



THE BUSINESS OF GLOBALIZATION ON HUMAN RESOURCE MANAGEMENT AND ITS ROLE

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ABSTRACT

The duties of Human resource departments are transforming considering the fact that the extremely-ultra-modern day alternate faces pressures of globalization. The international furnish of ability is looking its lengthy-time interval demand, and the hole is a mission for employers a ways and wide the situation the function. The shortage between the demand and supply of capacity is prone to proceed to develop, in special for top informed employees and for the next new release of company executives. Now firms have got to perform better emphasis on attracting human capital nevertheless than fiscal capital. World staffing and management of a body of workers countless in lifestyle and language abilities, and dispersed in detailed international locations are the main element ambitions of world human resource. Most mighty these multinational firms inclined to adapt their human major valuable resource practices to the altering world labor market stipulations nearly obviously ready to draw and hold excessive performing employees. Firms with the skills to foresee their alternate wants and their personnel wishes – especially for top advantage – will gather the decisive competitive capabilities.

Key words: Human resource management, Globalization, abilities Analytics, understanding Warehouse, on line Analytical Processing, skills Mining, Key affectivity warning signs, Dashboards, Scorecards.

INTRODUCTION

Human resources departments are remodeling given that the brand new organization faces countless and complicated challenges, and take knowledge of prospects. The transformation of human belongings on this ultra-modern is an instant investigate of the rapid versions inside organizations seeing that of explanations related to globalization. Within the international rivals within the flat and associated new world, resolution making in businesses has increase to be increasingly complex and convoluted. The enterprise new international world has widened the potential pool for prime-pleasant and marginal employees, and for permanent and fluid workers. An training's advantage is traditionally a provide for a sustained aggressive knowledge and could have an effect on essential organizational results similar to survival, profitability, client pleasure stage, and worker efficiency (Pfeffer, 1994; Prahalad, 1983). Human resources have to take capabilities of science and advantage analytics to assemble a global human resource skills procedure that collects and retail outlets know-how from relatively various sources. The process will aid to compare the information to furnish alternate insights, predict future wants and develop programs to fill these desires. Corporations with the competencies to foresee and sustainably manage their staff desires – peculiarly for top capabilities – will acquire the decisive aggressive expertise (World fiscal forum, 2010a).

The global furnish of ability is trying its lengthy-time interval demand, and the hole is an enterprise for employers an approaches and massive. The shortage between the demand and deliver of capability is extra likely to proceed to strengthen, in particular for entirely-advised staff and for the subsequent iteration of core and senior leaders. Most rising global areas with giant populations, together with Brazil, Russia, India, and China, is probably not capable to keep internet surplus personnel with the suitable knowledge for much longer. Now, higher than ever, firms have bought to operate better emphasis on attracting human capital then again than fiscal capital. Due to the fact that that capital is most likely to be had from clients and lenders, and enhancements will also be duplicated on the other hand without a trouble and speedily, powerful human resource management is the satisfactory process to distinguish one group from an additional. International staffing and world management development are the 2 add-ons of worldwide human resource with the finest capabilities for effective leverage for world organizations (Pucik, 1996). Simplest the multinationals so that you could be inclined to adapt their human resource practices to the altering world labor market stipulations is most of the time

prepared to attract, develop and hold the appropriate potential, and might reputedly be triumphant within the worldwide competitors. The relaxation of this paper is able as follows: in part 2 we describe drivers of globalizations, and in part three we keep in touch about some key challenges to globalization. We speak in regards to the altering roles and duties of human resource hence of globalization in part four. In part 5 we converse about global human resource expertise method and its principal add-ons. We summarize and conclude the paper partially 6

EXPLANATIONS RIDING GLOBALIZATION

The growing incidence of globalization is pushed via a range of causes, alongside scarcity of capability in developed world areas, availability of low rate labor and opening shoppers in establishing world areas, and technological progress. Shortage of capacity in Developed global areas

regardless of the reward economic downturn and unemployment, most developed international locations, at the side of the U.S., Germany and Japan will face long term capability shortages relatively commonly for that reason of growing older and the retirement of boy or girl boomers. There is additional staff retiring than entering the labor power in these worldwide places. By way of utilizing 2020, for each and every 5 retiring staff, simplest four new employees will join the labor stress in most developed international locations. In conserving with one estimate America will have got to add 26 million workers to its potential pool by way of 2030 to preserve the common monetary development of the 2 prior an extraordinarily very long time (1988-2008) except a technological bounce forward replaces manpower, at the same time as Western Europe could have acquired to add forty six million employees (World fiscal discussion board, 2010). The shortage of employees is expected inside the direction of most industries, along with manufacturing, setting up, transport and communications, alternate, inn and eating places, fiscal offerings, IT and enterprise picks, well being care, public management, and education. Availability of Low rate Labor from rising worldwide locations

The likelihood has not ever been better for multinationals to draw immoderate talents from rising global areas, related to Brazil, Russia, India, and China, or to outsource work to those world areas. World populace progress differs most commonly between developed and commencing international locations. Inside the developed international locations, of America. European, and Japan, the gift annual price of progress is diminish than zero.3 per cent, even as within the

enjoyment of the arena the populace is developing almost always six events as fast. Consistent with McKinsey world Institute, there are roughly 33 million talents authorities in rising markets they most often opening very briskly. The stock of suitable, younger at ease talent in rising markets is constructing at 5.5 per cent every 12 months, at the same time the form in developed worldwide places is developing at simply 1 per cent each yr (McKinsey worldwide Institute, 2005 - II). The entire quantity of tuition-proficient employees in low-wage international locations approaches exceeds the variety for larger wage nations. Presently, India produces as many younger engineers as the U.S., and China produces better than twice as many. Russia produces 10 occasions as many finance and accounting authorities as Germany. According to the worldwide institution for Migration, there were an estimated 214 million global migrants on this planet in 2010, and fifty-seven per cent of all migrants stay in high-income international locations (World Migration file, 2010). The wide variety of migrants is further more likely to beef up exponentially throughout the coming years. In addition, the migration of employees and outsourcing of labor would no longer be restrained to unidirectional drift from rising global places to developed nations. Technological development

Globalization is made feasible by way of the progress of rate mighty, but very powerful utilized sciences, alongside side the Intra- and internet, enterprise resource planning approach, data warehouse, expertise mart, and capabilities analytics. Friedman (2005) outlined globalization a entire set of applied sciences and political activities converging—along with the autumn of the Berlin Wall, the upward thrust of the web, the diffusion of the residence house dwelling windows working approach, the development of a world fiber-optic group, and the progress of interoperable application purposes, which made it very effortless for guys and females some distance and vast the vicinity the sector to work mutually—that leveled the taking part in area. It created a worldwide platform that allowed further contributors to plug and play, collaborate and compete, share advantage and share work, on a scale below no occasions obvious earlier than. Cloud computing and new advances in far flung entry and aid applied sciences additionally appear to gasoline globalization. Many supplier jobs, paying homage to identify amenities, animation, transcription, and software growth may also be applied remotely. It is estimated that a hundred and sixty million jobs, or about eleven per cent of the projected 1.46 billion provider jobs world in 2008, perhaps utilized remotely, barring any constraints on provide (McKinley world Institute, 2005 - I). Section 5 discusses a global human resource abilities

procedure that collects and retail outlets gigantic volumes of knowledge from mainly plenty of sources, along with outside and an approaches flung sources. The procedure is designed so human resource personnel are in a position to research the skills to get enterprise insights, predict future desires and toughen methods to fill these desires.

CHALLENGES OF GLOBALIZATION

As recounted within the prior section, the pool of proficient contributors has been developing and is anticipated to proceed to enhance inside the shut future, in most cases since of accelerated educational prospects in emerging global areas. Additionally, the demand for such capability is prone to grow even faster within the equal interval. Headquartered on expertise from 22 global areas and 12 industries, a worldwide fiscal dialogue board be taught predicted that sizeable potential gaps between furnish and demand of enormously knowledgeable staff would showcase up by way of 2020 (World monetary talk board, 2011). The demand for informed humans is commencing not most powerful from developed global areas, nonetheless from the opening countries themselves as they pursue their possess nation opening.

Human resource authorities at multinational firms in rising markets an equal to China, Hungary, India, and Malaysia have told in a brand new survey that candidates for engineering and customary-management positions show off gigantic variants in suitability (Guthridge, Komm, and Lawson, 2008). In line with the McKinsey international Institute, exceptional 13 to 19 per cent of 33 million classes graduates in constructing global areas are suitable to work in a multinational organization, consequently of their lack of language abilities, low enough of educational method, and scarcity of cultural in kind. Additionally, most strong a fraction of those men and women are inclined or competent to relocate to worldwide nations for employment (McKinley world Institute, 2005 - I).

It moreover stays the fundamental mission for world businesses'human resource departments to control a staff various in way of life and language expertise, and disbursed in more than a few countries. It is predominant that the businesses not excellent familiarize with regional approaches of doing alternate, and realize the wishes of regional buyers, however moreover expand an international perspective amongst their employees. Being on the core of globalization, multinational businesses have got to be expert to mix numerous cost techniques and espouse shared global work values to create an atmosphere, the position employees are all

set to hold up a correspondence and coordinate their pursuits to arrive natural ambitions (Rosenblatt, 2011; Erez and Drori, 2009; Ralston et. Al., 1997). Human resource has obtained to play new roles and tasks in leading the crew in uncharted waters of globalization.

DUTIES OF HUMAN RESOURCE

Prior to now, human resource was once an extra time most of the time viewed a cost core and an administrative overhead. The human resource departments interested by fast-time interval good factors and monetary fiscal monetary financial savings. They fascinated with administrative affectivity and compliance events. They tended to cost investments in skill intangibles rather than capitalize and tended to raise transient-time interval features by the use of lowering discretionary expenditure on men and girls development (Guthridge, Komm and Lawson, 2008; Hamel and Prahalad, 1994; Schuler and Jackson, 1987, Bryan, 2007). Such tendencies carried out speedy-time interval successes however encountered lengthy-time interval issues when the ambitions were complete on the price of employee productiveness.

The function of extremely-ultra-state-of-the-art human resource departments is to focal facet on organizations' extended-time interval ambitions. Alternatively of focusing entirely on inside human major resource problems, brand new-day day human resource division takes a balanced and broader system. They concern emphasis on future-oriented plans and ambitions and rate together with initiatives (Adler and Ghadar, 1990; Adler, 1997; Kobrin, 1988; Milliman et al., 1991; Tung and Punnett, 1993). Ulrich (1996) defines the roles of human worthwhile valuable resource headquartered on the next four reasons – Strategic organization associate, alternate Agent, worker champion, and Management expert. They're additionally champions of globalization and technology savvy. Strategic exchange partner and alter Agent Strategic alternate accomplice and alter agent capabilities are about predominant and serving to in formulating the employees' total company strategy and to align human worthwhile resource activities and initiatives with the tuition's whole enterprise procedure. Apart from the human valuable resource method is safely formulated and assuredly utilized; success of the institution is at hazard (Belcourt and McBey, 2010). In these roles, the human valuable resource reliable contributes to the method and the accomplishment of the employees-tremendous alternate plans and goals, and formulates the human valuable resource enterprise ambitions to aid the attainment of the total strategic alternate plans and ambitions. Ability planning will need to be inextricably linked with strategic planning and, as such, most often addressed through human resource

executives. Corporations have obtained to broaden leaders ready of producing development and easily managing a multicultural staff. Leaders themselves have bought to suggest various cultures and backgrounds so the constitution of the decision-making our bodies inside organizations displays a further countless composition of the market (World financial dialogue board, 2010).

The human imperative valuable resource personnel do periodic analysis of the effectiveness of the group of workers on the enterprise measure. The personnel count on transformations and fully grasp what's major to role in force them. The human resource reputable is informed in obtaining exchange belief in order to predict modifications, and make prompt picks at operational and strategic stages. The human resource respectable accesses present necessities and anticipate future advantage shortages via strategic advantage planning. Institution volatility and uncertainty increase the necessity for corporations to rely on developed analytics, main issue simulations, and particular delicate body of workers-planning levers (BCG and WFPMA, September 2010). Companion with Frontline and core Managers

one of the principal valuable critical attribute factors of human valuable resource literature is the pivotal perform that has been given to frontline managers as a furnish aspect for a variety of employment insurance plan protection insurance policies which almost certainly supposed to raise the affectivity of the team of workers (Patrick, McGovern, Lynda Gratton, Veronica Hope-Hailey, Philip Stiles and Cather, 2007). The contributors and affectivity be trained implemented for the CIPD through a crew at tub tuition positioned an instant correlation between workers feeling confident about their relationship with their frontline managers and them being extra further inclined to have bigger levels of job pride, dedication and loyalty which will also be concerning bigger phases of affectivity (Hutchinson, S. And Purcell, J., 2003). The human resource participate in is to accomplice with frontline and core managers to with ease gather, increase and continue human capital for all industry objects inside the company. Ultra-modern-day science has made it viable to for human valuable resource personnel and line managers to have digital, without a face-to-face, conferences and communications. Employee endorses and Champion of Globalization

As an employee sponsor or endorse, the human resource supervisor performs a pivotal function in organizational success via his advantage about and advocacy of people. This advocacy entails skills inside the correct process to create a work atmosphere where guys and women will choose

to be encouraged, contributing, and wholly totally blissful (Ulrich, 1996). When staff is precipitated they ought to do their quality work – now not out of obligation however due to the fact that their job disorders to them, each and every professionally and in my opinion. Nonetheless, self-discipline contains ways, insurance plan coverage insurance policies, and practices that develop accountability. When motivation and drive of will unite, staff is, in charge for, and rewarded for his or her work (BCG and WFPMA, July 2010). Workplace flexibility is predicted to be on the upward thrust in the end locations of labor and accordingly, among the much interplay between human resource personnel and line managers or employees is most likely digital, without face-to-face, conferences.

The human resource personnel are a champion of globalization, and support toughen world mind-set in its employees. Having a global intellect-set implies recognition of benefits that may glide to the whole crew from encouraging and valuing cultural sort in guys and females. Globalization is increasingly together with one other component to inexpensive labor and high-power science: unfettered creativeness—that is, immoderate progressive and ingenious capabilities (Friedman, 2005). The function of human resource is to put in force the valuable organizational methods with sensitivity to amazing cultural influences (Pucik, 1996).

WORLDWIDE HUMAN RESOURCE FIGURING OUT PROCESS

world corporations are utilizing the school's capabilities to developing advised alternatives however of relying on their intuitions or gut emotions. Likewise, HR departments of world businesses in addition accumulate capabilities paying homage to worker, attrition and hiring, compensation and advantages, ethnic, gender, cultural, and nationality distributions, and cargo the identical into expertise warehouses and capabilities marts. With the support of inspecting the earlier and reward expertise, enterprise analyst get alternate insights, and make reality headquartered picks. The worldwide Human valuable resource determining procedure entails a variety of part ways which will also be interdependent. The various add-ons will even be more often than not labeled into the next three foremost sub-functions: talents warehousing, data Analytics, and knowledge give. These instruments and systemic methods are useful to formulate questions or hypothesis, to design expertise and analytical objects, to compute and continue involved outcome to suitable purchasers, after which for the users to draw alternate notion from the effect to kind company choices and, eventually, increase affectivity. The information warehousing procedure

an understanding warehouse is a choice aid database that is maintained for my part from the institution's operational databases. Operational databases include competencies pertaining to every transaction even as understanding warehouses comprise summary expertise very like totals, counts, maximums and minimums. The know-how saved in a talents warehouse is optimized for querying and information analysis. Knowledge warehousing methods promises with design, implementation, and operations of a figuring out warehouse on the part of expertise extraction, information cleaning, capabilities transformation, and loading of expertise from specified sources. The strategy furthermore involves meta-understanding management, protection management, backup and restoration, and catastrophe treatment.

The know-how warehouse is competent to accumulate and coalesce capabilities from instead particularly quite a lot of sources. Worker capabilities is in most cases housed in separate human resource approaches founded on vertical human valuable resource choices, involving advantages, payroll and compensation, go away, educating, affectivity price determinations and surveys and/or horizontally during sensible areas. Businesses have received to install all inside and outside skills sources after which consolidate the information compatible right into a human resource know-how warehouse or, a quantity of knowledge marts. Some examples of outside potential sources are US Bureau of capabilities, Open government Directive Datasets (advantage.Gov), collective agreements, labor market traits, labor ideas, and organization benchmarks.

The design of an expertise warehouse is established upon identifying knowledge, dimensions, and granularity. Skills are summarized numerical skills saved in a desk typically called a fact desk. Dimensions are publications wherein summarized capabilities may be seen. Each dimension can have a quantity of hierarchies. Hierarchies are logical constructions that use ordered phases as a method of organizing potential. Question devices use hierarchies to drill down or roll up into your retrieved potential to view specific levels of granularity. Granularity refers back to the measure of element of the understanding saved in a reality desk. The additional side there would also be in a truth desk, the better its granularity and vice versa.

We might also (for efficiency and confidentiality explanations) pick out to retailer the suggestions at some intermediate measure of granularity. As in evaluation with the capabilities warehouse with simplest granularity, this advantage warehouse does no longer incorporate small print that would be very useful to the workforce. More often than not, considering the granularity

stage is diminished, the technique includes a lot so much less unique skills (as a result a lot so much less worthy), however constructive factors in affectivity (in percentage and storage) and confidentiality of personal files. Capabilities science authorities are in charge whole for designing an identifying warehouse process that's greatest in storage and efficiency, while the human resource division is in cost for guaranteeing that every customer of their personnel has the know-how in colossal aspect to do his or her job. Affectivity and value oppose one another; as an outcome, know-how science and Human resource departments have bought to seek out a most valuable whole resolution that is best eventually for the staff as an entire.

The alternate Analytics approach world Human resource advantage packages are regularly very wealthy in enterprise analytics elements, at the part of on line Analytical Processing (OLAP), skills mining, and evolved analytics elements headquartered on figuring out, forecasting and predictive analytics. These functions are generally not able to simplest furnish options to questions identical to, —What befell? Why did it occur? Nonetheless additionally can make it feasible for the individual to predict and have an effect on the longer term. The developed analytics can reply deeper human resource questions, just like —In what systems human capital investments will make a contribution to industry affectivity?!, —How a lot do human invaluable valuable resource movements have an have an effect on worker performance?!, or —What capability wants and potentialities lie forward?!

OLAP functions can retrieve abstract capabilities (metrics), concerning totals, averages, percentages, common deviations, absolute pleasant, minimal of competencies measurements (know-how) from only some dimensional views. These features are organized of performing a quantity of competencies retrieval operations, alongside Drill down, Roll up, and Slice and dice and allow shoppers to view metrics established on exclusive element phases. Mega BI companies have incorporated complete knowledge features inside their BI software strategy. For example, IBM has integrated the SPSS with their BI Cognos method, and SAS Inc. Has developed their BI application with a core which entails their celebrated statistical packaged application. Microsoft has developed XLSTAT, an add-on to Excel for information and multivariate talents analysis. Alongside aspect the inclusion of statistical capabilities, BI carriers have furthermore developed-in expertise mining capabilities of their software. Potential mining is an extension of statistical ways reminiscent of, classical and artificial intelligence. Statistical methods are customarily utilized to fairly small-dimension sample talents chosen randomly and

exceptionally to validate a hypothesis. These systems conform to a collection of assumptions related to the populace and are referred to as 'verification pushed tactics'. Advantage mining entails ways almost always referred to as 'discovery pushed techniques' that do the exploration and analysis by way of computerized process of colossal parts of competencies with a motive to realize massive hidden patterns to be competent to seek out relationships, associations, and features among the many talents measurements (Kim, 2002; Tan, Steinbach, and Kumar, 2006; Shmueli, Patel, and Bruce, 2010) and this capabilities is then utilized to reaching distinctive company targets. In contrast, predictive analytics entails statistical, mathematical, and advantage mining analyst-guided (not computerized) techniques that do the exploration and analysis of significant portions of expertise to be equipped to make picks by way of forecasting the results. Whereas OLAP and abilities mining makes a specialty of prior affectivity, predictive analytics forecasts habits and final result as a way to advisor precise choices. If OLAP and potential mining can elucidate what has passed off and why, predictive analytics can suggest on the compatible response action. The understanding furnish procedure

The expertise supply system offers organization buyers the competencies to entry experiences and customarily exposes affectivity of a mission or whole staff at organization and curb levels. End customers are in addition organized to observe key goals very like traits, metrics, and Key affectivity Indexes (KPI) in effortless-to-entirely grab designs, related to configurable working out portals, scorecards and dashboards. Counting on a persona's performing and accountability, he or she is furnished with the traits, metrics, and KPI at proper combo phases. Some users can get to the bottom facet that exists throughout the warehouse.

CONCLUSIONS

The developing incidence of globalization is pushed via utilizing a number of reasons, together with shortage of ability in developed global areas, availability of low rate labor and constructing purchasers in beginning countries, and technological development. Regardless of the reward fiscal downturn and unemployment, most developed international locations, along facet the USA, Germany and Japan will face longer term skills shortages customarily consequently of getting historic and retirement of little one boomers. There is additional staff retiring than coming into the labor pressure in these international places. By means of 2020, for each 5 retiring employees, most mighty four new staff will emerge as a member of the labor strain in most developed global places. The shrinkage of ability traditionally greater than compensated

with the aid of utilizing setting up kind of legit ability produced in rising world areas, however the international provider of potential is trying its accelerated-time period demand, and the gap is an assignment for employers in each single place the position. The scarcity between the demand and provide of capabilities is more likely to proceed to increase, mainly for tremendously expert authorities. The demand for educated humans is growing from developed and opening worldwide areas alike.

Easiest the multinational companies that makes it possible so that you can be inclined to adapt their human valuable resource practices to the altering world labor market conditions will most more customarily than not be in a position to draw, support and keep excessive performing employees, and might most more often than not reside to notify the story, and be confident on the earth opponents. Management of culturally various and geographically dispersed workers is a key intention of world human resource. It's regularly predominant that the organizations not first-class familiarize with regional ways of doing enterprise, and comprehend wants of the nearby consumers, but furthermore improve a global mind-set amongst their employees. Human resource need to play roles and duties in primary the university toward openness to cultural variety.

The human resource has got to middle of awareness on corporations' lengthy-time period ambitions and on future-oriented plans. Nonetheless of focusing wholly on inside of human resource issues, human valuable resource departments have obtained to take a balanced and broader approach. HR departments of worldwide businesses ought to gather capabilities on explanations, an equal to employees, attrition and hiring, compensation and benefits, ethnic, gender, cultural, and nationality distributions, and cargo into deciding warehouses and advantage marts. By means of utilizing developed analytical strategies on the expertise, human resource reliable will get alternate notion, predict variations, and make recommended picks at operational and strategic stages. The human resource official accesses reward and anticipates future capabilities shortages by means of strategic abilities planning. Worldwide firms not simplest have got to a networked, collaborative and open to culturally more than a few personnel, however moreover entails immoderate knowledge.

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