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Theoretical framework; Employee representation at SEAT; Discussion  
Conclusions Notes; References; Chapter 4. Managing human resources  
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background; Theoretical perspectives: human resources and  
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dimensions of human resource management; Employment relations and  
legislative developments; Employment equity legislation and human  
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managerial styles; Conclusions and implications  
Chapter 5. Human capital theory and practice in Russian  
enterprisesIntroduction; Theoretical framework; Method; Results;  
Discussion; References; Chapter 6. The adoption of HR strategies in a  
Confucian context; Confucianism and HR practices in Taiwan; HR  
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fairness survey instrument; Appendix B. Coding scheme for pay  
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## Sommario/riassunto

The competitive forces generated by globalization act to promote the cross-national diffusion of human resource management 'best practices'. In particular, high performance work practices have come to be viewed as the standard as companies in many parts of the world have endeavored to 'Americanize' their employment and management systems. Yet cultural, institutional, and ideological forces continue to offer resistance to the global convergence of HR practices. This volume contains papers from authors in Europe, Asia, Africa, and US who explore diffusion in a variety of national contexts. Different methodologies and perspectives provide a range of interpretations regarding diffusion and convergence.

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