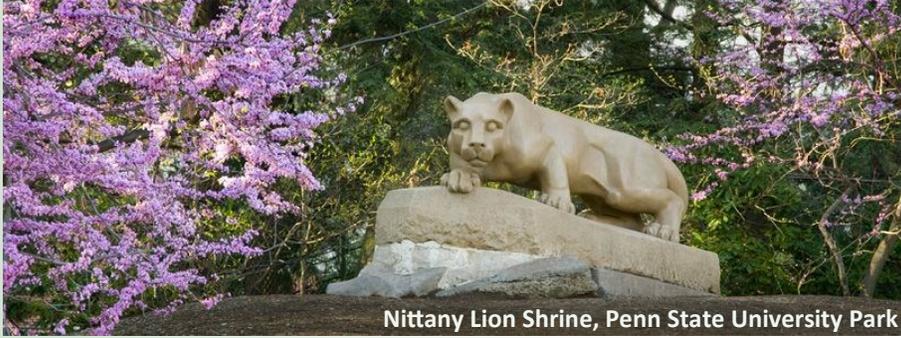




PennState
College of the Liberal Arts



Nittany Lion Shrine, Penn State University Park

CIHRS

Center for International
Human Resource Studies

NEWSLETTER 2020

Our Team Is Growing!

Established in 2013, the Center for International Human Resource Studies (CIHRS) is dedicated to expanding understanding of international human resource management. The center was founded by its current director, Dr. Elaine Farndale, and it has operated with the help of numerous rotating postdocs, research assistants, faculty, and staff.



Penn State Campus, University Park

In 2020, the center grew stronger after adding an associate director, Dr. Miguel Olivas-Luján. Additionally, the center has added two other very important members to its team: Dr. Maja Vidović, assistant teaching professor, and Abby Cluster, support assistant. Along with the rest of the team, our new additions will help us reach more IHRM practitioners and scholars with our initiatives, ultimately making CIHRS' strong network even more knowledgeable and productive.

For more information about the center and its team, visit <http://ler.la.psu.edu/cihrs>.



SAVE THE DATE: Fifth Global Conference of International HRM ***May 20–22, 2021 in New York City***

Our biennial conference is celebrating its fifth anniversary! The Fifth Global Conference on International Human Resource Management will be held May 20–22, 2021. The conference returns to New York City where it will be hosted at St. John's University. We are thrilled to announce our keynote speakers will be **Nancy Adler**, Samuel Bronfman Professor Emerita in Management at McGill University in Montreal, Quebec, Canada, and **Wayne Cascio**, Distinguished Professor and Robert H. Reynolds Chair in Global Leadership



at the University of Colorado Denver Business School.

In these unique times, there is so much to learn and explore about international HRM and we're excited for a lively debate and networking opportunities in the city that never sleeps. We hope to see you there!

Further details about the conference can be found at <http://ler.la.psu.edu/cihrs/IHRMconference>.

Center for International Human Resource Studies, 508D Keller Building, University Park, PA 16802, USA
Phone: +1-814-867-3320, Fax: +1-814-867-4169 Email: cihrs@psu.edu, Website: ler.la.psu.edu/cihrs
Facebook: <https://www.facebook.com/ihrscenter>



International HR Research

CIHRS Research

CRANET Research of HRM

The CIHRS team is currently preparing to launch the CRANET survey in organizations across the United States. CRANET (www.cranet.org) is a global network of academic institutions carrying out a regular survey of HRM in organizations across more than forty 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 are presented in a report that provides an overall picture of HRM in a wide range of organizations in the United States compared with HRM practices worldwide. Reports from previous surveys are now available on our website.



Interested in being involved? Email us at cihrs@psu.edu.

HR response to COVID-19

In spring 2020, the COVID-19 pandemic reached widespread levels in the United States and elsewhere in the world, causing the majority of the states to issue “stay-at-home” orders. This resulted in many organizations having to change their daily operations overnight. As a quick response to the current events, the CIHRS team prepared a study designed to collect information about HR responses to COVID-19. We are interested in gathering information about how human resource professionals are adapting their way of working and their company’s human resource management practices in response to the pandemic. In addition to identifying the most common challenges and best practices, this study will expand our understanding of how organizational contexts affect human resource management activities and HR professional roles.

For further details on any of these projects and others, please email the research team at cihrs@psu.edu, or visit <http://ler.la.psu.edu/cihrs/research-projects-and-publications>.



Featured Call for Papers

Special Issue: Inclusion/Exclusion in the Digitalized Workplace

Guest Editors: Dr. Andri Georgiadou, **Professor Miguel Olivas-Luján**, Professor Dianna Stone, Professor Tanya Bondarouk

This special issue aims to foster discussion about how inclusion can be established and promoted amid a digital transformation of the workplace and the emergence of theoretical directions, practices, and approaches that challenge this establishment. Accordingly, the editors seek to advance the field and provide a foundational resource for future and current scholars. This call is therefore directed to those who want to explore the digital way of managing, organizing, and leading inclusion. Our focus is also transnational and seeks to explore the complexities of inclusion/exclusion in the digitalized workplace beyond a Western space and lens. For more information, visit <https://onlinelibrary.wiley.com/pb-assets/assets/17488583/HRMJ%20-Inclusion%20Exclusion%20CFP%202020-1586341080253.pdf>.

Deadlines: Full papers should be submitted between October 1 and November 15, 2020.



CIHRS Research Paper Series

CIHRS believes in making academic scholarship available to all those interested in the IHRM field. We have therefore taken the initiative to share research work that would not normally be open access, but which has great potential value to both practitioners and scholars. To this end, a series of research papers authored by graduating students from our master's program in Human Resources and Employment Relations have been made available to download free of charge.

A list of papers and links to download them can be found at

<http://ler.la.psu.edu/cihrs/speaker-and-paper-series/research-paper-series>.





Learning About International HR

Students Study Abroad in Ireland: Virtual Chapter

During the spring 2020 semester, students in our **online professional master’s program in Human Resources and Employment Relations** again had an opportunity to study abroad, this time with a focus on Ireland. The course compared the HR and ER practices in the United States and Ireland. At home, students prepared for this trip by learning about Irish history, culture, institutions, and business practices, all with the intent of having a better contextual understanding to experience a week of Irish immersion.

In late March, the students were scheduled to travel for a week-long adventure in Ireland, where they would listen to professors at local universities and visit both global and local companies operating in Ireland. Due to concerns about the COVID-19 pandemic, the trip had to be canceled. However, the course, led by CIHRS member Dr. Maja Vidović, was quickly

redesigned and instead students were given virtual exposure to Ireland, experiencing a week-long schedule of online meetings with professors and company representatives in Ireland.

In the words of one student: “This semester has been challenging. I completely understand this pandemic is out of anyone’s control. Dr. Vidović helped ensure our class was able to engage with HR professionals from Ireland virtually, which was a great joy. I learned a great deal about the importance of multinational HR in today’s global economy, the role of government in attracting foreign

investment, the role of the EU in designing labor relations laws, unionism in Ireland, and the HR strategies of effective organizations that have established businesses in Ireland.”



CIHRS Sponsored Award

In August 2019, CIHRS sponsored the **Academy of Management HR Division’s annual award for the best international HRM scholarly research paper** published in the previous year. This is the fifth time the center has sponsored the award.

Many congratulations to the very deserving winners of the 2019 award: Sabrina Volpone, Dennis Marquardt, Wendy Casper, and Derek Avery for "Minimizing Cross-Cultural Maladaptation: How Minority Status Facilitates Change in International Acculturation" in the *Journal of Applied Psychology*, 103(3), 249-269. The award winners are pictured here after CIHRS’ Elaine Farndale presented them with the award.



Stay tuned for 2020’s best international HRM paper, which will be awarded in August. CIHRS is proud to celebrate the best of IHRM research through this partnership!

Certificate in International Human Resources and Employment Relations



In 2016, Penn State World Campus launched its highly successful online graduate certificate in IHRER. As firms expand globally, the need for HR and ER practitioners who are skilled in international human resources and employment relations continues to grow. Penn State’s IHRER certificate equips students with the tools and knowledge they need to compete in this growing market. We have been proud to see the career growth of our newest certificate recipients.

For more information about the program, visit <http://www.worldcampus.psu.edu/degrees-and-certificates/penn-state-online-international-human-resources-and-employment-relations-certificate/overview>.





2019-20 CIHRS Faculty IHRM Scholarly Work

Beamond, Maria, Elaine Farndale, and Charmaine Hartel. "Frames and Actors: Translating Talent Management Strategy to Latin America." *Management and Organization Review*, (December 2019): 1-38. doi:10.1017/mor.2019.33.

Farndale, Elaine, Sven Horak, Jean M. Phillips, and **Maria Beamond.** "Facing Complexity, Crisis, and Risk: Opportunities and Challenges in International Human Resource Management." *Thunderbird International Business Review* 61, no. 3 (February 2019): 465-70. doi:10.1002/tie.22037.

Farndale, Elaine, Wolfgang Mayrhofer, and Chris Brewster. "Comparative HRM." In *The SAGE Handbook of Human Resource Management, Second Edition*, edited by Adrian Wilkinson, Nicolas Bacon, Scott Snell, and David Lepak, 99-109. London: SAGE Publications Ltd., 2019. doi:10.4135/9781529714852.n7.

Farndale, Elaine, Paul Sparrow, Hugh Scullion, and **Maja Vidović.** "Global Talent Management: New Challenges for the Corporate HR Function." In *Global Talent Management, Second Edition*, edited by David G. Collings and Hugh Scullion, 108-27. Abingdon, UK: Routledge, 2019.

Farndale, Elaine, J. Ryan Lamare, **Maja Vidović,** and Amar S. Chauhan. "Understanding Financial Participation Across Market Economies." *International Studies of Management & Organization* 49, no. 4 (August 2019): 402-21. doi:10.1080/00208825.2019.1646489.

Horak, Sven, Elaine Farndale, Mary Yoko Brannen, and David G. Collings. "International Human Resource Management in an Era of Political Nationalism." *Thunderbird International Business Review* 61, no. 3 (May 2019): 471-480. doi:10.1002/tie.21959.

Kwon, Bora and **Elaine Farndale.** "Employee Voice Viewed Through a Cross-Cultural Lens." *Human Resource Management Review* 30, no. 1 (March 2020). doi:10.1016/j.hrmmr.2018.06.002.

Farndale, Elaine, Leda Panayotopoulou, and Eirini Nikandrou. "Talent Inflow Across Countries." In *Volume in Honor of Professor Nancy Papalexandris: An Anthology on Human Resource Management, Organizational Behavior and Special Issues in Management*, edited by Eleanna Galanaki, Eirini Nikandrou, and Leda Panayotopoulou, 40-57. Athens, Greece: Editions Benou, 2020.

Olivas-Luján, Miguel R., Yusliza M. Yusoff, and Sergio M. Madero-Gómez. "Emerging Markets and e-HRM." In *Encyclopedia of Electronic HRM*, edited by Sandra L. Fisher and Tanya Bondarouk. Berlin: De Gruyter Oldenbourg, 2020.

Parry, Emma, **Elaine Farndale,** Chris Brewster, and Michael J. Morley. "Balancing Rigour and Relevance: The Case for Methodological Pragmatism in Conducting Large-Scale, Multi-Country, Comparative Management Studies." *British Journal of Management* (April 2020). doi:10.1111/1467-8551.12405.

Hernández-Pozas, O. and **Olivas-Luján, M.R.** (April 2020 – canceled due to the COVID-19 pandemic). Track Chair, Academy of Management Specialized Conference, Mexico City, Mexico.

Olivas-Luján, M.R., Georgiadou, A., and Gutiérrez-Martínez, I. (June 2020). Track chair, Academy of International Business-Latin America and the Caribbean chapter (AIB-LAC) annual conference, Miami, FL (to be held online due to the COVID-19 pandemic).



A list of earlier publications by CIHRS faculty can be found at

<http://ler.la.psu.edu/cihrs/research-projects-and-publications/publications>.

Featured Article

"Facing Complexity, Crisis, and Risk: Opportunities and Challenges in International Human Resource Management"

Elaine Farndale, Sven Horak, Jean Phillips, and Maria Beamond

The paper was recognized as the most downloaded paper in the twelve months following its online publication in *Thunderbird International Business Review* (May/June 2019)! This special issue of *Thunderbird International Business Review* featured papers from the Third Global Conference of International HRM organized by CIHRS in May 2017.

This editorial provides a backdrop to the articles by describing the challenging economic, political, and social environments impacting organizations. It also explores conditions from the recent past and current day such as the global financial crisis, trends toward political nationalism, aging populations, and growing immigrant workforces. The focus lies on exploring how HRM can respond to such challenging external contexts to continue to contribute added value to the firm—highly relevant to us all during the pandemic.





Meet the CIHRS Team

Elaine Farndale is the director of CIHRS and professor of HRM in the School of Labor and Employment Relations (LER), where she is also associate director. She holds a doctorate in human resource management from Cranfield School of Management, United Kingdom. Elaine’s areas of interest and research include international and comparative HRM and strategic HRM and performance.

Miguel Olivas-Luján is the associate director of CIHRS and teaching professor in the School of LER. He joined the school in January 2020 from Clarion University of Pennsylvania, where he served as department chair and professor. Miguel received his doctorate from the University of Pittsburgh. His research interests include HRM, evidence-based management, diversity, culture, IT, and the interrelations among these areas.

Maja Vidović is an assistant teaching professor with CIHRS. She received her doctorate and master of science degree from the University of Zagreb, Croatia. Maja was a postdoc with CIHRS in 2014–15 and has been teaching IHRM courses for Penn State World Campus ever since. She researches HRM in general, with a focus on HRM departments and HRM in multinational corporations and their subsidiaries.

Abby Cluster is an administrative assistant to CIHRS in the School of LER. She graduated from Penn State with a bachelor of arts degree in psychology and joined the team in January 2020.

Ke Wu was a graduate research assistant with CIHRS from August 2019 to May 2020, until she graduated from the Human Resources and Employment Relations master of science program at Penn State.

Kameron Carter is an assistant professor in the School of LER and a member of the CIHRS faculty advisory committee (FAC). She holds a doctorate in management and organizations from the University of Iowa Tippie College of Business. Her research interests focus on interpersonal interactions such as delegation and negative relationships, and work designs’ impact with an emphasis on contextual characteristics.

Hee Man Park is an assistant professor in the School of LER and a member of the CIHRS FAC. He holds a doctorate in management and HR from the Ohio State University Fisher College of Business. His research interests pertain to the role social environment plays in explaining the performance and well-being of organizational members.

Jean Phillips is a professor of human resource management in the School of LER and a member of the CIHRS FAC. She earned her doctorate in management from Michigan State University and is a Fellow of the Society for Industrial and Organizational Psychology. Her research focuses on recruitment and staffing, leadership and team effectiveness, and linking organizational survey results to business outcomes.

Dorothea Roumpi is an assistant professor in the School of LER and a member of the CIHRS FAC. She received her doctorate in management from the University of Arkansas Sam M. Walton College of Business. Her research bridges the micro-macro divide by focusing on the critical role human capital and HRM deployments play in creating and maintaining organizational competitive advantage.



CIHRS Team from left to right: (back row) Miguel Olivas-Luján, Jean Phillips, Hee Man Park, Elaine Farndale, Sven Horak (visiting scholar); (front row): Maja Vidović, Dorothea Roumpi, Abby Cluster, and Bora Kwon.

CIHRS team members span eight countries and three continents!



Meet Our New Associate Director



We are excited to welcome **Miguel R. Olivas-Luján, Ph.D.** who joined Penn State in 2020 and has been appointed associate director of CIHRS!

Miguel comes to us from Clarion University of Pennsylvania, where he served as department chair and professor. His research interests include HRM, evidence-based management, diversity, culture, and IT.

A former chair for the Management Education and Development (MED) division of the Academy of Management (AOM), Miguel is a senior editor for the *Advanced Series in Management* (Emerald Group Publishing, UK). His work has been published in the *Journal of International Business Studies*, the *International Journal of Human Resource Management*, the *Journal of Business Research*, among others. He has co-edited various special issues in

management journals and six scholarly books. He sits on several editorial boards and has served as editor-in-chief for *The Business Journal of Hispanic Research*. He has been recognized several times with “researcher of the year” and “outstanding reviewer” awards.

Miguel loves learning languages; he has varying fluency levels in English, Spanish, French, Italian, German, Portuguese, and Dutch. A first-degree black belt in Korean Tang Soo Do, Miguel enjoys listening to and performing soft music on string instruments and keyboards.

CIHRS Visiting Scholars

Dr. Sven Horak visited CIHRS from September to December 2019. Sven teaches and researches in the field of international management and organization at the Peter J. Tobin College of Business at St. John's University in New York City. His research interests focus on questions of relevance for global leaders, especially expatriate managers, and organizational developers with a global perspective. His recent studies have addressed topics such as expatriate performance and adjustment issues, the dynamics of formal-informal institutional interactions and their co-evolution in transitional as well as advanced economies. Sven also explores challenges to social responsibility and sustainability, and questions concerning ethical behavior within informal social network structures in an international business context.

Sven is our local conference chair for the Fifth Global Conference on International Human Resource Management to be held at St. John's University in New York, NY, on May 20–22, 2021.

We welcome applications to spend some time with us as a visiting scholar; please email cihrs@psu.edu for details.



CIHRS Graduate Assistant

We are grateful to **Ke Wu** for her work as graduate assistant for CIHRS (2019–20). In May 2020, she graduated from the Human Resources and Employment Relations program in the School of LER. Originally from China, Ke obtained her bachelor's degrees from Wuhan University in economics, and from Hubei University of Technology in Business English. After completing her undergraduate education, she decided to further her education with a focus on HRM.

As a graduate assistant, Ke provided research support through literature searches and data analyses for ongoing projects. Her largest contribution was related to our CRANET research on comparative HRM. Using SPSS, Ke created the merged databases for research results from the previous years. Also, Ke helped to set up the contacts database for our new round of CRANET survey in 2020.



If you are interested in finding opportunities for you, your university, or your organization to engage with CIHRS activities, please contact us at cihrs@psu.edu.

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