

## **Book Review on: ‘Internationalisation of Human Resource Management: Focus on Central and Eastern Europe’**

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### **Review**

The book *“Internationalization of Human Resource Management: Focus on Central and Eastern Europe”* by József Poór, Allen D. Engle, Jana Blstakova, Ph.D and Zuzana Joniakova is a comprehensive monograph that addresses the transformation of HRM in a region that has undergone significant economic and political changes since the 1990s. The book addresses unique challenges and opportunities faced by corporations in post-socialist countries as they adapt to globalization and EU integration. It builds on the CRANET (Cranfield Network on International HRM) research, ensuring theoretical robustness and support from empirical research conducted by reputable institutions.

This book comprises 354 pages and is divided into three key sections – major impacts on internationalization on HRM, international aspects in different IHRM functions, and qualitative research results as case studies –, and presents 17 chapters with a concluding part. It ends with a bibliography and glossary.

The book is composed of three sections that systematically grouped the International HRM (IHRM) aspects into 17 chapters.

*The first section, Chapters 1 to 3*, contextualizes the key theme of how globalization and regional integration have influenced labour market and HR strategies in MNCs. It discusses the effects of foreign investment on the region, evolving HRM models, and the implications of cultural diversity and labour market. It explores the aspects of connectivity among HR strategy, globalization and regional intervention. Globalization has always shaped multinational corporations (MNCs) in designing, expanding, managing interconnected markets, such as those in Central and Eastern Europe. This affects HR strategy in areas such as standardization vs. localization, talent mobility, cultural diversity management, the effects of foreign investment on the region, and labor market implications.

*The second section, chapters 4 to 10*, examines how specific HR functions such as recruitment, training, performance management, and talent management are affected by the internationalization process. The content explores the challenges of aligning global HR strategies with local practices, a common dilemma faced by MNCs operating in transitional economies. Here, the authors aim to successfully showcase the dilemmas, potentials, and challenges regarding different aspects, like international employer branding versus local talent realities, international performance metrics

versus local norms, the need for cross cultural training, retaining and prioritizing local talents, and achieving global consistency while adapting to local contexts.

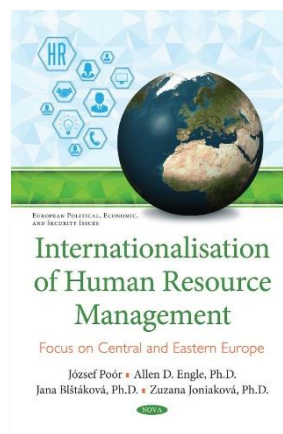
The final section, covering chapters 11 to 17, presents qualitative research results through case studies developed by corporations in collaboration with HR experts and scholars from both within and outside Eastern Europe, adding an applied research dimension to the text. These real-world examples show how corporations adopted HR strategies and theories into reality in CEE context. This particular section explains more specific cases of unique HR landscape in eastern and central European contexts. Here, key HR functions are analyzed through a few case studies, translating the findings into HR frameworks and guiding the process of transition from insight to impact.

The book *Internationalization of Human Resource Management* by József Poór and co-authors offers an in-depth analysis of HRM practices in the unique context of central and Eastern Europe (CEE). One of its key strengths is its focus on a detailed examination of the CEE region, which fills a significant gap in HRM literature by thoroughly examining the context. Another strength of this book is its combination of theoretical insights and empirical research to analyze the impacts of internationalization on HRM strategies and practices in multinational corporations within that particular region, enhancing the practical implications of discussed theories. With contributions from the CRANET network, the book has a strong empirical foundation, making it a credible source for understanding the HRM landscape in CEE. The book stands out with its interdisciplinary approach, highlighting how HR interacts with fields like economics, political science, and organizational behaviour, making it a well-rounded academic resource. However, its highly academic tone may limit accessibility for general readers or HR practitioners without a background in HR theory. While its regional specificity is a strength, it may also reduce its universal applicability to other emerging markets with different economic and cultural contexts.

This book is a pioneering work that provides valuable insights into the evolving landscape of HRM in a region undergoing rapid change and integration into the global economy. It is a must-read for HR professionals, business leaders, and academics seeking a deeper understanding of HRM in CEE. However, its regional specificity and specific case studies may limit their relevance and appeal to readers outside the region, reducing their broader applicability. Overall, this book serves as a valuable resource by seamlessly blending theoretical frameworks with practical applications, offering a nuanced view of how global HRM strategies are adapted to the unique socio-economic context of Central and Eastern Europe.

### Citation

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