

CALL FOR PAPERS

International Conference

HRM Global 2008

Sustainable HRM in the Global Economy

27–29 August 2008

Turku School of Economics, Turku, Finland

Organized by the Turku School of Economics www.tse.fi, Department of Management, in co-operation with the HRM Study Group of IIRA (The International Industrial Relations Association) www.ilo.org/iira

www.hrmglobal2008.fi



Welcome to HRM Global 2008 Conference!

On behalf of the organising committee and the Turku School of Economics, we invite you to submit papers to the international conference “**Sustainable HRM in the Global Economy**” taking place on 27–29 August 2008 in Turku, the oldest city of Finland and the European Capital of Culture 2011.

Conference Theme

Sustainable development is a current topic that increasingly transcends the original meaning of a socio-ecological process of fulfilling human needs while preserving the quality of the natural environment for future generations. In its 2004 report ‘A Fair Globalization: Creating Opportunities for All’, the World Commission on the Social Dimension of Globalization, created by the International Labour Organization (ILO), calls for sustainable development and argues that

“The quest for a fair globalization must be underpinned by the interdependent and mutually reinforcing pillars of economic development, social development and environmental protection at the local, national, regional and global levels”
(p. ix).

Globalization and internationalization are fundamentally changing the external framework for human resource management and employment relations. This has been particularly true for multinational companies but also largely due to their actions. By making FDIs and exporting jobs into low-cost countries they increasingly affect also other business organizations’ competitiveness and strategic HRM options worldwide. In the area of human resource management, the primary goal of ‘sustainable’ HRM is to sustain the company’s competitive position and the labour productivity without jeopardizing employee well-being. The ultimate goal is to build long lasting competitive advantage via human resources and aim at the fulfilment of psychological contracts with the employees despite pressures of global competition.

The conference deals with the role of “sustainable” human resource management in the context of the global economy. We wish to bring researchers and practitioners representing different fields of international HRM and IR together to inspire the discussion on the content and meaning of sustainable HRM.

One of the current challenges in HRM research is the problem that the mechanisms that link HRM to organizational performance and employee outcome variables are at least multi-faceted. While a large proportion of current research on HRM and performance has been conducted in industrialized countries or on multinational companies based in industrialized countries, studies on the management of human resources in developing countries or multinational companies based in countries outside of the Western sphere have been fairly rare.

Moreover, comparative studies on the HRM models and practices within and between different economic areas (i.e. in western countries, transitional economies of former socialist countries and rapidly developing countries of Asia, and

underdeveloped countries in Africa and parts of Latin America) are only appearing. Yet there are huge differences between HRM systems and preconditions for good HRM in underdeveloped, transitional and market economies. Some of the distinctions are caused by the differences in the political order, safety and stability of society thus having great effect on the applicability of HR practices in different countries.

Decent work has been one of the fields of interests in the current discussions of international employment relations. The 1999 report ('Decent Work') of the Director General of the International Labour Organization (ILO) puts decent work as the primary goal of the ILO. Decent Work refers to opportunities for women and men to obtain productive work in conditions of freedom, equity, security and human dignity. The 1999 report states the following:

"Decent work means productive work in which rights are protected, which generates an adequate income, with adequate social protection. It also means sufficient work, in the sense that all should have full access to income-earning opportunities. It marks the high road to economic and social development, a road in which employment, income and social protection can be achieved without compromising workers' rights and social standards."



Fair and equitable globalization and decent work for all received worldwide endorsement by many governments and multilateral institutions, including that of the Summit of the United Nations General Assembly in 2005. When MNCs import western originated HRM models into developing economies there is a need to study its consequences and HR functions role and possibilities in securing decent work in different locations. As there are great variations in the working conditions, legislation and labor market

circumstances in different countries, the primary concerns of HR professionals ranges from fighting against the psychological overburdening of work and providing ergonomic office chairs (in the West) to safeguarding workers lives during their commuting from home to workplace (e.g. in some of Latin American countries).

We want to raise discussion on what can be considered decent work in different countries and organizations, how to define a decent work environment, and how to reach decent pay and terms of working organization-wide in the MNCs. Respectively we want to encourage researchers to consider what is fair strategic HRM and which interest groups point of view should dominate this discussion — in this conference we need to ask, fair to whom and on which time span? The general aim of this conference is to highlight HRM-related challenges that are caused by the complexity and diversity of the current global environment, focusing on decent work and sustainable, fair and successful HRM.



Topics and Streams

For the conference academics and practitioners are invited to respond to these challenges and in their contributions address issues such as:

Stream 1: Strategic HRM and Performance in Global Context

- Effectiveness of IHRM policies and practices
- Applicability of high performance work practices and best HRM bundles around the globe
- Drivers of variation in HRM practices
- Role of HR function and HR professionals in global corporations
- Sustainable HRM strategies for global competitiveness
- Measuring HRM performance in global context

Stream 2: International Human Resource Management

- Transferability of HR practices across borders
- The dual logics behind IHRM: global integration versus local responsiveness
- Managing an international workforce, e.g. human resource development, compensation, performance management, industrial safety

Stream 3: Globalization of Industries

- Effects of multiculturalism on HRM
- Multicultural recognition in HRM
- Managing cultural integration in international mergers and acquisitions
- FDIs: adopting host country HRM or introducing home country HRM
- Transfer of production into low cost countries

Stream 4: Corporate Social Responsibility

- International business ethics and ethical challenges relating to globalization
- Role of multinational enterprises in laying the foundation for HRM in developing countries
- Humanistic versus instrumental views of people in organizations
- Organizational justice and trust in the global business environment
- Work restructuring for the sake of maintaining jobs

Stream 5: Decent Work

- Standards and rights at work
- Employability: education, skills development and technology
- Upgrading work and enterprises in the informal economy
- Migration for work, within borders and internationally
- Social protection policies
- Decent work opportunities for young women and men
- Equality in diversity

Stream 6: International Industrial Relations

- Labour market regulations
- Exporting jobs into low-cost countries: consequences on company IR and psychological commitment
- Effects of labour mobility on wages and on other terms of working
- Flexible employment contracts versus job security
- Psychological contract fulfilment
- Organizing for voice and participation
- Governance and social dialogue

Stream 7 (for practitioners): Global HRM in Practice

- Real life cases of HRM/IR in international context

Abstract Submission

Research abstracts are invited on the topics listed above, but authors should not feel constrained by these issues. We are keen to receive papers utilising a range of methodologies to explore and to analyze issues in the field of sustainable human resource management. The conference organizers encourage the submission of theoretical and empirical work. We are especially interested in papers that adopt a comparative and/or international perspective. Papers can be either research in progress or completed study. Original work that has not been published or accepted elsewhere is preferred. Proposals for special interest groups are also invited.

Please submit an abstract of 800 – 1000 words before **31 January 2008** via the conference website www.hrmglobal2008.fi. At the website you will shortly find detailed guidelines for abstract submission. A committee will evaluate all submitted abstracts. The official language of the conference is English. We would like to request all contributors to pay particular attention to the following aspects when preparing abstracts and papers: (i) make clear references to the theoretical framework of your research and the key literature in relevant debates; (ii) ensure that your research methods are clearly described; and (iii) focus the abstract on the main subject matter of your research.

Because of the practical importance of this discussion we warmly welcome also company HR professionals, policy makers and union representatives to share their views and experiences with the researchers. In this conference we have thus exceptionally opened a practitioner's stream and encourage HR and IR practitioners to present real life cases on the challenges of global HRM.

Acceptance decisions will be communicated by **29 February 2008**. Accepted full papers should be submitted by **31 May 2008**. Further information concerning the format of the paper will be given in the letter of acceptance and on the conference website www.hrmglobal2008.fi.

Keynote speakers

We are proud to be able to present the following keynote speakers and their topics:

Prof. Ingmar Björkman (Swedish School of Economics, Finland): *"HRM across Cultures and Economies: Western Multinational Corporations in China"*

Prof. Pervez N. Ghauri (Manchester Business School, UK): *"Globalization, Multinational Enterprises and Corporate Social Responsibility"*

Prof. Jaap Paauwe (Tilburg University, The Netherlands): *"HRM and Performance in an International Context"*

Important Dates

Deadline for submission of abstracts	31 st January, 2008
Deadline for proposals for special interest group meetings	31 st January, 2008
Notification of acceptance	29 th February, 2008
Deadline for early registration	30 th April, 2008
Deadline for submission of full papers	31 st May, 2008
Deadline for regular registration	31 st July, 2008
HRM Global 2008 Conference	27 th – 29 th August, 2008

Conference Publications

We are happy to announce that two refereed journals, the Human Resource Management Journal and the Industrial Relations Journal, have kindly offered to publish special editions with conference papers, provided that the quality of the submissions meet the refereeing standards of the journals. In addition, the conference organizers negotiate publishing a selected group of best papers in an edited book.

All accepted papers will be published in conference proceedings under an ISBN provided that at least one author registers for the conference before **31 May 2008**. Abstracts of the accepted papers will also be made available on the conference website www.hrmglobal2008.fi.

Three best paper awards will be announced during the conference. These awards are selected on the basis of the comments produced by the scientific committee reviewers.

Conference Fees

The registration fees (in EUR) are as follows:

	Early Registration Before 30 th April 2008	Regular Registration Before 31 st July 2008	Late Registration After 31 st July 2008
IIRA Member	290	340	390
Non-IIRA Member	300	350	400
Doctoral Student	250	300	350
Accompanying Person Fees	20/60/150	20/60/150	20/60/150

IIRA member, non-IIRA member and doctoral student fees include participation to the conference, conference proceedings and other conference materials, welcome reception, transportation, conference lunches (2 days), morning and afternoon coffees at the conference, and Internet access.

Please note that the conference dinner, travel costs and hotel accommodation are not included in the registration fees. The cost of conference dinner for both delegates and accompanying persons is 60 EUR. The fee for accompanying persons is flexible depending on one's choice of social events (the full fee of 150 EUR includes the welcome reception, lunches and coffees at the conference and conference dinner).

Detailed information about the registration, accommodation and cancellation policy will be available on the conference website www.hrmglobal2008.fi later on.

Conference Venue

The conference will be held on 27-29 August 2008 at the Turku School of Economics, Rehtorinpellonkatu 3, FI-20500 Turku, Finland. The venue is situated in the Turku campus less than 2 km from the city centre and the conference hotels. For more information about the venue, see www.tse.fi.



Conference Organizers

For further information on the conference, please contact:

Organizing committee

Lähteenmäki Satu, professor
Marchington Mick, professor
Saru Essi, researcher
Viljanen Maarit, D.Sc.
Zagelmeyer Stefan, professor

Conference office

Turku School of Economics
Department of Management
Rehtorinpellonkatu 3
FI-20500 Turku, Finland
Phone: +358 2 481 481
Fax: +358 2 4814 285
Email: hrmglobal2008@tse.fi
www.hrmglobal2008.fi

Conference chair

professor Satu Lähteenmäki
Turku School of Economics, Finland
Phone: +358 2 4814 256
Fax: +358 2 4814 285
Email: satu.lahteenmaki@tse.fi

Conference coordinator

D.Sc. Maarit Viljanen
Turku School of Economics, Finland
Phone: +358 2 4814 211
Fax: +358 2 4814 285
Email: maarit.viljanen@tse.fi

Convenors and program moderators

Professor Stefan Zagelmeyer
Cologne Business School, Germany
Phone: +49 (0) 221 93 18 09 31
Fax: +49 (0) 221 93 18 09 30
Email: s.zagelmeyer@cbs-edu.de

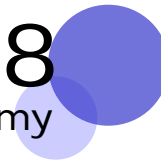
Professor Mick Marchington
Manchester Business School, United Kingdom
Phone: +44 (0) 161 306 3415
Fax: +44 (0) 161 306 3505
Email: mick.marchington@mbs.ac.uk

Researcher Essi Saru
Turku School of Economics, Finland
Phone: +358 2 4814 114
Fax: +358 2 4814 285
Email: essi.saru@tse.fi



HRM Global 2008

Sustainable HRM in the Global Economy



CONFERENCE OVERVIEW

Wednesday 27 August		Location
14.00	Registration & Coffee (14.00–15.30)	Entrance hall & Mercatori
15.30	<p>Opening Address (15.30–17.30) Vice rector Satu Lähteenmäki, Turku School of Economics</p> <p>Documentary film <i>A Decent Factory: A moral investigation into the profit motive</i></p> <p>Comments on the film from Fijan perspective Prof. Narendra Reddy, The University of the South Pacific</p> <p>Global HRM challenges from Nokia perspective Panel discussion Nokia representatives</p>	Lecture hall 17
17.30	Coffee break (17.30–18.00)	Mercatori
18.00	<p>Plenary Session (18.00-19.00) Prof. Pervez N. Ghauri, King's College London, United Kingdom <i>Globalization, Multinational Enterprises and Corporate Social Responsibility</i></p>	Lecture hall 17
19.00	Welcome Reception & Buffet (19.00–21.00)	Mercatori

Thursday 28 August		Location
8.30	Registration (8.30–9.00)	Entrance hall
9.00	Plenary Session (9.00–10.00) Prof. Jaap Paauwe, Tilburg University/Erasmus University Rotterdam, the Netherlands <i>HRM and Performance in an International Context</i>	Lecture hall 17
10.00	Coffee Break (10.00–10.30)	Mercatori
10.30	Parallel Sessions (10.30–12.00)	Rooms 07–010
12.00	HRM Study Group Meeting (12.00–12.30)	Room 09
	Lunch & Coffee (12.00–13.30)	Mercatori
13.30	Parallel Sessions (13.30–15.00)	Rooms 07–010
15.00	Coffee Break (15.00–15.30)	Mercatori
15.30	Parallel Sessions (15.30–17.00)	Rooms 07–010
19.00	Conference Dinner (19.00–23.00)	Aboa Vetus & Ars Nova
Friday 29 August		Location
8.30	Registration (8.30–9.00)	Entrance hall
9.00	Plenary Session (9.00–10.00) Prof. Ingmar Björkman, Swedish School of Economics, Finland <i>HRM across Cultures and Economies: Western Multinational Corporations in China</i>	Lecture hall 17
10.00	Coffee Break (10.00–10.30)	Mercatori
10.30	Parallel Sessions (10.30–12.00)	Rooms 07–010
12.00	Lunch & Coffee (12.00–13.00)	Mercatori
13.00	Parallel Sessions (13.00–14.30)	Rooms 07–010
14.45	Closing of the Conference with Coffee (14.45–15.30) Announcement of Best Paper Awards Next HRM Global Conference	Lecture hall 17

PARALLEL SESSION SCHEDULE

Thursday 28 August	Location
Parallel Sessions (10.30–12.00)	
<p>Stream 1: Strategic HRM and Performance in Global Context: Identity and Competencies of HR Function and HR Professionals</p> <p>Chair: Elaine Farndale</p> <p><i>Järllström & Kakkonen:</i> HR COMPETENCIES IN A FINNISH CONTEXT</p> <p><i>Ribeiro & Cablar-Cardoso:</i> THE ONGOING QUEST FOR PROFESSIONAL IDENTITY BY PORTUGUESE HR MANAGERS</p> <p><i>Sivunen:</i> STRUGGLING WITH A SHARED IDENTITY IN A GLOBAL HR TEAM UNDER A CONSTANT CHANGE</p>	<p>Session 1 Room 09</p>
<p>Stream 2: International Human Resource Management: Managing an International Workforce</p> <p>Chair: Rebecca Piekkari</p> <p><i>Mäkelä, Björkman & Ehrnrooth:</i> MNC SUBSIDIARY STAFFING ARCHITECTURE: BUILDING HUMAN AND SOCIAL CAPITAL WITHIN THE ORGANIZATION</p> <p><i>Collings, McDonnell, Gunnigle & Lavelle:</i> SWIMMING AGAINST THE TIDE: OUTWARD STAFFING FLOWS FROM MULTINATIONAL SUBSIDIARIES</p> <p><i>Jokinen:</i> DEVELOPMENT AND TRANSFERABILITY OF GLOBAL CAREER CAPITAL</p>	<p>Session 2 Room 07</p>
<p>Stream 3: Globalization of Industries: Multicultural Recognition in HRM</p> <p>Chair: Adam Smale</p> <p><i>Nummela & Raukko:</i> WHAT IS CULTURAL INTEGRATION IN CROSS-BORDER ACQUISITIONS?</p> <p><i>Savolainen & Xue-Pykäläinen:</i> CONFLICT MANAGEMENT IN CHINESE CONTEXT: A CROSS-CULTURAL STUDY IN SINO-FINN WORKPLACES IN CHINA</p> <p><i>Reber & Auer-Rizzi:</i> EFFECTIVE LEADERSHIP BEHAVIOUR BY MEANS OF ACCULTURATION: CULTURAL DIFFERENCES AND LEARNING STRATEGIES</p>	<p>Session 3 Room 010</p>
<p>Stream 4: Corporate Social Responsibility: HRM and Sustainability</p> <p>Chair: Essi Saru</p> <p><i>Makka & Thomas:</i> CORPORATE SOCIAL RESPONSIBILITY CHALLENGES FOR MULTINATIONAL ENTERPRISES OPERATING IN EMERGING MARKETS</p> <p><i>Ketola:</i> FUTURE HRM: HUMANE RESPONSIBILITY MANAGEMENT?</p> <p><i>Looise & Torka:</i> HUMAN RESOURCE MANAGEMENT, EMPLOYEE PARTICIPATION AND ORGANIZATIONAL PERFORMANCE. IN SEARCH OF AN INTEGRATED MODEL</p>	<p>Session 4 Room 08</p>

Parallel Sessions (13.30–15.00)	
<p>Stream 1: Strategic HRM and Performance in Global Context: Sustainability and Role of HR Function in Global Corporations</p> <p>Chair: Jan Kees Looise</p> <p><i>Sumelius, Björkman & Smale:</i> THE STRATEGIC ROLE OF THE HR DEPARTMENT IN MNC SUBSIDIARIES IN CHINA BETWEEN 1999 AND 2006</p> <p><i>Farndale & Paauwe:</i> CONTEXT-BOUND CONFIGURATIONS OF CORPORATE HR FUNCTIONS IN MULTINATIONAL CORPORATIONS AROUND THE GLOBE</p> <p><i>Lähteenmäki & Viljanen:</i> WINNERS AND LOSERS OF GLOBALIZATION – MNS'S SOCIAL RESPONSIBILITY VS. GLOBAL HRM EFFICIENCY</p>	<p>Session 5 Room 09</p>
<p>Stream 2: International Human Resource Management: Managing an International Workforce</p> <p>Chair: Marja Tahvanainen</p> <p><i>Bonache, Oltra & Brewster:</i> EXPATRIATES VS. HOST-COUNTRY NATIONALS: ANALYSIS OF WORKING CONDITIONS FROM A RAWLS'S JUSTICE PERSPECTIVE</p> <p><i>Tornikoski & Guedri:</i> EXPATRIATES' PSYCHOLOGICAL CONTRACT: A FUNCTION OF THEIR COMPENSATION PACKAGE?</p> <p><i>Niemi-Ylänen:</i> EXPATRIATE RELATIONS AND EXPATRIATION SUCCESS – EXTENDING PSYCHOLOGICAL CONTRACTS TO EXPATRIATE PARTNERS</p>	<p>Session 6 Room 07</p>
<p>Stream 6: International Industrial Relations</p> <p>Chair: Stefan Zagelmeyer</p> <p><i>Loisch & Schmidt:</i> THE FORCE THAT BINDS: CONCEPTUALIZING ORGANIZATIONAL COMMITMENT UNDER TERMS OF SHIFTING EMPLOYMENT RELATIONS</p> <p><i>van Velzen:</i> PARADOX BY THE DASHBOARD LIGHT: RECONCILING FLEXIBILITY AND SECURITY IN THE LOGISTICS INDUSTRY</p> <p><i>Gunnigle, Lavelle & McDonnell:</i> TRADE UNION AVOIDANCE VIA 'DOUBLE BREASTING' IN MULTINATIONAL COMPANIES</p>	<p>Session 7 Room 010</p>
Parallel Sessions (15.30–17.00)	
<p>Stream 1: Strategic HRM and Performance in Global Context: Sustainability and Effectiveness of IHRM Policies and Practices</p> <p>Chair: Satu Lähteenmäki</p> <p><i>Paauwe & Farndale:</i> HUMAN RESOURCE MANAGEMENT AND HIGH PERFORMANCE THEORY IN MULTINATIONAL CORPORATIONS</p> <p><i>Vanhala:</i> NORDIC MODEL OF HRM? HR PRACTICES IN THE NORDIC AND OTHER EUROPEAN COUNTRIES</p> <p><i>Gotcheva:</i> IMPROVING HRM SUSTAINABILITY THROUGH CONNECTIVE LEADERSHIP CAPABILITY</p>	<p>Session 8 Room 09</p>

<p>Stream 2: International Human Resource Management: Managing an International Workforce</p> <p>Chair: Patrick Gunnigle</p> <p><i>Vartiainen:</i> FULL VIRTUALITY AS THE CHALLENGE OF GLOBAL HRM</p> <p><i>Heikkilä & Smale:</i> THE IMPACT OF A COMMON LANGUAGE ON THE IT-BASED INTEGRATION OF HRM ON MNC SUBSIDIARIES: A COMPARATIVE CASE STUDY</p> <p><i>Piekkari & Muukari:</i> LANGUAGE COMPETENCE AND CAREER PATHS IN MULTINATIONAL CORPORATIONS</p>	<p>Session 9 Room 07</p>
<p>Stream 2, 3 & 4: International HRM, Globalization and Corporate Social Responsibility: Human and Social Capital</p> <p>Chair: Maarit Viljanen</p> <p><i>Savolainen & Singh:</i> KNOWLEDGE MANAGEMENT AS A CHALLENGE FOR HRM: FINDINGS FROM INDIAN IT COMPANIES</p> <p><i>Turpin & Thomas:</i> A FRAMEWORK FOR BUILDING SOCIAL CAPITAL IN SOUTH AFRICAN ORGANISATIONS</p> <p><i>Raukko:</i> COMMITTING KEY EMPLOYEES DURING THE POST-ACQUISITION INTEGRATION PHASE – CASE STUDY EVIDENCE FROM A EUROPEAN-INDIAN ACQUISITION</p>	<p>Session 10 Room 08</p>
<p>Stream 2 & 5: International HRM, Corporate Social responsibility and Decent Work: Employability and Well-being</p> <p>Chair: Anna-Maija Lämsä</p> <p><i>Nurmi:</i> COPING STRESS IN GLOBAL AND FINNISH VIRTUAL TEAMS</p> <p><i>Mäkelä & Suutari:</i> THE COPING STRATEGIES OF GLOBAL CAREERISTS IN ACHIEVING WORK-LIFE BALANCE</p>	<p>Session 11 Room 010</p>
<p>Friday 29 August</p>	<p>Location</p>
<p>Parallel Sessions (10.30–12.00)</p>	
<p>Stream 1: Strategic HRM and Performance in Global Context: Measuring HRM Performance</p> <p>Chair: Sinikka Vanhala</p> <p><i>Saru & Viljanen:</i> CLIMATE AS A MEDIATING CONSTRUCT IN THE HRM–PERFORMANCE EQUATION</p> <p><i>Hulkko-Nyman, Hakonen & Sweins:</i> TOTAL REWARDS SYSTEM MANAGEMENT, EMPLOYEE WELL-BEING, AND ORGANIZATIONAL PERFORMANCE IN ELDERLY CARE ORGANIZATIONS</p> <p><i>López-Fernández, Martín-Alkázar & Romero-Fernández:</i> SOCIAL CAPITAL AS A MODERATING VARIABLE</p>	<p>Session 12 Room 09</p>

<p>Stream 2: International Human Resource Management: Transferability of HR Practices Across Borders</p> <p>Chair: Werner Auer-Rizzi</p> <p><i>Kynighou:</i> ANALYZING THE INTERPLAY OF FACTORS ON THE IMPLEMENTATION OF HUMAN RESOURCE MANAGEMENT IN THE CYPRIOT SERVICE SECTOR: AN UPWARD, INTEGRATED PERSPECTIVE</p> <p><i>Barton & Barton:</i> EXTENDING HUMAN RESOURCE MANAGEMENT PRACTICES IN RUSSIA: THE ROLE OF TRUST</p> <p><i>Rupidara & McGraw:</i> HR PRACTICES AND INSTITUTIONAL ISOMORPHISM AMONG MULTINATIONAL AND LOCAL COMPANIES IN INDONESIA</p>	<p>Session 13 Room 07</p>
<p>Stream 3 & 4: Globalization and Corporate Social Responsibility: Information Technology and International Business Ethics</p> <p>Chair: Eeli Saarinen</p> <p><i>Hakonen:</i> TRUST AND JUSTICE IN VIRTUAL AND MOBILE WORK – DISTINCTIVENESS AND DIMENSIONS</p> <p><i>Pedigo & Marshall:</i> SOFTWARE PIRACY AND CORRUPTION IN INTERNATIONAL BUSINESS</p> <p><i>Tapanainen:</i> THE AGILE IT MANAGER</p>	<p>Session 14 Room 010</p>
<p>Parallel Sessions (13.00–14.30)</p>	
<p>Stream 2: International Human Resource Management: Managing an International Workforce</p> <p>Chair: Anni Paalumäki</p> <p><i>Fischlmayr, Lähteenmäki & Saarinen:</i> VIRTUAL EXPATRIATION – THREE WAYS OF SUSTAINABILITY, THREE KINDS OF DIFFICULTIES</p> <p><i>Susaeta:</i> THE DETERMINANTS FACTORS OF THE TRANSFER OF WORKFORCE DIVERSITY POLICY: A LARGE SCALE SURVEY FOR SUBSIDIARIES OF MULTINATIONAL COMPANIES OPERATING IN SPAIN</p> <p><i>Leponiemi & Smale:</i> A DISCOURSE ANALYTICAL APPROACH TO EVALUATING THE EFFECTIVENESS OF GLOBAL DIVERSITY MANAGEMENT PRACTICES – FOREIGN SUBSIDIARY DISCOURSES ON GLOBAL DIVERSITY MANAGEMENT PRACTICES</p>	<p>Session 15 Room 07</p>
<p>Stream 5 & 6: Decent Work and International IR: Decent Work Opportunities and Migration for Work</p> <p>Chair: Maija Vähämäki</p> <p><i>Lämsä & Hiillos:</i> ADVANCING GENDER DIVERSITY IN MANAGEMENT THROUGH HRM PRACTICES</p> <p><i>Turner & D'Art:</i> POLISH WORKERS IN IRELAND: A CONTENTED PROLETARIAT?</p> <p><i>Nylander, Hakonen, Hulkko-Nyman & Sweins:</i> AGE RELATED DIFFERENCES IN PAY SYSTEM PERCEPTIONS -A CASE STUDY IN THE PUBLIC SECTOR HEALTH CARE ORGANIZATION</p>	<p>Session 16 Room 09</p>