# CALL FOR PAPERS

**For a special issue of *International Journal of Human Resource Management (IJHRM)***

# THE BENEFITS OF GLOBAL TEAMS FOR INTERNATIONAL ORGANIZATIONS: HR IMPLICATIONS

**Paper submission deadline: 28 August 2015**

**Guest Editors: Audra I. Mockaitis (Monash University), Lena Zander (Uppsala University) and Helen De Cieri (Monash University)**

The world is more interconnected than ever before. Traditional organizational forms, traditional leadership roles and traditional ways of managing people need to adapt to changing times. Interconnectedness is linked to rapid response, greater global reach, and flexibility. In turn, organizations need to be more flexible in order to keep up with change, finding and bringing together the best, most capable leaders and employees from different locations, in order to stay interconnected and responsive. It has been suggested that the organization of the 21st century will be smaller, flatter, more flexible, technology-, learning- and innovation-oriented, and that this will be achieved through the increased use of global teams (e.g., De Vries, 1996; Hitt, Keats & Demarie, 1998). Yet organizations have been slow to adapt to these changes. However, global teams, already present in most organizations, are a powerful vehicle for overcoming these challenges, transcending organizational, national and cultural boundaries, providing flexibility, integration of globally dispersed skills and capabilities, and in the case of global virtual teams – connectivity across geographical and temporal boundaries, to name but a few advantages  (Gibbs & Boyraz, 2015).

Global teams, whether collocated, virtual, or a combination of both, can be seen as catalysts for new forms for organizing, or as organizational forms in themselves, changing our conceptions about organizational boundaries. With this comes the need to change our conceptions about traditional organizations, and develop new ideas about the role of international human resource management in order to reap the benefits of new team-based structures. Team-based structures in organizations are receiving increasing attention of late, for example, the implications of project-based work (cf. Kaplan & Levinthal, 2015), and an emphasis on managing national, cultural and linguistic complexities in leading teams as a mode of global organizing (Zander, Mockaitis & Butler, 2014). Yet global teams must be effective in order to surmount the challenges of coordination, interaction across multiple borders and boundaries, and managing multiple stakeholder demands (Mäkelä, Lauring, Butler, Lücke, Pahlberg, Stahl, Lee & Miska, forthcoming). This special issue addresses the important role of global teams in (re)shaping international organizations.

The objective of this special issue is to advance the theoretical, conceptual and empirical knowledge about the relationship between global teams and IHRM in multinational organizations. As societies and organizations are becoming more diverse in response to increasing globalization, organizations are faced with the challenge of finding solutions to deal with rapid change. Among these challenges are finding new ways of organizing work. It is here that we may question whether the traditional models of organizations and the role of

HR in international organizations are in need of new perspectives (cf. Collings, Wood & Caligiuri, 2015; Robinson-Easley, 2014), as well as whether the role of corporate HR will be diminished or strengthened in response to these changes (Collings, Scullion & Morley, 2007). As global teams become increasingly employed in organizations, HR are faced with challenges as well as benefits at the levels of the individual, the team and the organization. At the same time, as global organizations develop more effective HR policies and practices, such as global diversity management, they will tend to develop more effective global teams (Nishii & Özbilgin, 2007). We encourage manuscripts that address important HR issues with respect to global teams in organizations at these various levels of analysis, or multi-level in their approach, as well as contribute to the development of new theoretical perspectives. Papers may be conceptual or empirical, and could address (but are not limited to) any of the following topics:

**Possible Topic Areas**

- At the individual level:
    - Cross-cultural training and development of cultural intelligence through global teams;
    - Global leader development, boundary-spanning leader development, global teams as catalysts for developing or changing global mindsets, global team leader roles, leaders' social capital, leading across diverse groups;
    - Global teams as alternatives to traditional international assignments.
- At the team level:
    - Global teams as levers of diversity, leveraging diversity to align skills and tasks in global teams;
    - Working across multiple team boundaries and managing the everyday work and teamwork interface, or the virtual team and collocated team interface;
    - Recruitment and selection of global team members and leaders.
- At the organizational level:
    - Redesigning organizations into team-based structures, integrating globally-dispersed capabilities, and aligning IHRM strategy with team-based structures;
    - Knowledge sharing across boundaries via global teams, developing HR through knowledge sharing and learning from global teams;
    - Managing diversity, leveraging diversity to align skills and tasks in global teams, and changing organizational HR practices in response to global diversity management.

Papers should be formatted in accordance with the *IJHRM* style. Papers to be considered for this special issue should be submitted no later than **28 August 2015** via the *IJHRM* website: www.tandfonline.com/action/authorSubmission?journalCode = rijh20&page = instructions .
Papers will be double-blind peer reviewed.

The Guest Editors would be glad to discuss ideas for papers informally via email. Please submit all queries to Audra Mockaitis: audra.mockaitis@monash.edu.

Also, please notify the Guest Editors directly by email when you submit Manuscripts via ScholarOne. But for any technical help with ScholarOne, please contact ScholarOne or Routledge.

## Submission Procedure

Manuscripts should be submitted online using the *International Journal of Human Resource Management* ScholarOne Manuscripts site: http://mc.manuscriptcentral.com/rijh.
New users should first create an account. Once a user is logged onto the site, submissions should be made via the Author Centre.

Authors should prepare and upload two versions of their manuscript. One should be a complete text, while in the second all document information identifying the author should be removed from files to allow them to be sent anonymously to referees. When uploading files authors will then be able to define the non-anonymous version as "Complete Document with author information", and the anonymous version as "Main document without author information".

To submit your manuscript, choose the title of this Special Issue from the Manuscript Type list when you come to submit your paper. Also, when you come to the 'Details and Comments' page, answer 'yes' to the question 'Is this manuscript a candidate for a special issue?' and insert the title in the text field provided.

## Guest Editors

Audra I. Mockaitis (Ph.D.) is an Associate Professor of International Business in the Department of Management at Monash University, Australia. Her research interests lie in the areas of cross-cultural leadership, working in multicultural global and virtual teams, global team leadership, cultural values and the internationalization of firms. Her work has been published in journals such as *Journal of World Business, Journal of Business Ethics, International Business Review, The International Journal of Human Resource Management, The International Journal of Cross-Cultural Management*, *Asian Business & Management*, and others, and has received multiple best paper and reviewer awards at AIB, AoM and ANZAM. Audra serves on the editorial board of *Thunderbird International Business Review,* editorial review board of *Journal of World Business*, and is a guest editor in *Management International Review* (forthcoming).

Lena Zander (Ph.D.) is a Professor of International Business at the Department of Business Studies, Uppsala University, Sweden. Lena conducts research on global leadership, global virtual teams as well as learning and creativity in multicultural settings. She has published in books and journals like *Journal of International Business Studies*, *Journal of World Business, Journal of Management Inquiry, Organizational Dynamics, International Business Review*, *Scandinavian Journal of Management*, *International Journal of Cross Cultural Management*, and *Advances in International Management*. Her work has received multiple best-

dissertation, -paper and -reviewer awards at AIB, ANZAM, and AOM. Last year her research group including co-editor Audra Mockaitis were finalists for the HRM researchers of the year award in Sweden. Lena served on the editorial review board of *Journal of International Business Studies* for 14 years and for five years on *Journal of World Business* before becoming senior editor. As associate editor Lena is part of the founding team of the recently launched *Africa Journal of Management*. She has been guest editor for several special issues including the forthcoming *Management International Review*. Lena has been commissioned by Edward Elgar to edit a 'Research Handbook of Global Leadership: Making a difference'.

Helen De Cieri (Ph.D.) is a Professor in the Department of Management at Monash University, Australia. Helen's research interests and publications include international human resource management, employee wellbeing and organisational performance. She has been an associate editor for *Human Resource Management* since 2008 and has served on numerous editorial boards including *Academy of Management Journal, Journal of International Business Studies, Journal of Management, Human Resource Management, Management International Review, Asia Pacific Journal of Human Resources, Journal of Global Mobility,* and *Journal of Management & Organization.* From 2005 to 2007 she was Departmental Editor (Strategic HRM and International IR) for *Journal of International Business Studies.* From 1996 to 2002 she was the Editor of *Asia Pacific Journal of Human Resources.* Helen has served as a guest editor for special issues in several journals: *The International Journal of Human Resource Management* (2005, 16, 4); *Asia Pacific Journal of Human Resources* (2008, 46, 3), *Community, Work & Family* (2009, 12, 2), and *International Studies of Management & Organization* (forthcoming).

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