

## Research Associate in International Management

Institute for International Management

Job Ref: REQ180806

**As part of the University's ongoing commitment to redeployment, please note that this vacancy may be withdrawn at any stage of the recruitment process if a suitable redeployee is identified.**

### **Globalizing Actors in Multinational Companies: The Creation, Diffusion, Implementation and Contestation of Global Norms**

#### **Project Description**

In a globalised economic and business context, the norms that shape human resource management travel internationally. This is particularly the case within the multinational company, where individuals are responsible for the creation, diffusion, interpretation and negotiation of norms - which may be rules, principles or guidelines - across international operations. We refer to such individuals as "globalizing actors". The aim of our research is to identify the resources mobilized by globalizing actors in the creation, diffusion, interpretation and negotiation of norms concerning the global coordination of human resources.

Previous research has examined individuals in important international positions, focusing on their orientations and values (e.g. whether they possess 'global mindsets'), the management of international assignments and the characteristics of members of the international business elite. However, these literatures have not systematically examined the actual roles of globalizing actors within firms, and precisely how they create, diffuse, and manage international norms.

We examine what such actors actually do within a theoretical framework that sees the behaviour of globalizing actors as shaped by institutions: the institutions in the country in which they originated affect their competencies; they must be sensitive to a variety of host national institutions; and they must navigate their way through a growing range of transnational institutions. Their role is also shaped by organizational context, particularly how the firm derives synergies from integrating their operations internationally, which influences the types of global norms required.

However, globalizing actors are not prisoners of institutional and organizational contexts. They can create new norms, develop strategies that help shape the 'rules of the game' and attempt to exploit institutional contradictions and ambiguities. We will explore the individual level resources of these actors to deal with these contexts, such as their skills and knowledge - 'human capital' - the relationship these actors have to others in terms of power, position and trust - their 'social capital' - and their transnational experiences or exposure.

We will examine UK MNCs, both at home and across subsidiaries in Europe, North America and East Asia. The research will use multiple methods, consisting of five steps:

1. Pilot Work. Using seed-corn funding, we have tested key concepts and generated contacts for twelve full case studies in subsequent stages of the research.
2. UK interviews. These will focus on those charged with creating new norms, spreading them across international operations, or ensuring compliance.
3. Foreign Subsidiary Interviews. We will conduct interviews in the international operations of each firm, enabling us to understand frames of reference and actor choices in foreign subsidiaries.
4. Multi-level Survey. The survey of a set of globalizing actors will establish individual level capabilities associated with the establishment and diffusion of global norms.
5. Quantitative Diary Study. This methodological innovation allows us both to explore what globalizing actors actually do and to test predictors of behaviours and attitudes.

The research will make a substantial and distinctive contribution to understanding of the processes of international management, through focusing on individual "globalizing actors" within the contexts of the multiple institutional and organisational contexts within which they make decisions. Equally, through the development and communication of

a strong evidence base on how firms build individual and organisational capabilities in international management, the research also aims to enable improvements in the economic effectiveness of UK firms with overseas operations, while acting in ways that respond to the need for social responsibility at local-host and global levels.

## **Job Description**

### **Job Grade**

Specialist and Supporting Academic Grade 6

### **Job Purpose**

The post is funded by a grant from the Economic and Social Research Council. The successful candidate will be engaged primarily in collecting and analysing data for the interview-based element of the project, as part of a small team based at Loughborough University London. He/she will also be involved in the dissemination of the project to both academic and user audiences, particularly through drafting sections of the project report. The successful candidate will have opportunities for international travel, and for working with our project partners overseas in Canada and Korea, and we strongly welcome candidates who have knowledge of, and expertise in, either or both of these countries.

The post will also involve helping establish a related project which will examine the internationalization of firms from emerging economies. This is likely to involve helping to construct a database of which countries such firms invest in and some interview-based qualitative data collection.

### **Job Duties**

- To be responsible for conducting research interviews
- Preparing the interview transcripts for analysis
- Performing analysis of qualitative data, using NVivo
- Participate in the writing of reports, for both academic and user audiences
- Preparing interview transcripts for archiving
- Assisting in the review of relevant literature
- To feedback to the project team on progress
- Maintain confidentiality at all time
- Engage in training programmes in the University (or elsewhere) that are consistent with the needs and aspirations of the project and those of the department
- Undertake other duties as may be reasonably requested and that are commensurate with the nature and grade of the post

### **Points to Note**

The purpose of this job description is to indicate the general level of duties and responsibility of the post. The detailed duties may vary from time to time without changing the general character or level of responsibility entailed

### **Special Conditions**

All staff have a statutory responsibility to take reasonable care of themselves, others and the environment and to prevent harm by their acts or omissions. All staff are therefore required to adhere to the University's Health, Safety and Environmental Policy & Procedures.

All staff should hold a duty and commitment to observing the University's Equality & Diversity policy and procedures at all times. Duties must be carried out in accordance with relevant Equality & Diversity legislation and University policies/procedures.

Successful completion of probation will be dependent on attendance at the University's mandatory courses which include Respecting Diversity and, where appropriate, Recruitment and Selection.

### **Organisational Responsibility**

Reports to Professor Tony Edwards

## Person Specification

Your application will be reviewed with respect to meeting the essential and desirable criteria listed below. Your application will be reviewed against the essential and desirable criteria listed below. Applicants are strongly advised to explicitly state and evidence how they meet each of the essential (and desirable) criteria in their application. Stages of assessment are as follows:

- 1 – Application
- 2 – Test/Assessment Centre/Presentation
- 3 – Interview

### Essential Criteria

Area	Criteria	Stage
Experience	Proven solid research background with experience in one or more relevant research areas	1
Skills and abilities	Ability to work under strict and tight deadlines, proactively and independently	2,3
	Ability to present research findings clearly in writing	1,3
	Self-motivated with ability to meet deadlines	2,3
	Ability to conduct interview-based research with high-status research subjects	2,3
	Excellent analytical skills	1,2,3
	Excellent interpersonal and organisational skills	1
	Strong interpersonal and communication skills	1,2
	Ability to present research work in national and international conferences	1
Training	Willingness to undertake appropriate further training and to adopt new procedures as and when required	1,3
Qualifications	Masters degree in international management, human resource management or related area	1
Other	Commitment to observing the University's Equal Opportunities policy at all times	1,3
	Willingness to travel and attend meetings related to research projects or similar	1

### Desirable Criteria

Area	Criteria	Stage
Experience	Experience of coding qualitative research	1,3
	Experience in using NVivo	1
Skills and abilities	Willingness to travel both inside the UK and internationally	1,3
	Proficiency in one or more foreign languages	1,3

## Conditions of Service

The position is full-time and fixed term for two years. Salary will be on Specialist and Supporting Academic Grade 6 (£30,395 - £39,609) plus £3,147 London allowance per annum at a starting salary commensurate with experience. The appointment will be subject to the University's normal Terms and Conditions of Employment for Grade 6 and above staff, details of which can be found [here](#).

The University is committed to enabling staff to maintain a healthy work-home balance and has a number of family-friendly policies which are available at <http://www.lboro.ac.uk/services/hr/a-z/family-leave-policy-and-procedure---page.html>.

Loughborough University London Staff are eligible to apply for an interest free season ticket loan and corporate gym membership.

In addition, the University is supportive, wherever possible, of flexible working arrangements. We also strive to create a culture that supports equality and celebrates diversity throughout the campus. The University holds a Bronze Athena SWAN award which recognises the importance of support for women at all stages of their academic career. For further information on Athena SWAN see <http://www.lboro.ac.uk/services/hr/athena-swan/>