



International Conference at IESE Business School, Barcelona, Spain
Thursday 15th July - Saturday 17th July 2004

**“Multinationals and the International Diffusion of
Organizational Forms and Practices: Convergence
and Diversity within the Global Economy”**

Timetable

*IESE Business School, University of Navarra, Barcelona & Madrid, Spain and
De Montfort University School of Business, Leicester, UK*

Thursday 15th July 2004

9.30-13.00 Registration

13.00-13.45 Lunch

13.50-14.15 **Conference Opening**

Professor Jordi Canals, Dean
IESE Business School, University of Navarra

Profs Anthony Ferner & Javier Quintanilla, Conference Organisers

14.15-16.30 **Session 1 "US MNCs & Employment Relations in Europe"**

Keynote Speaker and Chair: *Professor Ronald Dore, London School of Economics*

Philip Almond (De Montfort University,
Leicester)

"The Management of Pay and Performance
in UK Subsidiaries of US MNCs"

Tony Edwards (King's College), Trevor
Colling & Anthony Ferner (De Montfort
University)

"Comparative Institutional Analysis and
the Diffusion of Employment Practices in
Multinational Companies"

Anne Tempel (University of Erfurt),
Tony Edwards (Kings College),
Anthony Ferner (De Montfort
University), Michael Müller-Camen
(International University in Germany),
Hartmut Wächter (University of Trier)
& Phil Almond (De Montfort University)

"Corporate versus Local Isomorphism?
Collective Representation Practices of US
MNCs in Britain and Germany"

Patrick Gunnigle, David Collings &
Michael Morley (Kemmy Business
School, University of Limerick)

"Innovators or Interrupters? An
Exploration of the Polemic on American
MNCs and their HRM and Industrial
Relations Practices in Ireland"

16.30-17.00 REFRESHMENT BREAK

17.00-18.30 **Session 2 "Knowledge Transfer & Organisational Learning"**

Chair: Tony Edwards, King's College

Olga Tregaskis
(De Montfort University)

"The Role of Networks in R&D Centres of Excellence"

Miao Zhang & Christine Edwards
(Kingston Business School, Kingston University)

"The Motivation, Facilitation and Limitations of HRM Practice Diffusion: A Study of Chinese Multinationals"

Michael Dickmann
(Cranfield University)

"Configuring for IHRM Knowledge Networking: A Typology and Empirical Assessment of Strategies, Structures and Processes of International HRM "

Ruth Aguilera, John Dencker & Zeynep Yalabik (University of Illinois at Urbana-Champaign)

"The Role of Institutions in the Integration of Cross-Border Mergers and Acquisitions. A Multi-level Analysis"

18.30-18.35 BREAK

18.35-19.30 **Session 3 "MNCs & HR Issues"**

Chair: Carlos Sánchez-Runde, IESE Business School

Serena Rovai
(Newcastle University)

"HRM Practices in Foreign MNCs Operating in the PRC: An Institutional Perspective"

Alberto Bayo-Moriones (Universidad Pública de Navarra), José E. Galdón-Sánchez (Universidad de Navarra) & Maïa Güell (Universitat Pompeu Fabra)

"Do Multinationals Adopt Different Human Resource Management Policies? Evidence from Firm Nationality"

Bill Cooke
(Wayne State University)

"HRM, Technology, and Business Strategies: How Multinationals Differ from National Firms in the U.S. Automotive Supplier Sector "

19.30 Dinner free for participants

Friday 16th July 2004

9.00-11.30 **Session 4 "The Macro & Micro Politics of Transfer: The Impact of Host Country"**

Keynote Speaker and Chair: Professor Sully Taylor, Portland State University, USA

Guglielmo Meardi (University of Warwick) & András Tóth (Institute of Political Science, Budapest)

"Who Is Hybridising What, and Why? Considerations from Central Europe"

Jos Gamble (Royal Holloway, University of London)

"Turning Japanese? Chinese Workers in Multinational Retail Firms from Japan"

Michael Fichter (Otto-Suhr-Institut/FU Berlin), Christoph Dörrenbächer (Fast e.V., Berlin), Laszlo Neumann (Research Institute of Labour, Budapest) & András Tóth (Institute of Political Science, Budapest)

"Exogenous Influences in Path Dependent Transformation Processes - The Effects of German Foreign Direct Investment on Work Organization and Labour Relations in Hungary"

11.30-12.00 REFRESHMENT BREAK

12.00-13.30 **Session 5 "The Macro & Micro Politics of Transfer: The Impact of Host Country (cont'd)"**

Chair: Luis Ortiz, Universitat Pompeu Fabra

Tony Royle (St Anthony's College, National University of Ireland)

"The 'Dominance Effect': Multinational Corporation Employment Practices in the Italian Quick Food Service Industries"

Wendy Smith (Monash University)

"Convergence versus Hybridity: Factors Affecting the Transfer of Japanese Management to the Malaysian Subsidiary of a Japanese MNC"

Mehdi Boussebaa & Glenn Morgan (Warwick Business School, University of Warwick)

"Organising Across Borders: Differences in British and French Conceptions of Management and their Impact on a Management Development Programme"

13.30-14.45 LUNCH

14.45-16.15 **Session 6 "The Macro & Micro Politics of Transfer: The Negotiation of Transfer"**

Chair: Christel Lane, University of Cambridge

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| Delphine Dion (Université Catholique de Louvain) | "Between Local and Global: Flexibility in MNCs as Local Adjustment under Constraints" |
| Tony Edwards (King's College), Xavier Collier & Luis Ortiz (Universitat Pompeu Fabra), Chris Rees (Kingston University) & Michael Wortmann (Fast e.V., Berlin) | "How Important are National Industrial Relations Systems in Shaping Restructuring in Multinational Companies? Evidence from a Cross-Border Merger in the Pharmaceuticals Sector" |
| Jaime Bonache (Universidad Carlos III de Madrid) | "Job Satisfaction among Expatriates, Repatriates and Domestic Employees. The Perceived Impact of International Assignments on Work-Related Variables" |
| Tony Elger (University of Warwick) & Chris Smith (University of London) | "A Theory of Subsidiary Operations: Systems, Societal and Dominance Effects Revisited" |

16.15-16.45 REFRESHMENT BREAK

16.45-18.15 **Session 7 "The Macro & Micro Politics of Transfer: The Negotiation of Transfer (cont'd)"**

Chair: Ruth Aguilera, University of Illinois at Urbana-Champaign

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| Peter McGraw (Macquarie University Graduate School of Management) | "The Negotiation of HRM Practices in Australian Subsidiaries of Overseas MNCs" |
| Pamela Meil (Institut für Sozialwissenschaftliche Forschung e.V.) | "The Diffusion of Multinationals' Policies and Local Response: An International Comparison of Germany, France and the U.S.A." |
| Valeria Pulignano (Warwick Business School, University of Warwick) | "Discovering Localness while Searching for Americanness: An Analysis of Factors Influencing the International Employment Strategies of an American Multinational in two European Countries" |

Mike Geppert (Centre for Business Management, Queen Mary, University of London) & Karen Williams (European Business Management School, University of Wales)

“Employment Relations as a Resource in the Socio-Political Construction of Transnational Social Spaces by Multinational Companies (MNCs) and their Subsidiaries in Germany and the UK”

20.30 CONFERENCE DINNER, Attic Restaurant in the Barcelona Ramblas

Saturday 17th July 2004

9.30-11.45 **Session 8 “Structuring the Transnational Space”**

Keynote Speaker and Chair: *Richard Hyman, London School of Economics*

Jacques Bélanger (University Laval, Quebec) & Paul Edwards (Warwick Business School, University of Warwick)

“The Transnational Firm: Systems of Governance and Adjustment of the Institutional Environment”

Christel Lane & Jocelyn Probert (University of Cambridge)

“Globalisation and Labour Market Segmentation: The Impact of Global Production Networks on Employment Patterns of German and UK Clothing Firms”

Glenn Morgan & Sigrid Quack (University of Warwick)

“Global Networks or Global Firms? The Organizational Implications of the Internationalisation of Law Firms”

Jim Arrowsmith & Paul Marginson (University of Warwick)

“The European Cross-Border Dimension to Collective Bargaining in Multi-National Companies”

11.45-12.15 REFRESHMENT BREAK

12.15-13.00 **Session 9 Closing Address and Overview**

Keynote Speaker: *Professor Wolfgang Streeck, Max-Planck-Institut*

13.00 END OF CONFERENCE