNCs/EMNCs (emerging market MNCs)
BRIC HRM practices 103–12
business models 80–83, 472–5
common features of 98
contextual factors affecting HRM practices 103–4
corporate roles of HR 116
defining 98
distinctiveness of 68, 90–91
and divisionalisation 84–6
future challenges 114–15, 474
future research directions 117, 482
growth of 8–9, 68, 97–9, 114–15, 117
importance of organisational form/structure 69–70, 72
and industrial bureaucracies 73–4
and institutional approaches 38
internationalization of firms 98–101, 105–9
and inward/outward FDI flows 97–8
literature on structure/strategies 68–9
and OLI framework 98, 99–100
organisational characteristics of 77–89
and organisational choices 74–5
ownership and corporate governance 77–80
power and participation 86–9
and power shift towards emerging markets 2
research directions 99–101
and strategic business units 83, 84–5
and talent management 228, 479–80
theoretical frameworks on strategy and structure 72–7
theoretical HRM perspectives 101–103
and Western MNCs 68, 69, 70–72, 73–4, 76–7, 79–80, 84, 87, 90–91, 97, 99–100, 113
emotion 191
employee engagement
AkzoNobel case study 272, 279–87
defining 272–4
and firm performance 282
and foreign-owned MNCs 279–87
future research agenda 288–9
importance of 271
and line manager support 280–82, 283, 285–6, 288
literature review 275–9
national contexts 274–5, 276–7, 279–81, 286–8
and performance management 274, 275, 277
and psychological contracts 272, 276
and support practices 280–81
‘Employee First’ initiative 353
employee voice 284
‘employer branding’ 2
employment (compadrzgo network feature) 378
employment equity
in Brazil 198–200, 217
in China 199, 209–10, 217
in India 199, 205–6, 217
propositions 218–19
in Russia 199, 202–3, 217
in South Africa 199, 213, 215, 217
and transitional BRICS economies 195–6, 215–16, 218
Employment Equity Act (South Africa, 1998) 36, 199, 213, 214, 257, 401
Employment Promotion Law (China, 2008) 339, 340–41
employment relations
Africa 397, 398–9, 402, 412–15
Brazil 198
BRICS nations 30–36, 37–8
China 276, 279, 338–9, 347
India 347–8 and institutional approaches 19–23
South Africa 257
‘encompassing organizations’ 30
environmental management practices 434–5
equity theory 305, 309–10
Eritrea 402–3, 403–4, 407, 415
ESOP (Employee Social Options Program) 443
Estonia 231, 357
Eternod, M. 380
ethical management 433–5
evolving trends in HRM 470–72
expatriates
adjustment of 154, 155, 158
characteristics of 157, 160, 162–3
and compensation 293, 309
defining 150–51
in developed economies 156–9
in emerging markets 159–67
failure rates 154, 157, 160, 167–8
and joint ventures 162, 163–4
management of MNEs 150, 151–5, 159–67
and organization types 151–3
performance/success of 154, 158–9, 160
research into 150, 160–61, 163, 165–8
retention of 167–8
selection of 154, 156–7
and talent management 238, 479–80
types of 153
expectancy theory 393
explicit knowledge 134
extended families 380
external contextual factors 359
extrinsic rewards 294
Factories Act (India, 1948) 341
family values 380–81, 385
Farndale, E. 478
FDI (foreign direct investment)
and African business environment 398
and Asian Tiger economies 4
and careers in emerging markets 251
Index 497

and Chinese institutional environment 180, 181–2, 186–7
and expatriate management 162, 164
and growth of emerging markets 5
and Indian institutional environment 183, 184, 188
and international joint ventures 138–9
inward/outward flows 97–8, 175
and negotiation strategies 175, 178–9
and political transformation of Africa 396
and strategy/structure of emerging market MNCs 73
and talent management 228, 230, 231–2, 234
Fenton, E. 92
FERA (Foreign Exchange Regulations Act) 183
Fernandez, R. M. 377
Ferrin, D. L. 186
FIEs (foreign-invested enterprises) 208, 211
Filippov, S. 106–7
final convergence 453
Financial Times (newspaper) 68, 91
Finland 298
Fleury, A. 105
Fleury, M. T. L. 105, 201
Flynn, G. 382
FNPR (Federation of Independent Trade Unions of Russia) 32
Fodor, P. 365
‘Fordism’ 34–5
Foreign Investment Promotion Board 78
formal institutions 178, 182, 185, 187, 189, 190
formation stage (of IJVs) 133–6, 139–41
Freeman, R. 30, 307
free-rider effect 303–5
Frenkel, M. 52
frequent flyers 153
‘friends’ (social network tie) 374
FSA (firm specific advantages) 77, 91
future HRM research directions 480–84
Galbraith, J. K. 452
Gallup (pollsters) 278–9
Gammelgaard, J. 471, 482
Gammeltoft, G. 164
Gandhi, Indira 183
Garrow, V. 124
Geib, S. 47, 49
Geoghegan, Michael 2
geopolitics 43–5
Gerhart, B. 298
Germany 143
Ghana
employment conditions in 112
and impact of African culture on HRM 418
and industrial relations 415
and political transformation 396
and SMEs 399
and SOEs 397–8
Ghandi, Mahatma 9
Gill, B. 47
Gini coefficient 7, 197, 251
glasnost (openness) 201
‘global delivery model’ 81
Global Dominance Phase (of international expansion) 109
Global Effectiveness Survey (Ernst & Young, 2012) 165, 167–8
global migration 26–7
Globalization Phase (of international expansion) 109
Goerzen, A. 162
Goldstein, A. 100
Gonzalez, S. 382
Google (Internet company) 178, 185
Gopalakrishnan, Suresh 88
Gorbachev, Mikhail 201
government agencies 152
Granovetter, M. 374, 375–6
Great Leap Forward (China) 179, 253
group incentives 293, 303–6, 310
‘growth markets’ 5, 155, 165, 167–8
guanxi relationship networks
and Chinese career transitions 256
and employee engagement 276, 278
and HRM practices of EMNCs 112
and negotiation strategies 187–8
and PMSs 321
and social network ties 376–7, 385
Gurkov, I. 204, 360, 362–3
Haier (home appliance manufacturer) 91, 302
Hall, D. T. 247, 264
Hall, P. A. 464
Hamlin, R. G. 164
‘Harmonious Society’ (China) 209
Harrigan, K. R. 132
Harriss, H. 230
Harvey, M. 160–61, 394
Harzing, A.-W. 160
Hayday, S. 273
HCL Technologies 88
HCNs (host country nationals) 154, 156, 160, 162, 309
Heraty, N. 358
Herzberg, F. I. 294
Hewlett, R. 206
Hieu, P. D. 163–4
Hill, L. A. 226, 238
Hinduism 88, 184, 460, 462
HME (Hierarchical Market Economy) 23, 25
Holbeche, L. 124
Holden, N. 230, 235, 238
Hollinshead, G. 407
Home Country (contextual HRM factor) 104
Honda Motorcycle and Scooters India Ltd 460
Honduras 30
Hong, J. 472–3
Hong Kong 4, 186
horizontal disparity in salaries 308–9
Horwitz, F. 89, 102, 116–17, 359, 368–9, 400, 402, 408, 409–11, 412, 413, 415, 417
HPWPs (high performance work practices) 459
HPWSs (high performance work system) benefits/success of 319–20
in China 320, 322–3
in India 323–5
in Mexico 326–7
and national cultures 319, 320, 326, 328–31
in South Korea 328–9
in Turkey 330–31
practices 319, 320
and strategic approach to HRM 72
Hualde, A. 384, 385
Huang, C.-H. 47
Huang, K. 459
Huawei (telecommunications equipment supplier) 78, 85–6, 91
HUL (Hindustan Unilever Ltd) 440, 444
human capital theory 393
Hungary 235–6, 357, 359, 364–8, 369
Hutchinson, S. 431
hybridization 49–50, 52, 62, 111, 321, 325, 327–8, 363, 399, 476
IBSG (Internet Business Solutions Group) 130
‘ideal type’ categories 49–50, 53–60, 61, 62
IIPM (Indian Institute of Personnel Management) 341
IJVs (international joint ventures) benefits of partnerships 122–3
in emerging markets 137–45
four-stage model of 133–7, 139–44
increase in 122–3, 131–2, 145
institutional context 137, 138–9, 141, 142–3, 144–5
and knowledge transfer 132–3, 134–5, 146
reasons for 132–3
Iles, P. 419
ILMs (internal labour markets) 484
ILO (International Labour Organization) 411, 413
IM&As (international mergers and acquisitions) see M&As
IMA (ICICI Manipal Academy for Banking and Insurance) 444
IMF (International Monetary Fund) 21, 45, 46
implementation stage (of IJVs) 134, 136–7, 142–3
income inequality 7, 197, 200, 205, 206, 395
see also salary dispersion
Inderfurth, K. F. 206
India
and alternate HRM models 102
and British colonialism 184, 204, 439–40
business models of MNCs 80–82
and capitalism 455
caste system 204–6, 215, 441–2
challenges to HRM 344–9, 353–4
and convergence of HR practices 459, 464
and corporate governance 79–80
CSR in 436–9, 441–4, 445
and deficiency of HR competence 349
and diversity management 206–7, 217, 218
economic growth of 4, 337
economic indicators 6
education provision in 7
emerging trends in HR practices 349–53
and employee engagement 271–2, 275, 276–7, 278–9, 287
and employment equity 199, 205–6, 217
and FDI inflows/outflows 175, 183, 184, 188
future challenges of EMNCs 115
GDP per person 6
and growth of EMNCs 99
and hierarchical authority arrangements 88
and HPWSs 323–5
HRM practices 439–44
of EMNCs 107–8, 112, 116
and IJVs 139, 143–4
and ILMs 484
import substitution strategy 182–3
income inequality 205, 206
and ‘individualism/collectivism’ cultural dimension 343
institutional environment 176–7, 182–5, 188–90, 192, 337, 341–4
and IPFP 299
and labour discontent 347–8, 354
liberalization of economy 107, 181, 183, 341–2, 352, 439–41
and ‘long term–short term orientation’ dimension 343, 344
and low-cost countries 113
and M&As 127, 129, 130
macro-national context (diversity/equity) 204–5, 215
and ‘masculine/feminine’ cultural dimension 343, 344
and negotiation strategies 188–90, 192
organisational structure of MNCs 69, 88
overseas direct investment 8–9
and ownership structures of MNCs 77–8, 79–80
performance management trends 350–51
and PMSs 318–19, 323–5
population of 4–5, 7, 204
and ‘power distance’ cultural dimension 343
and power shift towards emerging markets 5–6
and skill shortages 345–7
and societal culture/religiosity 460
staffing trends 349
strategic approaches to HRM 351–3
and talent management 226, 228–30, 478–9
and talent retention 345–7, 353–4
and trade unionism 33
training and development trends 350
as transitional economy 195, 215, 216
and ‘two-way relationships’ with developed economies 73
and ‘uncertainty avoidance’ cultural dimension 343
workforce demographics 483
and work–life balance 483
Indian Telecom Ministry 78
Indian Trade Union Congress 33

Index
individual incentives 300–303, 310–11
‘individualism/collectivism’ (national culture dimension) 274, 280, 318–19, 343, 417–18
Indonesia 4, 164
informal institutions 178, 182, 185, 187, 189, 190
informal labour markets 25, 28, 30, 31–2, 33–4, 35–6, 37
informal sector 209–10, 399, 457
Infosys (software firm) 80, 83
Inglehart, R. 297–8
institutional approaches
BRICS nations 30–36
and employment relations 20–23, 30–36, 37–8
and global migration 26–7
and HRM 23–5
impact of institutional frameworks 19
and informal labour markets 25, 28, 30, 31–2, 33–4, 35–6, 37
and internal diversity 28–9
and international joint ventures 137, 138–9, 141, 142–3, 144–5
and labour markets 21, 26
and labour mobility 26
and legal systems 21–2
and neoliberal reforms 22, 24, 25–6, 28, 31
and precarious labour markets 26
and SMEs 25, 28, 30, 33, 34, 37
and trade unionism 22, 25, 30–35, 37
and training 23–4, 26–7, 27–8, 28–9
and work flexibility 26
institutional environments
China 176–7, 178, 179–82, 186–8, 190, 192, 337–41
India 176–7, 182–5, 188–90, 192, 337, 341–4
nature of 177–9
and negotiation strategies 175, 176–7, 185–92, 471–2
‘institutional idiosyncrasies’ 179, 190, 191–2, 471–2, 474, 482
‘institutional voids’ 77, 98
Inter-ministerial Working Group to Valorize the Black Population (Brazil) 198
internal contextual factors 359
internal diversity 28–9
International Finance Corporation 176
international government agencies 152
Internationalization Phase (of international expansion) 109
Internet 8, 178, 385
intrinsic rewards 294
Ip, P. K. 49, 53, 57–8
IPPF (individual pay for performance) 293, 298–303, 304, 305–6, 310–11
IR (industrial relations) laws 341
Ireland 29, 71
‘iron rice bowl’ 208, 276
Islam 461–3
ITUC (International Trade Union Confederation) 32
Jabbour, C. J. C. 200
Jackson, T. 10, 44, 53, 57, 63, 211, 471
Jain, H. 400, 402
Japan
balance of trade deficit 24
and comparative HRM 455–6
and expatriate management 162
and IJVs 143
quality management techniques 105
and salary dispersion 306–7
and societal culture/religiosity 460
and Western MNCs 113
Jauch, H. 48
jeitinho (Brazilian cultural trait) 379
Jie, L. 164
Jindal Steels 443
job insecurity 244, 458
job mobility 254, 261, 264, 373, 376–7, 385
Johnson, J. P. 382
Jung, J. C. 162
Junzi virtues 58
Jurgensen, C. E. 295
JVs (joint ventures) 162, 163–4

see also IJVs
Kafouros, M. 472–3
Kahn, W. A. 272, 273
Kamoche, K. 398, 399–400, 416, 419, 420
Kapeljushnikov, R. I. 360, 361
Kaplinsky, R. 46
Kapoor, A. 185
Karoliny, M. 364
Kelliher, C. 478
Kenya 399, 418
Khambatta, P. 206
Khan, A. S. 402
Khapova, S. N. 249, 264
Khatri, N. 440
Kierzenkowski, R. 368
King, K. 48
kinship networks see social networks
Kiss, T. 365
knowledge management perspective 101–2
knowledge transfer 42, 43–4, 51, 52, 132–3, 134–5, 146
Kong, D. T. 186
Korotov, K. 249, 264
Kosinski, F. 296
Krell, E. 153
‘Kremlin Capitalism’ 455
KTR (Confederation of Labour of Russia) 32
Kumar, R. 186, 187, 471, 482
La Porta, R. 20
Labor Plan (Chile, 1979) 387
Labour Act (Ghana, 2003) 414
Labour Act (Nigeria, 1971) 414
Labour Contract Law (China, 2008) 34, 339, 340, 458
labour discontent 344, 347
Labour Disputes Mediation and Arbitration Law (China, 2008) 339, 340
labour mobility 26, 208, 209, 338
Labour Relations Act (South Africa, 1995) 35, 257, 401
Lane, K. 229
Lange, T. 352, 459
Larkin, I. 305, 306
Latin America
HR practices 383–8
social networks 372–3, 377–83
Latvia 357
Lau, C. M. 459
Laurent, A. 42
Lawler, J. J. 153
Lazarova, M. B. 158
leadership skills 234–5, 236
learning opportunities 133, 134–6
learning organization perspective 101
Learning Phase (of international expansion) 109
Lebedeva, N. 373
legal systems 20, 21–2, 183, 189, 228
Lei, D. 132, 135
Lenartowicz, T. 382
Lenovo Group Ltd 128
Leong, C. 373
Lewis, P. C. 364
Li, J. 186
Li, P. 143
Li, X. 161
‘lian’ 181
‘license cum quota raj’ 183
Lidokhover, T. 361–2
Lin, Z 102, 110, 112
line manager support 280–82, 283, 285–6, 288
Lithuania 357
Liu, April 322–3
Liu, M. 178
Liu, X. 161
Liuto, K. 357
LLL (linkage, leverage, learning) framework 98, 100, 101
LMX (leader–member exchange) 278
Lomnitz, L. A. 378–9
‘long term–short term orientation’ (national culture dimension) 343, 344
longitudinal research approaches 481–2
Lou, Y. 60–61
Lowe, K. B. 296, 300–301, 302
Luo, Y. 98, 100, 115
502  *Handbook of HRM in emerging markets*

- M&As (mergers and acquisitions) and benefits of partnerships 122–3 in emerging markets 127–31 and growth of EMNCs 97 increase in 122–3, 145 reasons for 123–4 three stage model of 124–7, 129–31
- Macedonia 357
- Malek, M. A. 162–3
- managerial knowledge 133
- Mao Zedong 208
- maquiladora industry 384, 385, 386
- Marafa, L. M. 48
- Marques, R. 473
- Maruti Suzuki (auto plant) 347
- ‘masculine/feminine’ (national culture dimension) 274, 280, 318, 343, 344, 417–18
- Maslow, A. H. 296
- Matamni, S. 412
- Mathews, J. A. 98, 100, 101
- May, M. 214
- Mayrhofer, W. 244, 264, 475
- Mbigi, L. 57
- McDaniel, M. A. 308–9
- McDonnell, A. 234, 237
- McGill, M. E. 135
- ‘meaningfulness’ 273
- Mellahi, K. 227
- merit-based reward systems 328, 350–51
- Metcalfe, B. D. 203
- Mexico and expatriate management 164
- GDP per person 6 and HPWSs 326–7 and IPFP 299, 302 and PMSs 318, 325–7 and salary dispersion 306–7, 308, 309 and social networks 379, 380, 381, 382, 384, 385, 386, 388
- Meyer, M. 244
- M-form (multi–divisional form) 70, 84 ‘mianzi’ 181
- Michailova, S. 358
- Mid-Autumn Festival (China) 460–61 ‘middle income’ earnings level 5, 7
- Milkovich, G. T. 298
- Millennium Development Goals (2015) 397
- Miller, D. 100
- ‘mini-Europes’ 22
- MINT (Mexico, Indonesia, Nigeria and Turkey) nations 2
- Mirvis, P. 247
- Mittal Steel 129
- MNAL (Mahindra Navistar Automotives Ltd) 442, 443–4
- MNC business model (contextual HRM factor) 104
- Mohan, G. 52
- monetary remuneration 293, 294–8, 310
- Montenegro 357
- Moore, P. 377
- Morley, M. 358
- Morrison, A. J. 78
- Morrison, J. S. 47
- Moss, J. E. 247
- motivating employee effort 301
- Mozambique 6, 396, 405
- Murillo, M. V. 387
- Murphy, K. R. 317, 318
- Mutabazi, E. 59–60 mutual obligation 245, 376–7, 381, 399
- Myrdal, G. 28
- N-11 grouping 4, 20, 145
- Namibia 396, 417
- Nankervis, A. 110
- Nardon, L. 153
- Narlikar, A. 186
Index 503

National Culture (contextual HRM factor) 104
national culture dimensions (Hofstede) 274, 280, 318–19, 343, 417–19
National Development Plan (Hungary) 365
National Human Rights Program (Brazil) 198
National Minimum Wage Act (Nigeria) 414
National Party (South Africa) 212
National Proclamation of Eritrea (2000) 415
National Survey of Talent Management in China (2011) 345
National Welfare Fund (Russia) 128
NEET (not in employment, education or training) 250
negotiation strategies and emotion 191
and FDI 175, 178–9
and governance structures 191
and institutional environments 175, 176–7, 185–92, 471–2
and win–win agreements 175, 191
neo-liberalism 22, 24, 25–6, 28, 31, 46, 266, 412
Netherlands 272, 279–87, 288
new creation approach 126
Newenham-Kahindi, A. J. 71, 417, 420
NGOs (Non-Governmental Organizations) 151–2, 162, 441–2
Nguyen, N. T. 308–9
Nicholson, N. 248, 264
Nicomachean Ethics 294
Nigeria
and Brazilian investment in Africa 6
economic growth of 5
GDP per capita 395
and impact of African culture on HRM 418
and industrial relations 415
labour market modernisation 414
natural resources 395
and performance management 409
and SMEs 399
NILM (National Institute of Labour Management) 341
NIPM (National Institute of Personnel Management) 341
Nissan Plant (Lerma, Mexico) 382, 384, 386
Nolan, P. 179
normative dimension (of institutional environments) 177–8, 180–81, 184, 187, 188–9
North, D. 20, 178, 182, 185, 190, 471
Novecevic, M. N. 160–61
nuclear families 380
Nutt, P. C. 431
O’Neill, Jim 5, 19
OBCs (Other Backward Classes) 204, 205–6
Offodile, O. F. 403
Ofori, G.
Ogliasti, E. 380
Ohemeng, F. 408
OLI (ownership, location and internalization) framework 98, 99–100
‘oligarchic capitalism’ 106
Open Door policy (China) 338
operational knowledge 133
‘organisational culture’ (salary dispersion variable) 308
Osman-Gani, A. M. 462
Otaye, E. Y. M. 319
Ovadje, F. 408
overconfidence 305–6
Ozábilgin, M. 196
Parboteeah, K. P. 462
Park, Grace 328–9
particularism 59
Parumasur, S. B. 214
paternalism 54–6, 59, 266, 277, 288, 323, 325, 327, 329, 362–3, 381–2, 457
‘paternalistic corporatism’ 32
PCNs (parent country nationals) 154, 156, 160–61, 164
Pearson, A. L. 102
peer pressure 304–5
perestroika (restructuring) 201
performance, concept of 317
performance leadership 410–11
performance management
and African HRM practices 406–11
and convergence of HRM practices 459
and emerging trends in HR practices 350–51
and employee engagement 274, 275, 277
systems see PMSs
Perryman, S. 273
Pettigrew, A. 91–2, 431
Pfeffer, J. 72, 294–5
philanthropy 436–8
Philippines 4, 113
philosophy (5P framework) 432–3
PiC (Partners in Change) 437–8
pluralist employment relations perspective 20–21
PMSs (performance management systems)
and administrative decisions 317, 328
in China 318–19, 321–3
and concept of performance 317
and developmental goals 317
in emerging economies 317–19, 331
in global companies 316–17
in India 318–19, 323–5
in Mexico 318, 325–7
and national cultures 318–19, 321, 323, 325, 328–31
pre-requisites and outcomes 324
in South Korea 318–19, 327–9
in Turkey 318, 329–31
POEs (privately owned enterprises) 87–8
Poland 230, 232, 233, 238–9, 357
policies (5P framework) 433
political access (companadrago network feature) 378
Political Factors (contextual HRM factor) 104
Pollard, D. 462–3
Pollner, F. 229
Poole, M. S. 431
Poór, J. 364, 365, 367
portfolio approach 126
Postcolonial theory 10, 44, 49, 51–2, 53, 60, 64
‘power distance’ (national culture dimension) 274, 280, 318, 343, 417–18
power shift towards emerging markets 1–2, 5–6
practices (5P framework) 433
‘pragmatically ideal’ solutions 187
precarious labour markets 26
pre-combination stage (of M&As) 124–6, 129
Pricol (auto component manufacturer) 347
privatization 23, 25, 31, 35, 364–5, 387, 404, 412, 415
processes (5P framework) 433
processual perspectives 431–2
profit maximization (CSR approach) 430–31
programs (5P framework) 433
‘prosperous diversification’ 24
‘protein’ career theory 247, 249, 264
psychological contracts 246, 247, 258, 261, 264, 266, 272, 276
‘psychological state’ 273
Purcell, J. 431
Putin, Vladimir 202
Qi, X. 164
‘qualification inflation’ 340
R&D (research and development) 85–6, 161
‘racial Fordism’ 34–5
Ralston, D. A. 254
Rao, Narasimha 183
Rao, S. L. 439, 440
Rashid, S. 206
RBV (resource-based view) theory 100, 139
Ready, D. A. 226, 238
reciprocal obligation 377, 382–3
‘re-contextualization’ of HRM strategies 476
‘redundant’ connections 375
regulatory dimension (of institutional environments) 177, 179–80, 182–3, 186, 188
Reinhart, C. 395
relational psychological contracts 246, 258, 261, 263, 266
'relatives' (social network tie) 374
religiosity 460–63
religious organizations 152
reputation and legitimacy (CSR approach) 431
resource based theory 393
'resource curse' 23, 24
'reverse diffusion' 60, 117, 463, 476
Richbell, S. 367
Right to Education Act (2009) 7
Rivera, Joan 88
Robinson, D. 273
Robinson, J. 22
Rodriguez, D. 382, 384
Rogoff, K. 395
Romania 140, 230, 231, 357
Romo, Iván 326–7
Rousseau, D. B. 247
Royal Commission of Labour (India, 1931) 341
Rui, H. 60–61, 100, 115
Ruiz, C. E. 164
'rules of the game' 176, 177
Russia
development of HRM practices 357–8, 359–63, 368–70
and diversity management 203–4, 217, 218, 219
economic indicators 6
and employment equity 199, 202–3, 217
future challenges of EMNCs 114
GDP per person 6
and growth of EMNCs 99
HRM practices of EMNCs 106–7, 116
hybrid HRM system 363
and ‘Kremlin Capitalism’ 455
labour relations in 359, 362, 363
and M&As 128
macro-national context (diversity/equity) 201–2, 215
reliance on hierarchical structures 106
reliance on primary resources 37
and social networks 373
and trade unionism 31–2
as transitional economy 195, 215, 216, 357–8, 359–62
unemployment rates 361, 362
and Western career concepts 249
Rynes, S. L. 294
SABMiller (beverage company, South Africa) 89, 214–15
'safety' 273
Saidov, Z. 362
Saini, D. 210–11, 350
Saks, A. M. 272–3
salary dispersion 293, 307–10, 311
see also income inequality
Sanchez-Runde, C. J. 153
'Sankalp' programme 444
SAPs (Structural Adjustment Programmes) 408, 412
Sargent, J. 380
'saving face' 185, 321
SBUs (strategic business units) 70, 83, 84–5
Schneider, B. 273
Schneider India Electric Foundation 443
Schneier, C. E. 319
school admission (compadrazgo network feature) 378
Schrank, A. 387
Schuler, R. S. 133, 138, 477
Scott, W. R. 177, 179–82, 182–4, 190, 471
Scotting, Bill 129
SCs (Scheduled Castes) 204, 205–6, 441–2
Scullion, H. 156, 227, 234, 237, 238
Segmented Business System 23, 25
Serbia 357
Sheldon, P. 209
Shell Oil 140
Shen, J. 61, 104, 109
Shih, Stan 82
Singapore 4, 376
506  *Handbook of HRM in emerging markets*

Singh, S. 352

skill shortages/talent retention 344–7, 353–4, 458–9

Skills Development Act (South Africa, 1998) 401

Skuza, A. 234, 237

Slocum, J. W. 135

Slovakia 231, 357

Smale, A. 235, 237

Small Businesses Act (Hungary, 1999) 365

SMEs (small and medium enterprises)
and African business environment 399

and careers in emerging markets 251

and HRM development in Hungary 367–8

increase of in CEE region 231–2

and institutional approaches 25, 28, 30, 33, 34, 37

Smith, P. B. 373

social capital 377–8

social management practices 434–5, 441

social networks

and actor’s centrality 375

authority and power value 381–3

and family values 380–81, 385

and HR practices 383–8

individual ties 374–5

and labour relations 387–8

Latin American social/cultural structures 372–3, 377–83

research into 373, 374–7

and social capital 377–8

and staffing and promotion 383–5

strong ties 373, 374–5, 376, 381, 382–3, 386, 387

and training 386

weak ties 373, 374–5, 376, 383

and work outcomes 375–7

‘social organisation’ of MNCs 71

Social Reform (China) 254

Social Security Law (China, 2011) 339

Socialism

and African business environment 397

and Chinese institutional environment 179–80, 338

and HRM development in Russia and CEE 358, 360, 364, 367

and institutional approaches 25

‘socially desirable responding’ 295

SOEs (state-owned enterprises)

in Africa 397–8, 404, 412, 415

in China 208, 253–4, 255, 338, 340

and employee engagement 276

and PMIS 322

Sole Proprietorship Law (Hungary, 1990) 365

solidarity 382–3

solidification and assessment stage (of M&As) 125, 127, 130–31

Soskice, D. 464

South Africa

and affirmative action 29

and alternate HRM models 102

and apartheid see apartheid

and British colonialism 212

careers case study 257–60

Chinese imports 35–6

and diversity management 214–15, 217, 218, 219

economic growth of 5, 251, 257, 261

economic indicators 7

and employment equity 199, 213, 215, 217

and employment relations 34–6

future challenges of EMNCs 115

GDP per capita 6, 251, 395

and growth of EMNCs 99

HRM practices of EMNCs 111, 112

and impact of African culture on HRM 417

income inequality in 7

and Indian overseas investment 9

and industrial relations 415

and locally focused management models 57

macro-national context (diversity/equity) 212, 215

membership of BRICS group 396

organisational structure of MNCs 69, 88–9

and performance management 410
post-apartheid business environment 400–402
sectoral imbalance in 28–9
’social organisation’ of MNCs 71
and trade unionism 34–5
as transitional economy 195, 215,
216, 218
and Western career concepts 260–61,
264–6
South Korea
and Asian Tiger economies 4
and career management 265–6
and diversity management 211–12
and HPWSs 328–9
and IPFP 302
and PMSs 318–19, 327–9
and Western MNCs 113
Southall, R. 413
South–South relations 6, 9, 45, 47,
49–50, 62, 64, 112
Soviet Labour Code 32
Spain 71, 299, 306–7
Sparrow, P. 160, 230
Speier, C. 160–61
‘springboard strategy’ 98
Sri Lanka 462
Stabilization Fund (Russia) 128
staffing 349, 383–5
Stahl, G. K. 161
State Housing Corporation (Ghana) 398
state intervention 456–7
Steers, R. M. 153, 156
Steyrer, J. 244
Stiglitz, Joseph 8
Strategic Framework (contextual HRM
factor) 104
strike action 7, 30, 340, 347, 460
strong institutions 178, 182, 185, 188,
189, 190
strong network ties 373, 374, 376, 381,
382–3, 386, 387
‘structural holes’ 374–5
STs (Scheduled Tribes) 204, 205–6,
441–2
Sundar, P. 437
sustainable development 438, 445
Suutari, V. 235, 237
Sweden 299, 306–7
Syed, J. 196
synergistic value creation (CSR
approach) 431
tacit knowledge 134–5
Taiwan 4, 82–3, 320, 483–4
‘talent localization’ 164
talent management see TM (talent
management)
Tanure, B. 105
Tanzania 406, 407, 417, 420
Tarique, I. 477
Tarmidi, S. 164
Tata Group (Indian business
conglomerate) 107, 128, 131, 143,
441–2
TCNs (third country nationals) 154, 156
Teagarden, M. B. 109, 110
technology transfer 154, 162
Thailand 4
The Economist (magazine) 5, 398
The International Journal of Emerging
Markets 470
Theory of Justice 310
‘Third Spaces’ 43, 49, 52–61
‘Third World Solidarity’ 46, 62
Thite, M. 101, 104, 108, 112, 116, 474,
475
Thomas, D. 158, 214
Thorat, S. 205
time-series research approaches 481
TM (talent management)
in CEE region 225–6, 230–38, 477–8
emergence of in emerging markets
225–6, 228–30, 237–8
and FDI 228, 230, 231–2, 234
future challenges 477–80
future research directions 483
importance of 225
and leadership skills 234–5, 236
and management practices 234–7,
238–9
origins/definitions of 227
recommendations/suggestions 238
research into 225, 233–4, 238
Torres, C. 373
Towers Perrin Global Workforce Study
(2007) 271
TQMS (Tata Quality Management Services) 441
Trade Union Act (India, 1926) 341
‘trade union power’ (salary dispersion variable) 307–8
trade unionism
and African HRM practices 411–17
and BRICS nations 30–35, 37
and Chinese institutional environment 339–40
and compensation 307–8
decline of 458
and institutional approaches 22, 25, 30–35, 37
and social networks 387–8
Trade Unions Law (China, 1950) 339
training and development 23–4, 26–9, 350, 386, 405–6
‘trait’ 273
transactional psychological contracts 246, 247, 261, 262, 264
Trent (Tata Group retail arm) 441–2
‘trickle-down effect’ 7
trust 106, 140–41, 144, 145, 186, 187
TTSL (Tata Tele–Services Ltd) 442
Tung, R. L. 98, 161, 211–12, 331
Turkey 318, 329–31
‘Ubuntu’
and Confucianism 10
and impact of African culture on HRM 417–18, 420
and locally focused management models 57–8
and negotiation strategies 471
and organisational structure of South African MNCs 89
U-form (unitary form) 70
Uganda 410, 418
UK (United Kingdom)
and British colonialism 184, 204, 212, 439–40
comparative studies of MNCs 71
and salary dispersion 307
and social networks 373
Ulrich, D. 319, 429
‘uncertainty avoidance’ (national culture dimension) 274, 280, 318, 343, 417–18
unemployment 6–7, 26–8, 250, 257, 361, 362, 363, 376
unitarist employment relations perspective 21–2
Unite, J. 244, 249
United Nations climate change conference (2009) 2
USA (United States of America)
and affirmative action 29
comparative studies of MNCs 71
and IJVs 143
and IPFP 299
and PMSs 318, 331
recruitment and selection practices 404
and salary dispersion 307
and social networks 383
 UWES (Utrecht Work Engagement Scale) 272, 277
Vaiman, V. 230, 235, 238
van Agtmael, Antoine 1–2, 6, 73
Van de Ven, A. H. 431
Varga, R. 366
Varma, A. 319, 331
Vatchkova, E. K. 364
Venezuela 250
Vietnam 112, 113, 163–4
Villa, S. 382
virtual managers 153
VKT (All Russian Confederation of Labour) 32
Volvo 139
Walt Disney Company 186
Walumbwa, F. O. 153, 319
Wang, C. 472–3
Wang, D. 164
Wang, J. 161
Wang, X. 459
‘war for talent’ 2, 227
Warner, M. 53, 110
weak institutions 178, 182, 185, 188, 189, 190
weak network ties 373, 374–5, 376, 383
Index

509

Weber, M. 87
Wei, L. 459
WEIRD (Western, Educated, Industrialized, Rich, Democratic) countries 455, 456, 464
West, M. 248, 264
Wiehahn Commission (1979) 35
Williams, M. L. 308–9
win–win agreements 175, 191
Wipro (software service provider) 128, 129, 130
Wocke, A. 104, 111, 112
women’s rights 200, 203, 206, 210, 213
Wong, C.-S. 276
Wood, G. 411, 412
‘work arrangement’ (salary dispersion variable) 308
work flexibility 26
work intensification 458
worker rights 20, 22, 35, 340
workforce demographics 483–4
work–life balance 256–7, 259–60, 261, 264, 287, 288, 478–9, 483
Workmen Compensation Act (Nigeria) 414
World Bank
and China’s non-conditional loans and aid to Africa 45
and deregulation of labour markets 21
‘Doing Business’ reports 21, 176
and economic growth of Africa 397, 409
World Investment Report (UNCTAD, 2012) 251
Worm, V. 186, 187, 482
WOSs (wholly owned subsidiaries) 151
Xu, X. X. 253
Yahoo (Internet company) 178
Yalcin, Gozde Atac 330–31
Yan, A. 143
Yang, J. Y. 186
Yeargan, Adele 168
Yeltsin, Boris 31–2
Yoruba culture 408–9
Yue, D. R. 186
Zambia 27, 415, 418
Zelenova, O. 360, 362–3
Zhang, M. 60, 110
Zhenfei, Ren 85–6
Zheng, C. 102, 475
Zimbabwe 415
Zulu, P. S. 214