

- Stereotypes give us comfort because it allows us to name the situation. However, this can lead to prejudice and even racism! Prejudice is having a pre-conceived Notion!
- Reward systems reinforce group processes! A culture is an institution- there are specific laws, processes and procedures that need to be managed when globalising.
- Globalisation- Localisation Dilemma: Even though diversifying culturally by moving to other countries can provide creative opportunities, there are huge obstacles to deal with when considering this. Like the laws, social norms, values, even business practices in the new country!
- Universalist HRM: The purpose of the study of HRM is to improve the way HR are managed strategically within organisations. 'Best Practice' Approach: Advocates the adoption of universal principles with respect to HRM strategies regardless of their context.
- Contextual HRM: The search for an understanding of what is contextually unique and why? Focusing on culture, ownership, labour, markets, role of the state and trade unions. 'Best Fit' Approach: every context has its own peculiarities which should be considered as reference points by HR Strategists and both corporate strategy and HR strategy need to be harmonised with the context.
- Convergence: Argument that business practices around the world converge towards the most efficient as technology imposes similar structures. Focus on similarities and HRM Applications in different Countries.
- Divergence: Focus on the variation of policies and applications across different national and regional contexts. 2 Paradigms.
 1. Culturalist Approach: explains the differences in managerial behaviour as mainly stemming from variations in national culture (Hofstede,1980; Adler,1991)
 2. Institutional Perspective: Organisational behaviour is determined by the social-institutional environment of nation states (Maurice et al, 1980; Whitley, 1992)
- Globalisation Thesis:
 1. 'Global' companies operate in many countries like 'insiders' detached from their original nationalities (Kerr, 1971; Ohmae, 1990; Holden, 2000)
 2. Nationality factors in the operations of economic systems and of companies are no longer influential as international companies become transnationals which converge to a new 'best model'. (Bartlett & Ghoshal, 1989)

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