

## Center for International Human Resource Studies NEWSLETTER

**The Center for International Human Resource Studies (CIHRS)** seeks to encourage IHRM scholarly research, and to develop a strong community of academics and practitioners passionate about international HRM. CIHRS is an initiative of the School of Labor and Employment Relations at the Pennsylvania State University. It started as a Project in spring 2012, and evolved to the status of a Center in July 2014.

**The activities of the CIHRS are led by** a core team of academics in the School of Labor and Employment Relations – Dr. *Elaine Farndale* (Center Director), Dr. *Sumita Raghuram*, Dr. *Helen Liu*, and Dr. *Maja Vidović* – supported by a network of CIHRS Fellows who are leading experts in the IHRM field from across the globe. CIHRS Fellows currently include: *Ingmar Björkman* (Aalto University, Finland), *Chris Brewster* (Henley Business School, UK), *Paula Caligiuri* (Northeastern University, USA), *Lisbeth Claus* (Willamette University, USA), *Tony Edwards* (Kings College London, UK), and *Randall Schuler* (Rutgers University, USA). As CIHRS is exponentially growing both in size and activities, we are proud to present the first CIHRS Newsletter, with a short overview of the many activities taking place in the Center.



**Elaine Farndale, CIHRS Director**

**This inaugural Newsletter focuses on** the current **CIHRS Speaker Series** (page 2), presents the **CIHRS Team** (page 3), gives an overview of **CIHRS-related Courses** in Spring 2015 (page 4), provides information about **Research Activities** within the Center (page 5), and announces the next major event for the Center, the **2nd Global Conference on International Human Resource Management** (page 6).

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## **CIHRS Speaker Series**

### **CIHRS Inaugural Speaker Series Seminar**

On **February 26, 2015** the Center for International HR Studies (CIHRS) launches its speaker series with an introductory seminar about the Center.

The Center's research activities will be outlined by Dr. Elaine Farndale, Center Director, followed by presentations by CIHRS team members. Dr. Maja Vidović (Post-Doctoral Scholar) will talk about the research from her dissertation which focused on managing employees in subsidiaries of multinational enterprises and the relationship between subsidiaries and headquarters. Dr. Dinçer Atli's (visiting scholar) presentation will focus on his research in the field of talent management and employer attractiveness. The current study that he is undertaking at Penn State explores the effects of symbolic and instrumental attributes on employer attractiveness in US media companies. Saahir Shafi and Elizabeth Rockey (research assistants) will discuss the latest findings from the CRANET survey (see page 5 for more details).

**The event is scheduled for 9:30 - 11:00 a.m. Location: Keller Building, Room 502.** The event is open to the public to attend free of charge.

For more information visit <http://ler.la.psu.edu/ihrm/speaker>.

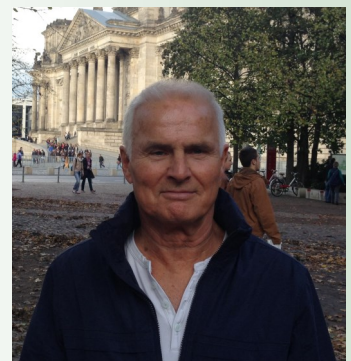


### **CIHRS Speaker Event: Prof. Graeme Martin**

On **March 24, 2015** CIHRS will be hosting the second event of the CIHRS Speaker Series. Dr. Graeme Martin, Chair and Professor of Management in the Graduate School of Natural Resources Law, Policy and Management at the University of Dundee in Scotland will be speaking about the deprofessionalization of the elite status of 'doctor' in the UK national health system. His talk will explore institutional factors that are leading to this deprofessionalization, as well as the outcomes in terms of trust and engagement in the workplace.

**The event is scheduled at 2 p.m. in Moore Building, Room 127** and is open to the public to attend free of charge.

For more information visit <http://ler.la.psu.edu/ihrm/speaker>.



**CIHRS Team**

**Elaine Farndale** is the Director of the Center for International Human Resource Studies (CIHRS) and Associate Professor in the LER School. She holds a Ph.D. in Human Resource Management from Cranfield School of Management in the UK. Elaine’s specialist areas of interest and research include: international and comparative HRM; the power, professionalism and roles of the HR department; HRM and firm performance; change management and HRM; and HRM and employee engagement.

**Sumita Raghuram** is Associate Professor in the LER School. She received her Ph.D. from the University of Minnesota. Her current research interests are in the areas of virtual/distributed organizations, identity, cross-cultural HRM and employee turnover. This research explores outcomes of virtual work such as organizational identification, knowledge sharing, use of communication media and employee stress.

**Helen Liu** is Assistant Professor in the LER School. Dr. Liu received her Ph.D. and M.S. in Human Resource Studies from the School of Industrial and Labor Relations, Cornell University. Her research focuses on strategic human resource management, contingent work, and employment relations in Asian countries such as China and Vietnam.

**Lisa Pierson** is Administrative Assistant to CIHRS. She joined Penn State in 2008 working for Labor and Employment Relations. She provides assistance to both of the Centers of the LER School, and the School itself.

**Maja Vidović** is Post-Doctoral Scholar for CIHRS for the academic year 2014/2015. She received her Ph.D. from the Faculty of Economics & Business, University of Zagreb, Croatia. Maja is currently on leave from position of Senior Research and Teaching Assistant at the University of Zagreb. Her research focuses on HRM and IHRM, such as the strategies of managing employees in MNC's subsidiaries and the preferences of X and Y generations towards different HRM practices.

**Diñçer Atli** is a visiting scholar for CIHRS for the academic year 2014/2015. He received his Ph.D. from Marmara University, Institute of Social Sciences. He is Assistant Professor at Uskudar University, Faculty of Communication in Turkey. His research interests are talent management, employer branding, media organizations, social media and virtual worlds.

**Elizabeth Rockey** is a research assistant with the CIHRS. Liz graduated from Penn State in May of 2014 with degrees in Psychology and LER. Currently, she is doing research for the CIHRS, for the Relationship and Stress Lab studying anxiety and PTSD, and for Penn State’s cognitive neuropsychology lab studying traumatic brain injury. In the future, she plans to attend graduate school for psychology.

**Saahir Shafi** is a research assistant with the CIHRS. She is a graduate student at Penn State with a concentration in Human Resources and Employment Relations. Her career interests include specializing in the fields of talent management and leadership development.



**CIHRS Team**

**From left to right: Sumita Raghuram, Lisa Pierson, Helen Liu, Diñçer Atli, Elaine Farndale, Elizabeth Rockey, Maja Vidović and Saahir Shafi.**



**CIHRS-related Courses in Spring 2015**

**Introducing different aspects of international human resource studies to students through the School of LER**

***Courses at University Park campus***



**LER 400 - Comparative Employment Relations Systems**

Course instructor: Maja Vidović  
Focus on international aspects of human resource studies and employment relations.

**LER 497G - Managing Human Resources in China**

(see panel below)  
Course instructor: Sumita Raghuram  
Focus on understanding challenges and opportunities of doing business in China.

***Courses through World Campus***



**LER 403 - International Human Resource Studies**

Course instructor: Elaine Farndale  
Focus on international aspects of human resource studies and employment relations.

**HRER 800 - International and Comparative Employment Relations**

Course instructors: Akram Al Ariss, Robert Ostrov, Taesung Kim  
Focus on international aspects of human resource studies and employment relations.

**Opportunity for LER students to experience IHRS abroad**

The Center for International Human Resource Studies (CIHRS) is very excited about the upcoming opportunity for Penn State students with LER minors/majors to study abroad! Dr. Sumita Raghuram, member of CIHRS, has organized an amazing opportunity for LER students to gather first-hand experience on International Human Resource Studies.

The course **LER 497G: Managing Human Resources in China** (3 credits), by Dr. Raghuram, provides a global perspective to LER students on what they are learning in their degree programs. The course will provide insight into the Human Resource Management (HRM) practices in one of the most significant world economies – China. The course will start by providing students the basic background information about China, including a brief history of China, Chinese business culture and business systems, legislation and institutions important for HRM and local labor markets in China, through several meetings during March and April 2015. After receiving initial information on China, students and accompanying faculty Prof. Sumita Raghuram, will immerse themselves into Chinese culture by visiting China on May 19-29, 2015. During this trip they will visit Nanjing Business School, Nanjing University and will receive another set of 3-4 guest lectures from the faculty of the School. Also, the students will visit local businesses in Nanjing and Shanghai and meet with managers to understand their perspectives on challenges and opportunities of doing business in China.

Combined with numerous scholarship/funding opportunities from Penn State (School of Labor Studies Employment Relations, UOGP, Career Enrichment Network) available to students, this experience for LER students can be considered an absolute gem!



## CIHRS Research

### CRANET Research of HRM

The CIHRS team is currently reaching out to HR managers in organizations across the US to gather data for the latest round of the CRANET survey.

CRANET (the Cranfield Network) is a global network of academic institutions carrying out a survey of HRM in organizations across more than 40 countries. Participation in the study benefits HR practitioners by benchmarking HRM practices and trends, as well as providing rigorous academic data for future publications and teaching materials.

The survey results will be presented in a report that provides an overall picture of HRM in a wide range of organizations across the US, as well as being combined with other country results to compare HRM practices worldwide.

Interested in being involved? Email us at: [ihrm@psu.edu](mailto:ihrm@psu.edu).



**CIHRS CRANET Team**

**Left to right: Elaine Farndale, Liz Rockey, Saahir Shafi and Maja Vidović.**

### IHRM Publications by CIHRS Members

The extensive list of the most recent publications from CIHRS Team members in the area of international human resource management shows their dedication to research. Two thirds of these publications are in the Current Contents listed journals, which shines a bright light on this team!

- **Farndale, E.**, Biron, M., Briscoe, D. R., & **Raghuram, S.** (2015). A global perspective on diversity and inclusion in work organizations. *International Journal of Human Resource Management*, 26(6), 677-687.
- Stiles, P., Trevor, J., **Farndale, E.**, Morris, S. S., Paauwe, J., Stahl, G. K., & Wright, P. M. (2015). Changing Routine: Reframing Performance Management within a Multinational. *Journal of Management Studies*, 52(1), 63-88.
- **Farndale, E.**, Pai, A., Sparrow, P., & Scullion, H. (2014). Balancing individual and organizational needs in global talent management: A mutual-benefits perspective. *Journal of World Business*, 49(2), 204-214.
- **Liu, X.**, van Jaarsveld, D., Batt, R., & Frost, A. (2014). The influence of capital structure on strategic human capital: Evidence from US and Canadian firms. *Journal of Management* 40(2), 422-448.
- **Raghuram, S.** & Fang, D. (2014). Telecommuting and the role of supervisory power in China. *Asia Pacific Journal of Management*, 31, 523-547.
- **Raghuram, S.** (2014). Telecommuting in India: Pitfalls and Possibilities. *South Asian Journal of Human Resource Management*, 1(2), 207-220.

### IHRM Doctoral Students with Advisors from CIHRS Team

Dr. Elaine Farndale is currently an advisor for two doctoral students preparing their dissertations in the area of international human resource management:

- Bora Kwon is a Penn State student, with a dissertation title: **Analysis of the mechanisms linking practices and perceptions of employee voice in organizations in South Korea.**
- Maria Beamond is from University of Queensland, Australia, and her dissertation is entitled: **Translation of strategic international HRM across subsidiaries in emerging economies.**

### Post-Doctoral and Visiting Scholars Positions with CIHRS

The CIHRS provides opportunities for scholars engaged in research matching the Center's agenda by supporting a yearly post-doctoral fellowship and visiting scholars. Visit <http://iher.la.psu.edu/ihrm/vacancy> for more information.

**CIHRS Events**

**First CIHRS Paper Development Workshop held at UQ Brisbane, Australia**

In March 2014, the CIHRS held its first Paper Development Workshop (PDW), organized by Prof. Charmin Härtel, Ph.D. Candidate Maria Beamon (both at University of Queensland Business School) and Dr. Elaine Farndale. The PDW was designed primarily for junior academics and Ph.D. students looking to improve their publishing skills in the HRM field, and included plenary panel presentations and in-depth roundtable discussions. Invited guest speakers were *Mohan Thite* (Griffith University) and *Karin Sanders* (Australian School of Business, University of New South Wales). Eighteen Ph.D. candidates participated in the lively event, all sharing their research ideas and receiving detailed feedback on the papers they presented. For more information visit: <http://ler.la.psu.edu/ihrm/events>.

**2nd Global Conference of International Human Resource Management**

In May 2013, we held the 1st Global Conference on International Human Resource Management at The Pennsylvania State University, when more than eighty scholars and graduate students from twenty-three countries gathered to explore IHRM issues. This conference featured over sixty papers that covered the HRM field across the globe. Along with these sessions, the conference’s headline events were keynote presentations by *Chris Brewster*, Professor of IHRM at the University of Reading (UK), and *Paula Caligiuri*, Professor of Human Resource Management at Rutgers University (USA).

Thrilled with the success of this first conference, CIHRS is proud to organize the **2nd Global Conference of International Human Resource Management**, with Dr. Elaine Farndale, Dr. Maja Vidović, Dr. Sumita Raghuram, and Dr. Helen Liu as the Organizing Committee. The conference will be held on 14-15 May 2015 at University Park, PA. We are looking forward to the exchange of ideas in the area of IHRM through our conference sessions. **Two keynote speakers** will address the current research issues in the area of international human resource management, using different lenses through which they view this subject:



**Xiaoping Chen** is a Philip M. Condit Endowed Chair Professor and Chair of Department of Management and Organization at the Foster School of Business, University of Washington.

Her research interests include cooperation and competition in social dilemmas, teamwork and leadership, entrepreneur passion, Chinese guanxi, and cross-cultural communication and management.



**Michael J. Morley** is Professor of Management at the Kemmy Business School, University of Limerick, Ireland, where he has served as Head of the Department of Management & Marketing, Head of the Department of Personnel & Employment Relations and Assistant Dean of Research.

In conjunction with his collaborators, he has published some 20 books, 24 guest-edited journal special issues and over 100 journal articles and book chapters.

Submissions for the conference have closed, with almost 100 abstracts received that are undergoing a double-blind review process. You are of course still very welcome to attend even if you did not submit a paper. For more information please visit <http://ler.la.psu.edu/ihrm/IHRMconference>.