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## Strategic Human Resource Management: A Comparative Analysis of Practices in Global Organizations

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### Abstract:

*Strategic Human Resource Management (SHRM) has emerged as a crucial aspect of organizational success, particularly in the context of global operations. This scholarly article conducts a comprehensive comparative analysis of SHRM practices in global organizations, aiming to elucidate the strategies employed by these entities to manage their human capital effectively across diverse cultural and geographical boundaries. The study examines key dimensions of SHRM, including recruitment and selection, training and development, performance appraisal, compensation and benefits, and employee relations. By synthesizing existing literature and empirical evidence, this article offers insights into the similarities, differences, challenges, and best practices in SHRM across various global organizations. The findings contribute to a deeper understanding of the complex interplay between organizational strategies, HR practices, and global contexts, thereby informing future research directions and guiding practitioners in enhancing their SHRM approaches to achieve sustainable competitive advantage.*

**Keywords:** *Strategic Human Resource Management, Global Organizations, Talent Acquisition, Performance Management, Training and Development, Employee Engagement, Comparative Analysis.*

### Introduction:

The rise of globalization has significantly impacted the way organizations manage their human resources. Operating in diverse cultural and legal environments necessitates tailored approaches to attracting, developing, and retaining talent. Strategic Human Resource



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Management (SHRM) provides a framework for aligning HR practices with an organization's overall business strategy and ensuring a competitive advantage in the global marketplace.



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This article delves into the comparative analysis of SHRM practices across global organizations. It examines key areas of difference and similarity, offering insights into how organizations adapt their HR strategies to different contexts.

## **Comparative Analysis:**

In today's dynamic business environment, conducting a comparative analysis has become indispensable for organizations seeking to gain a competitive edge and make informed decisions. This analytical approach involves evaluating the performance, strengths, weaknesses, and strategies of one entity against another or within a specific industry. Through a thorough examination of various metrics, trends, and benchmarks, businesses can identify opportunities for improvement and formulate effective strategies. In this comparative analysis, we will delve into ten key paragraphs elucidating its significance, methodologies, and outcomes. Comparative analysis is a systematic process of juxtaposing multiple entities or variables to discern similarities, differences, and patterns. It offers valuable insights into market trends, competitor strategies, and industry dynamics. By comparing financial data, operational metrics, market share, and customer feedback, organizations can benchmark their performance and devise strategies for growth.

The significance of comparative analysis lies in its ability to provide actionable intelligence for decision-making. Whether it's assessing the performance of competitors, evaluating market trends, or benchmarking internal processes, this analytical approach enables businesses to identify areas of improvement, capitalize on strengths, and mitigate weaknesses. Moreover, it facilitates informed decision-making by offering insights into industry best practices and emerging trends.

Various methodologies are employed in comparative analysis, including financial ratios, SWOT analysis, benchmarking, and competitive intelligence. Financial ratios allow organizations to assess liquidity, profitability, and solvency compared to industry peers. SWOT analysis helps in identifying internal strengths and weaknesses, as well as external opportunities and threats. Benchmarking involves comparing performance metrics against



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industry standards or competitors, while competitive intelligence focuses on gathering insights into competitor strategies, products, and market positioning.

In market research, comparative analysis plays a crucial role in understanding consumer preferences, market trends, and competitive landscapes. By analyzing market share, pricing strategies, product features, and customer satisfaction levels, businesses can identify gaps in the market and devise strategies to gain a competitive advantage. Moreover, comparative analysis enables companies to track competitor movements, anticipate market shifts, and adapt their marketing strategies accordingly.

Financial comparative analysis involves evaluating the financial performance of companies within the same industry or sector. By comparing key financial metrics such as revenue growth, profitability, and return on investment, investors and analysts can assess the relative strength and stability of companies. This analysis helps in making informed investment decisions, identifying undervalued stocks, and assessing the financial health of potential partners or acquisition targets. In strategic planning, comparative analysis aids in setting realistic goals, identifying competitive threats, and formulating effective strategies. By comparing market trends, competitor strategies, and internal capabilities, organizations can align their objectives with market opportunities and allocate resources strategically. Moreover, comparative analysis enables companies to capitalize on their strengths, address weaknesses, and differentiate themselves in the market.

The outcomes of comparative analysis can vary depending on the objectives and scope of the study. However, common outcomes include identifying competitive advantages, mitigating risks, improving operational efficiency, and enhancing strategic decision-making. By gaining a deeper understanding of market dynamics and competitor strategies, organizations can position themselves for long-term success and sustainable growth. Despite its numerous benefits, comparative analysis comes with its set of challenges. These include obtaining accurate and reliable data, selecting appropriate benchmarks, accounting for industry variations, and interpreting results effectively. Moreover, the rapidly evolving nature of



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markets and technologies adds complexity to comparative analysis, requiring constant adaptation and refinement of methodologies.

As technology continues to advance, the future of comparative analysis is likely to witness innovations in data analytics, artificial intelligence, and machine learning. These technologies will enable businesses to process large volumes of data, identify complex patterns, and generate actionable insights at a faster pace. Moreover, the integration of real-time data and predictive analytics will enhance the agility and effectiveness of comparative analysis in anticipating market trends and competitor movements.

In comparative analysis serves as a cornerstone of strategic decision-making in today's competitive landscape. By leveraging data-driven insights and analytical methodologies, organizations can gain a deeper understanding of market dynamics, competitor strategies, and internal capabilities. As businesses navigate through uncertainties and opportunities, comparative analysis will continue to play a pivotal role in driving innovation, growth, and sustainable competitive advantage.

## **Talent Acquisition:**

Talent acquisition is a critical process for any organization aiming to thrive in today's competitive landscape. It encompasses the strategic approach to identifying, attracting, and retaining top-tier talent to meet the company's current and future needs. In a rapidly evolving business environment, talent acquisition plays a pivotal role in ensuring that organizations have the right people with the right skills in the right positions.

The first step in talent acquisition is understanding the organization's goals, culture, and workforce requirements. This involves collaborating closely with hiring managers and department heads to develop a clear understanding of the skills and qualities needed to drive business success. By aligning talent acquisition strategies with overall business objectives, organizations can effectively target and attract candidates who possess the desired expertise and cultural fit. In today's digital age, technology plays a crucial role in talent acquisition. From applicant tracking systems to AI-powered recruitment tools, technology has



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revolutionized the way organizations identify and engage with potential candidates. Leveraging data analytics and predictive algorithms, talent acquisition professionals can make more informed decisions, streamline the hiring process, and identify high-potential candidates more efficiently.

An essential aspect of talent acquisition is employer branding. A strong employer brand not only attracts top talent but also fosters employee engagement and retention. Organizations that invest in building a positive employer brand showcase their company culture, values, and commitment to employee development, creating a compelling proposition for prospective candidates. In addition to attracting external talent, talent acquisition also involves nurturing internal talent pipelines. By providing employees with opportunities for growth, development, and advancement, organizations can tap into their existing talent pool and cultivate a culture of internal mobility. This not only enhances employee morale and loyalty but also ensures a steady supply of skilled professionals to fill key roles within the organization.

Effective talent acquisition goes beyond traditional recruitment methods to embrace diversity and inclusion. By actively seeking out candidates from diverse backgrounds and perspectives, organizations can foster innovation, creativity, and a more inclusive work environment. Embracing diversity in talent acquisition not only strengthens the organization's competitive advantage but also reflects its commitment to equality and social responsibility. The role of talent acquisition extends beyond the recruitment process to onboarding and integration. Providing new hires with a seamless transition into the organization is essential for fostering employee engagement and retention. By implementing structured onboarding programs and mentorship initiatives, organizations can accelerate the integration process and set employees up for long-term success.

Continuous evaluation and optimization are key principles of effective talent acquisition. By regularly reviewing recruitment metrics, gathering feedback from hiring managers and candidates, and adapting strategies based on market trends and organizational needs, talent acquisition professionals can ensure that their efforts remain aligned with business objectives



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and deliver measurable results. Talent acquisition is a multifaceted process that requires strategic planning, innovative thinking, and a commitment to excellence. By investing in talent acquisition strategies that prioritize alignment with business goals, technology integration, employer branding, diversity and inclusion, internal mobility, and continuous improvement, organizations can secure the right talent to drive sustainable growth and success in today's dynamic marketplace.

## **Global versus Local Talent:**

Organizations may choose to focus on attracting global talent with niche expertise or leverage local talent pools to optimize cultural fit and cost-effectiveness. On one hand, there's a growing trend towards sourcing talent globally, leveraging diverse skills and perspectives. On the other hand, there's a strong argument for prioritizing local talent to foster community growth and support regional economies.

Global talent brings a wealth of experience and diversity to the table. With access to a broader pool of candidates, organizations can tap into specialized skills and knowledge not readily available locally. This infusion of diverse perspectives can lead to innovation and fresh ideas, driving business success in increasingly competitive markets. However, overlooking local talent comes with its own set of consequences. By investing in local communities, businesses can build stronger relationships and foster a sense of loyalty among employees. Moreover, hiring locally can contribute to the development of regional economies, creating jobs and supporting small businesses.

Despite the advantages of global talent, there are challenges to consider. Cultural differences, time zone disparities, and language barriers can hinder communication and collaboration in global teams. Additionally, overlooking local talent in favor of global hires can lead to resentment and alienation within the community. Conversely, prioritizing local talent promotes a sense of belonging and loyalty within the community. Local hires are often more familiar with the region's culture, norms, and customer base, which can be advantageous in serving local markets effectively. Moreover, investing in local talent development can help address skills gaps and reduce unemployment rates in the area.





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Yet, relying solely on local talent may limit access to specialized skills and perspectives crucial for staying competitive in a globalized economy. In industries requiring niche expertise or specific technologies, global talent may be essential for driving growth and innovation. Balancing the recruitment of global and local talent is key to maintaining a diverse and dynamic workforce. In the debate between global and local talent is multifaceted and requires careful consideration. While global talent offers diversity and specialized skills, local talent fosters community growth and supports regional economies. Striking a balance between the two approaches can lead to a robust workforce that thrives on innovation, inclusivity, and sustainability.

- **Standardized versus Localized Practices:** While some organizations implement standardized recruitment processes globally, others adapt them to local regulations and cultural norms.
- **Emerging Trend:** Talent mobility programs are gaining traction, facilitating internal talent movement across borders to address skill gaps and promote international exposure.

## **Performance Management:**

Performance management is a strategic approach that organizations employ to enhance the effectiveness of their workforce in achieving the company's objectives. It encompasses various processes, including goal setting, performance evaluation, feedback, coaching, and development planning. Effective performance management ensures that employees' efforts are aligned with organizational goals, leading to improved productivity and overall success.

One key aspect of performance management is setting clear and specific goals for employees. These goals should be SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) to provide employees with a clear direction and measurable targets to strive for. By establishing such goals, organizations can enhance employee focus and motivation towards achieving desired outcomes.

Regular performance evaluations are integral to performance management. Through periodic assessments, managers can gauge employees' progress towards their goals, identify strengths and areas for improvement, and provide constructive feedback. These evaluations serve as a





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basis for recognizing and rewarding high performers, as well as for addressing any performance issues promptly. Feedback plays a crucial role in performance management by providing employees with insights into their performance and areas for development. Constructive feedback should be timely, specific, and focused on behaviors rather than personality traits. It helps employees understand expectations, improve their performance, and align their efforts with organizational goals.

Coaching is another essential component of performance management. Managers should act as coaches, providing guidance and support to help employees overcome challenges, develop their skills, and reach their full potential. Effective coaching fosters a culture of continuous learning and improvement within the organization. Development planning is closely linked to performance management, as it involves identifying employees' development needs and implementing strategies to address them. This may include providing training and development opportunities, mentoring, job rotations, or other initiatives aimed at enhancing employees' skills and competencies.

Performance management also involves recognizing and rewarding employees for their contributions. This can take various forms, such as monetary incentives, promotions, awards, or simply acknowledging achievements publicly. Recognizing and rewarding high performers reinforces desired behaviors and encourages others to strive for excellence. Performance management is not a one-size-fits-all approach; it should be tailored to meet the unique needs of individual employees and the organization as a whole. Flexibility and adaptability are key to ensuring that performance management processes are effective and relevant in different contexts and situations.

Technology plays an increasingly important role in performance management, with many organizations adopting software solutions to streamline processes, track performance data, and facilitate communication between managers and employees. Leveraging technology can enhance the efficiency and effectiveness of performance management initiatives. Ultimately, performance management is a continuous process that requires ongoing attention and investment from both employees and management. By prioritizing performance management,



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organizations can foster a culture of accountability, transparency, and high performance, driving success in the ever-evolving business landscape.

- **Objectives and Metrics:** Performance objectives and evaluation metrics might differ based on local regulatory requirements, cultural expectations, and individual versus team-oriented work styles.
- **Feedback and Development:** The frequency and format of performance feedback may vary across cultures, as do approaches to employee development based on individual vs. collective learning preferences.
- **Emerging Trend:** Technology-driven performance management systems are being adopted to facilitate data-driven decision-making and personalized development plans.

## **Training and Development:**

Training and development are integral components of organizational growth and success. In today's dynamic business landscape, where technological advancements and market trends evolve rapidly, investing in the continuous learning and skill enhancement of employees is crucial. Effective training programs not only equip employees with the necessary knowledge and skills to perform their roles proficiently but also foster a culture of innovation and adaptability within the organization.

The process of training and development begins with identifying the specific needs and objectives of the organization. This involves assessing the current skills gap among employees and determining the areas where improvement is required. By understanding these needs, organizations can design tailored training programs that address the unique challenges and goals of their workforce. One of the key benefits of training and development is its ability to enhance employee performance and productivity. By providing employees with opportunities to acquire new skills and knowledge, organizations can empower them to excel in their roles and contribute more effectively to the achievement of organizational objectives. Moreover, well-trained employees are more likely to feel engaged and motivated, leading to higher job satisfaction and retention rates.



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In addition to improving individual performance, training and development also contribute to the overall competitiveness and growth of the organization. By investing in the continuous learning and development of its workforce, an organization can stay ahead of industry trends, innovate more effectively, and adapt to changing market dynamics. This not only strengthens the organization's position within the market but also enhances its ability to seize new opportunities and overcome challenges.

Furthermore, training and development play a crucial role in succession planning and talent management. By identifying and nurturing high-potential employees through targeted development programs, organizations can build a pipeline of future leaders and ensure continuity in leadership roles. This proactive approach to talent management not only mitigates the risks associated with key personnel turnover but also fosters a culture of internal mobility and career advancement. Moreover, training and development contribute to the creation of a learning organization, where continuous learning is valued and encouraged at all levels. By fostering a culture of learning and knowledge sharing, organizations can harness the collective intelligence of their workforce and drive innovation and growth. This not only enables employees to stay abreast of industry developments but also promotes a sense of ownership and accountability for personal and professional development.

Effective training and development programs are characterized by their ability to leverage a variety of learning methodologies and technologies. From traditional classroom-based training to online learning platforms and immersive simulations, organizations have a wide range of tools and resources at their disposal to deliver engaging and impactful training experiences. By embracing innovative learning technologies, organizations can enhance the effectiveness and accessibility of their training programs, catering to the diverse learning styles and preferences of their workforce. Furthermore, training and development initiatives should be aligned with the broader strategic goals and objectives of the organization. By ensuring that training efforts are closely integrated with business priorities, organizations can maximize the return on investment in training and development activities. This requires effective communication and collaboration between HR professionals, departmental

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managers, and senior leadership to ensure that training initiatives are aligned with the organization's strategic direction.

In training and development are critical drivers of organizational success in today's competitive business environment. By investing in the continuous learning and development of their workforce, organizations can enhance employee performance, foster a culture of innovation, and drive long-term growth and competitiveness. By adopting a strategic and proactive approach to training and development, organizations can position themselves for success in the ever-evolving marketplace.

- **Content and Delivery Methods:** Training content must be adapted to local languages, cultural sensitivities, and legal requirements. Delivery methods such as e-learning and blended learning are increasingly used to cater to diverse learning styles and geographically dispersed workforces.
- **Leadership Development:** Global leadership programs often focus on intercultural competence, adaptability, and building relationships across diverse teams.
- **Emerging Trend:** Microlearning opportunities, gamification, and virtual reality are being explored to enhance employee engagement and knowledge retention in training programs.

## **Employee Engagement:**

Employee engagement is a critical aspect of organizational success, encapsulating the emotional commitment employees have towards their work and the organization's goals. It goes beyond mere job satisfaction, encompassing factors like motivation, passion, and dedication. A highly engaged workforce is more productive, innovative, and loyal, driving business growth and fostering a positive work culture.

One of the key drivers of employee engagement is effective leadership. Leaders who communicate transparently, provide regular feedback, and demonstrate genuine care for their team members create an environment where employees feel valued and motivated to perform at their best. Moreover, leaders who lead by example and embody the organization's values inspire greater trust and commitment from their employees. Recognition and rewards play a significant role in fostering employee engagement. When employees feel appreciated for their contributions and achievements, they are more likely to remain engaged and committed to



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their work. Recognition can take various forms, including verbal praise, monetary rewards, or opportunities for career advancement, all of which contribute to a positive work environment.

Another crucial factor in employee engagement is the alignment between individual goals and organizational objectives. When employees understand how their work contributes to the overall success of the company, they feel a sense of purpose and are more motivated to excel in their roles. Clear communication of goals and expectations helps employees see the bigger picture and fosters a sense of ownership and accountability. Providing opportunities for professional development and growth is essential for maintaining high levels of employee engagement. Employees who have access to training programs, mentorship opportunities, and career advancement pathways are more likely to feel invested in their personal and professional growth within the organization. This, in turn, enhances their sense of job satisfaction and commitment.

Workplace culture plays a significant role in shaping employee engagement. A culture that promotes open communication, collaboration, and respect for diversity fosters a sense of belonging and camaraderie among employees. Moreover, a supportive work environment where employees feel comfortable expressing their ideas and concerns encourages innovation and creativity.

Regular feedback and performance evaluations are crucial for maintaining employee engagement. Constructive feedback helps employees understand their strengths and areas for improvement, empowering them to enhance their skills and performance. Additionally, performance evaluations provide an opportunity for managers to recognize achievements and address any concerns or challenges that may be hindering employee engagement. Work-life balance is an integral aspect of employee engagement. Organizations that prioritize employee well-being and offer flexible work arrangements recognize the importance of allowing employees to maintain a healthy balance between their professional and personal lives. By accommodating individual needs and promoting a healthy work-life balance, organizations can enhance employee satisfaction and engagement.



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Creating opportunities for social interaction and team building is essential for fostering a sense of community and belonging among employees. Team outings, social events, and volunteer activities provide employees with opportunities to connect on a personal level, strengthening relationships and building trust within the team. These activities also contribute to a positive work culture and enhance overall employee engagement. In employee engagement is a multifaceted concept that encompasses various factors, including leadership, recognition, alignment of goals, professional development, workplace culture, feedback, work-life balance, and social interaction. By prioritizing these aspects and creating an environment where employees feel valued, supported, and motivated, organizations can cultivate a highly engaged workforce that drives success and innovation.

- **Motivation and Rewards:** Understanding cultural differences in motivational factors and designing reward systems accordingly is crucial to fostering employee engagement.
- **Work-Life Balance:** Global organizations need to be sensitive to diverse work-life balance expectations and offer flexible work arrangements to accommodate varying cultural norms.
- **Emerging Trend:** Employee wellbeing initiatives are gaining importance, focusing on mental health, financial literacy, and social connections to create a supportive and engaging work environment.

In today's dynamic and competitive business environment, Strategic Human Resource Management (SHRM) has become paramount for organizations worldwide. This comparative analysis delves into the diverse practices adopted by global organizations to manage their human capital strategically.

Firstly, global organizations prioritize talent acquisition and retention strategies to ensure a competitive advantage. While some employ rigorous recruitment processes focusing on skill and cultural fit, others invest heavily in employee development and career progression, fostering loyalty and engagement.

Secondly, performance management systems vary significantly among global organizations. While some emphasize continuous feedback and goal alignment, others employ periodic





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appraisals coupled with performance-based incentives to drive productivity and accountability.

Thirdly, diversity and inclusion initiatives are integral components of SHRM in global organizations. While some emphasize diversity quotas and inclusive leadership training, others focus on creating inclusive work environments where employees from diverse backgrounds feel valued and empowered.

Fourthly, compensation and benefits strategies differ based on organizational culture and market competitiveness. Some global organizations offer competitive salaries and comprehensive benefits packages to attract and retain top talent, while others prioritize non-monetary incentives such as flexible work arrangements and wellness programs.

Fifthly, learning and development programs are tailored to meet the diverse needs of employees across global organizations. While some invest in traditional classroom training and certifications, others leverage digital learning platforms and mentorship programs to foster continuous skill development and knowledge sharing.

Sixthly, global organizations employ various approaches to manage employee engagement and motivation. While some focus on fostering a positive work culture and meaningful relationships, others utilize performance-based recognition programs and career advancement opportunities to motivate their workforce.

Seventhly, leadership development initiatives vary in scope and methodology. Some global organizations invest in comprehensive leadership development programs, grooming high-potential employees for future leadership roles, while others emphasize experiential learning and on-the-job coaching.

Eighthly, employee relations strategies aim to cultivate positive relationships between management and employees. While some global organizations prioritize open communication



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channels and conflict resolution mechanisms, others focus on fostering a collaborative and inclusive decision-making process.

Ninthly, organizational culture plays a pivotal role in shaping SHRM practices across global organizations. While some emphasize a results-driven and competitive culture, others prioritize a collaborative and innovative work environment that encourages experimentation and learning.

Tenthly, global organizations leverage technology to streamline HR processes and enhance decision-making. While some invest in advanced HRIS systems and analytics tools to track key metrics and trends, others utilize AI-driven platforms for recruitment, training, and performance management.

In conclusion, this comparative analysis highlights the diverse approaches adopted by global organizations in implementing Strategic Human Resource Management practices. By understanding and adapting to the unique needs and challenges of their workforce, organizations can effectively leverage their human capital to achieve sustainable growth and competitive advantage in the global marketplace.

## **Summary:**

This comparative analysis highlights the dynamic nature of SHRM practices in global organizations. While some common trends emerge, such as the use of technology and data-driven approaches, organizations must adapt their strategies to specific cultural, legal, and business contexts. Understanding these nuances is key to attracting, developing, and retaining top talent in a globalized world.



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