

Call-For-Papers

Special Issue:

International HRM:

Evidence and Implications from Emerging Markets in Europe

Guest editors

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Background Context

The economic integration of emerging markets , notably those in southern, eastern and central Europe, is proceeding at an uneven, haphazard, and experimental pace; a process that has involved both liberalization, and the infusion of aspects of the European social model. This process has not been an easy one, involving deregulation, external shocks, heightened capital mobility, and the challenges of coping with heightened competition and the wider management challenges of moving from operating in an essentially closed system to an open one. The role of multinationals (MNCs) in this process is catalytic. Multinationals have introduced new ways of thinking and acting within and across these national business systems. Although much has been written and analysed in relation to other functional business areas studies on human resource management (HRM) of MNCs in transitional economies remains sparse, fragmented and therefore in need of consolidation. More importantly, foreign direct investments (FDIs) into eastern and central European countries are no longer restricted to those from developed countries. MNCs from emerging economies such as India and China are increasingly attracted to this region for their market expansion and resource acquisition. Few, if any, studies have been carried out to explore the role of HRM of MNCs from these emerging economies in Central and Eastern Europe. There is little understanding of, for example, how their HRM practices are shaped, to what extent they support these MNCs' expansion strategy, and in what ways these practices may differ from those MNCs from developed countries operating in the same countries/region. In addition, existing studies on HRM of MNCs have largely focused on MNCs from developed countries and on issues related to, for example, transfer of best practices, expatriate management, cross-cultural management and managing change. There is a dearth of knowledge related to HRM strategy of MNCs from emerging economies in general, and in this region specifically.

Special Issue themes

This special issue seeks to explore current HR strategy and practices that multinationals have adopted and applied in emerging markets , bringing together the latest state of the art knowledge, and emerging research findings. Some of the current issues appear to be related to the development of either 'regional specific' HR policies, the 'importing' of Anglo-Saxon HR models, the diffusion of the European social model, and/or the 'cutting and pasting' of HR models by foreign multinationals working in the region. The special issue aims to

synthesize HR understanding and knowledge in order to critically evaluate the overall current state of affairs and point towards future practical and research oriented opportunities within these countries. It is also our hope to contribute to existing understanding of HRM in MNCs by adding knowledge on MNCs from emerging economies and on issues that are so far less explored.

We invite papers from different theoretical and practical perspective and the adoption of different empirical methodologies (quantitative, qualitative, case-oriented, mixed). Works presented must contribute original work that genuinely advances existing knowledge and debates within the region.

Suggested, but not exclusive, research areas that contributors may address include:

- Strategic human resource management principles;
- Recruiting and retaining skilled employees – overcoming brain drain;
- Developing human capital and knowledge focused workforces;
- Pay for performance and other forms of compensation systems;
- Human resource development;
- Talent management;
- The development of HR as a professional occupation;
- HR outsourcing;
- Employee relations;
- Diversity management;
- HRM and corporate social responsibility;
- HRM during times of crisis.

Approach & Timeframe

Contributors should be aware that this is an open, competitive call and the submitted papers will be blind reviewed using the journals' standard procedures.

Articles submitted for review must be based on original material and not under consideration by any other journal of outlet.

The editors anticipate selecting approximately five papers to be included in the special issue, but other submissions may be considered for publication in later of the journal.

The deadline for submissions of the 1st draft of papers is **15 March 2010**, reviewed by **June 2010**, resubmitted by **October 2010** and delivered to HRMJ in **December 2010**.

The special issue is intended for publication during 2011 (this will depend on HRMJ schedule).

The guest editors of the special issue are more than open to discuss potential paper ideas and they can be contacted directly at:

Papers should be submitted electronically to both Fang.Cooke@mbs.ac.uk and g.t.wood@sheffield.ac.uk .