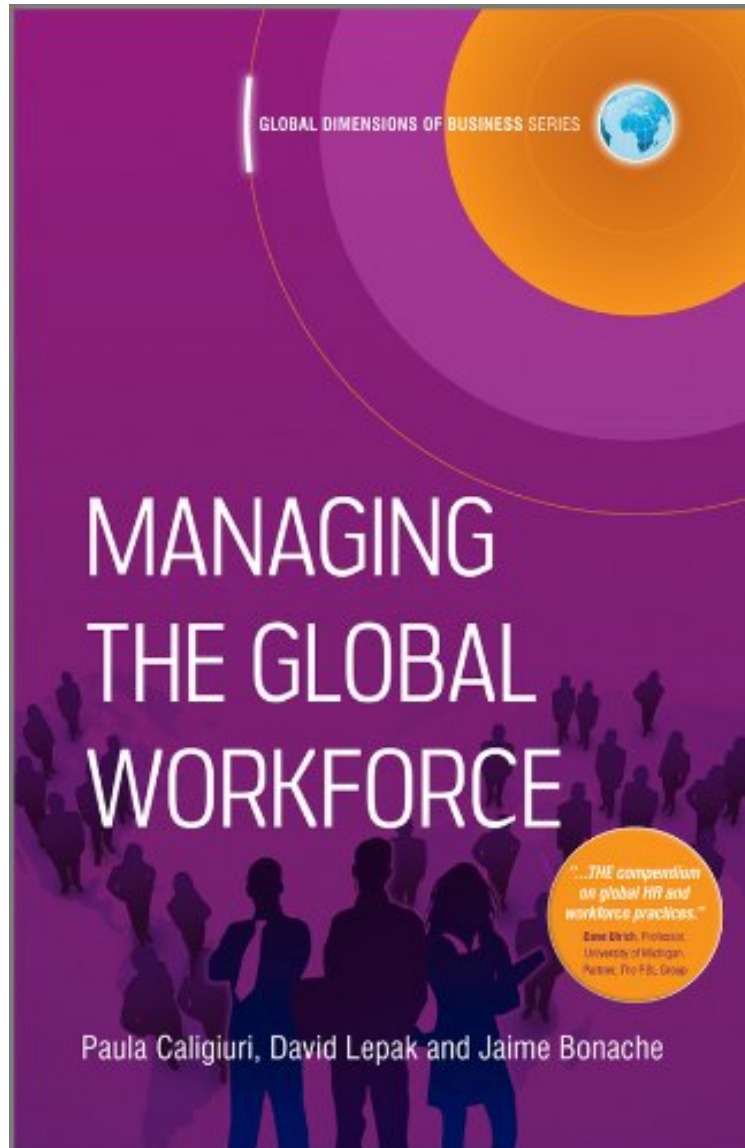


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## Managing the Global Workforce (Global Dimensions of Business)

*Paula Caligiuri, David Lepak, Jaime Bonache*  
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**Paula Caligiuri, David Lepak, Jaime Bonache : Managing the Global Workforce (Global Dimensions of Business)** before purchasing it in order to gage whether or not it would be worth my time, and all praised Managing the Global Workforce (Global Dimensions of Business):

0 of 0 people found the following review helpful. Great ServiceBy JI received this order in a very timely manner and in excellent condition. I would order from this vendor again.1 of 1 people found the following review helpful. Must Read for International HR ProfessionalsBy Anna CelleriCaligiuri, Lepak and Bonache provide a comprehensive and useful framework for HR and business leaders operating in global business structures. The book demonstrates that

organizations that implement global strategies with "cultural agility" and local insight can have a positive impact on company performance and minimize risk and failure. The book facilitates analysis of company strategy in the design and implementation of HR strategy by encouraging reflection of the impact of local realities on talent acquisition, cultural integration, competency development and other critical dimensions of HR. HR professionals at all levels working in organizations with international expansion as a strategic imperative could benefit from Caligiuri, Lepak and Bonache's guide on how to coach organizational leaders to make sound decisions on HR strategy. Anna Celleri, International HR Director, KRONOS Inc. 1 of 1 people found the following review helpful. An Excellent Resource for Leaders Wishing to Leverage the Global Workforce By Matthew Arrigale In this day and age there is high awareness in most organizations about the general implications globalization has on business strategy execution. At the same time, many leaders are still frozen and simply unable to incorporate a strategic workforce strategy into their organizations. Worse yet, some choose to randomly implement "HR best practices." "Managing the Global Workforce" prescribes a differentiated approach to leveraging the global workforce for competitive advantage. Caligiuri, Lepak and Bonache take stellar research and theory, and then clearly articulate practical and logical methods which are sure to promote idea generation easily transferable into action. They bring clarity and simplicity to a complex issue. I highly recommend it to any HR or line leader. Matt Arrigale VP, HR - Americas @ SCHOTT

Human resource management (HRM) is the strategic and coherent approach to the management of an organization's employees. As the need for effective and top staff rises, *Managing the Global Workforce* provides the most up to date and topical information on accessing human resource management. Written by Paula Caligiuri, an author recognized as one of the most prolific authors in the field of international business for her work in global careers, this book covers the full range of strategic, comparative, and cross-cultural issues affecting the way a workforce is managed globally.

From the Back Cover In today's highly competitive global business environment, organizations need to aggressively compete for new markets, products, services, and top human talent in order to develop and sustain competitive advantage in the global arena. For many years, international firms have effectively managed their financial and material resources globally, leveraging economies of scale, low cost production, currency fluctuations, and the like. Human resources, as all other resources in multinational firms, are now being managed on a global scale. The first half of *Managing the Global Workforce* covers the three foundational areas for managing a global workforce: Global Business Strategy – How does human talent affect international integration, local responsiveness, and worldwide innovation and collaboration? Comparative HR Systems – What are the cross-border differences in employment and labor laws, workforce competence (e.g., literacy rates and educational systems), labor economics, and unionization? Cross-Cultural Differences – What are the cross-national differences in the ways individuals gain trust and credibility, communicate, and work together? The second half of *Managing the Global Workforce* applies the three foundational areas concurrently when considering the key practice areas of HRM: Managing Work Design and Workforce Planning – What are the strategic, comparative and cross-national contingencies related to the global mobility of jobs, the movement of employees, and cross-border knowledge work (e.g., transnational teams, virtual teams)? Managing Competencies – What are the strategic, comparative and cross-national contingencies related to recruitment, selection, training and development of the global workforce? Managing Attitudes and Behaviors – What are the strategic, comparative and cross-national contingencies related to compensation, incentives, performance management, and motivational reward of the global workforce? In our ever-increasing knowledge economy, winning in the global arena will largely depend on how well firms can leverage, attract, develop, engage and motivate the strategic capabilities of their human talent globally. "Managing the Global Workforce is THE compendium on global HR and workforce practices. As globalization permeates every facet of our lives, managers have to learn to master the paradoxes of global scale vs. local responsiveness, to design HR practices that leverage across boundaries and adapt to local conditions, and to manage talent worldwide and within countries. This book summarizes research and offers solutions on how to resolve these paradoxes. It is thoroughly researched and well written." – Dave Ulrich, Professor, Ross School of Business, University of Michigan. Partner, The RBL Group ([www.rbl.net](http://www.rbl.net)) "All companies operate in a global economy, and most will sooner and later face the complexities of managing a global workforce. Caligiuri, Lepak and Bonache provide an invaluable, practical framework, based on the best research available to date, to tie human resource policies to business strategy and to ask all the right questions." – Angel Cabrera, Dean of Thunderbird "This is timely! Knowing and understanding where, how, and who does the strategic and support work for your organization is critical. All firms have traditionally determined what work is worth doing and how well it is to be done. But today the issue is where might it be done and the context of the workforce doing it. Insight into this is essential for any HR professional challenged by the global workforce. This book, *Managing the Global Workforce*, offers a fresh and insightful approach for success in globally competitive environments." – Richard W. Beatty, Professor of HR Strategy, Rutgers University "Managing the Global Workforce by Caligiuri, Lepak Bonache provides a comprehensive review of the challenges, frameworks and practices in global human resource management today. They provide current cases on topics ranging from cross-cultural

differences to mobility of work and workers. Based in the core linkage of human resource practices to business strategy, this volume is a must read for human resource and line leaders working in multi-national firms."

—Marcia J. Avedon, PhD, Senior Vice President, Human Resources and Communications, Ingersoll Rand "This book demonstrates the benefits of international collaboration. The text sheds light on existing problems and raises new HR issues facing multinational organizations. A well-researched and fascinating book that provides the HR profession with a solid foundation from which to operate." —Carlos Losada, General Manager- Esade Business School

About the Author Paula Caligiuri, Professor of Human Resource Management, School of Management and Labor Relations, Rutgers University, USA As a leading expert in strategic human resource management with a focus on international management, global leadership development, and international assignee management, Paula has been recognized as one of the most prolific authors in the field of international business for her work in global careers and global leadership development and has lectured in numerous universities in the United States, Asia, and Europe. Paula is also a popular blogger on these topics ([www.PaulaCaligiuri.com](http://www.PaulaCaligiuri.com)). Her publishing successes include a co-authored book with Steven Poelmans, entitled *Harmonizing Work, Family, and Personal Life* (Cambridge Press, 2008) and *Get a Life, Not a Job* (FT Press, 2010), several articles in the *International Journal of Human Resource Management*, *Journal of World Business*, *Journal of Applied Psychology*, *Personnel Psychology*, and *International Journal of Intercultural Relations*.

Jaime Bonache, Professor of Human Resources, ESADE Business School, Spain Before joining ESADE, Jaime was Professor of Human Resources at Cranfield School of Management (England) and Carlos III University of Madrid (Spain). In 2007 he attained his habilitation as Professor of Organization Studies, the highest academic qualification a person can achieve in Spain. Jaime holds an M.A. in Philosophy from Carleton University (Ottawa, Canada), and a Ph.D. in Economics and Business Administration from the Universidad Autónoma de Madrid (Spain). Jaime has written/edited four books, two of them (*Dirección Estratégica de Personas* and *Dirección de Personas*, with Angel Cabrera) have been best-sellers in a number of Spanish-speaking countries. He has been guest editor of three special issues on trends in international human resources and published a large number of articles in leading journals, including *Organization Studies*, *Human Resource Management Journal*, *The International Journal of HRM*, *Journal of Business Research*, and *HRM*. Jaime is a frequent speaker at academic and professional conferences and is widely recognized as one of Europe's leading authorities on international human resource management.

David Lepak, Professor of Human Resource Management, and Chairperson of the Human Resource Management, School of Management and Labor Relations, Rutgers University, USA David received his PhD in management from the Pennsylvania State University and is a leading scholar in the strategic management of human resources and teaches and conducts research on a variety of human resource topics with dual interests in strategic human resource management and international human resource management. He is a frequent presenter to many domestic and international audiences. David has co-authored a comprehensive textbook with Mary Gowan, entitled *Human Resource Management* (Prentice Hall, 2008). His research has appeared in a variety of outlets such as: *Research in Personnel and Human Resource Management*, *Academy of Management Journal*, *Journal of Applied Psychology*, *Journal of Management*, *Human Resource Management*, *Human Resource Management*, among others.