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The Transfer of Corporate Human Resource Routines in International Companies: An ERP Implementation Example

The goal of this study is to provide knowledge about transferring routines from parent company to subsidiary in HRM area. We review concepts and theories of routines and then conduct the research. By examining company's best practices we show the routines transfer on the example of implementation of enterprise resource planning (ERP) system in international company XXX. Implications of the project's research design for interpretation of results, and for management of effective international HRM practices, are discussed.

Keywords: routines, routine transfer, subsidiaries, enterprise resource planning system, ERP, IHRM.

Introduction

Everyday, multinational enterprises make efforts to establish norms and standards within their subsidiaries that are spread around the world. They try to set up a common corporate culture and transfer their best practices to raise their competitive advantage. One of the challenges that they should face is adjusting sets of standards, values, and routines to the national context before they are applied.

This paper begins with the assumption that the artifacts (i.e. software) represent routines that, according to the Pentland and Feldman model (2005), influence the ostensive and performative nature of the routine (see Figure No. 1). Parent companies, by imposing software onto their subsidiaries, are influencing (transferring) their routines, or at least are trying to do so.

Although the current discussion on routines harks back to at least Nelson and Winter (1982), there has been "little advance" in empirical work on routines and artifacts, the role of which is constantly growing in Routine Theory (D'Adderio, 2010). From what we know about artifacts, without getting immersed into evolutionary theory, they are "something created by humans usually for a practical purpose" (Merriam–Webster–Online–Dictionary). In our understanding, this means that they are designed for practical purposes. However, according to literature, they rarely provide the exact result expected (Pentland and Feldman, 2008).

The goal of this paper is to explore the practical problem of transferring routines from parent companies to their subsidiaries through artifacts (in this case, an ERP system implemented in the area of HR). The paper is structured as follows: The next section provides background by outlining the major concepts of organizational and corporate culture. The successive part looks at the theoretical framework for understanding routines, how they change, and the role artifacts play in this process, before describing the methodology adopted. The paper concludes with a discussion of the findings as well as recommendations for academics, researchers, and managers at the top level of corporations.

Theoretical Framework

MNE: International Perspective

Academics and researchers claim that organizations have different cultures (Cui and Hu, 2012; Deal and Kennedy, 1982; 1998; Schein, 1984, 1992). According to Schein, organizational culture may be defined as the unique pattern of shared basic assumptions that the group has learned as it has solved its problems—assumptions that have worked well enough to be considered valid and to be taught to new members as the correct way of perceiving, thinking, and feeling (Schein, 1984, 1992). These assumptions may impact on information flow between organizational entities both inside and outside the organization, and result in generating a competitive advantage (at organizational level) as well as in teaching people how to behave in the workplace and exercise cultural values.

A similar concept, sometimes used interchangeably with organizational culture, is corporate culture. Actually, there is no consensus amongst academics on both organizational and corporate culture. In fact, the term corporate culture, as a "type" of organizational culture, has become widely accepted in business (Deal and Kennedy, 2000). However, even if corporate culture synonymously stands for organizational culture in corporations, it is not exactly the same phenomenon. What differenti-

ates both terms is the focus on aspects that make a company unique—its values, customs, and traditions. Managers may try to establish a corporate culture, but they must not forget about internal specific culture within the workforce, even if employees are not aware of the influence they have on the organization through their activities, motivation, and values (Susabowska and Tomé, 2013). Furthermore, unlike organizational culture, corporate culture can be "imported" through newly hired employees who have distinct knowledge, skills, and experience from previous workplaces (Harrison, 1972).

Nonetheless, research in the field of management, including the area of HRM, shows that artifacts (as elements of a culture) cannot be applied (or transferred) equally to each and every organization operating subject to diverse cultural contexts (Muduli, 2011). Multinational, international, and global enterprises function as conglomerates of companies spread out around the world "under one umbrella," but in an international environment (Hofstede, Neuijen, Ohavy, and Sanders, 1990; Krupińska and Stobińska, 2002). Usually, they tend to establish a common corporate culture and standards despite any resistance stemming from cultural or national factors. Therefore, changing culture to adjust it to the national context is not an option. It is a must and requires investigation before such practices (i.e. sets of standards, values, beliefs, and routines) are applied in a specific cultural context.

The above is important for a proper understanding of the limitations and threats involved in transferring routines to subsidiaries located in foreign countries, with their own culture and country specifics, without giving them any opportunity for adapting the routines to their own situation.

Routines

In evolutionary theory, evolutionary adaptation plays a fundamental role in a company's survival and success. According to researchers (Becker, Lazaric, Nelson, and Winter, 2005; Breslin, 2011; Feldman, 2000; Howard–Grenville, 2005; Lazaric, 2011; Pentland and Feldman, 2005; Pentland, Feldman, Becker, and Liu, 2012; Rerup and Feldman, 2011; Turner and Rindova, 2012), the central point of this evolution is routines.

The concept of routines and their role in the organization are the subject of numerous studies in literature that show different ideas of what they are (Becker, 2004; Breslin, 2011; Cohen et al., 1996; Feldman, 2000; Lazaric and Raybaut, 2005; Nelson and Winter, 1982). This discussion was initiated by the forerunners of research on the evolving organization, Nelson and Winter, in *An Evolutionary Theory of Economic Change* (Nelson and Winter, 1982). The very first definition of routines

that appears in their work is one describing routines as "all regular and predictable behavioral patterns of firms." Nelson and Winter suggested that routines play the role that genes play in biological evolutionary theory: "They are a persistent feature of the organism and determine its possible behavior (though actual behavior is determined also by the environment); they are heritable in the sense that tomorrow's organisms generated from today's (for example, by building a new plant) have many of the same characteristics and they are selectable in the sense that organisms with certain routines may do better than others, and, if so, their relative importance in the population (industry) is augmented over time" (Nelson and Winter, 1982). This view of routines highlights their role in the establishment of a corporation's subsidiaries by bringing tested routines into existence in the new subsidiary. Over the years, researchers contributed to the development of this concept by seeking a narrower definition that would help to better understand and identify what routines really are. During the workshop held at the Santa Fe Institute in August 1995, a group of researches noticed that "whenever you observe some feature which is stable and reproducible over time or space, it has to be a routine" (Cohen et al., 1996). Authors continue the analogy of routines to biological genes saying that "routines are 'organizational DNA': a metaphor that conveys the sense that routines are the organizational replicator, the fundamental structure that is undergoing reproduction." They agreed on a definition of routine as "(…) an executable capability for repeated performance in some context that has been learned by an organization in response to selective pressures" (Cohen et al., 1996). In this case, selective pressures can be understood as the parent company's efforts to introduce their "standard operating procedures" (routines) in the acquired subsidiary.

An undeniable result of the development of evolutionary thought was the discovery of the dynamics of routines. Although the initial studies of organizational routines involved the indicating of routines as static phenomena (Gersick and Hackman, 1990), researchers from a number of different perspectives have acknowledge change as an aspect of routines (Feldman, 2000). Current debate concerns how routines change and what are the sources of their change, what are the consequences of such changes, and where is the point at which routines start to change (Cohen and Bacdayan, 1994; Dionysiou and Tsoukas, 2013; Feldman, 2000; Feldman and Pentland, 2003; Pentland et al., 2012; Rerup and Feldman, 2011).

Routine Change and Artifacts

Previous studies on routines indicated change as one of its characteristics. However, Feldman was the first to take a closer look at this phenomenon and pointed out its role in organizational change. She proposed an internal dynamic of routines

that can promote continuous change (Feldman, 2000). According to her observations, organizational routines involve people doing things, reflecting on what they are doing, and doing different things (or doing the same things differently) as a result of that reflection. This finding started a long discussion among researchers about agency in the life of routines and the role of the incumbents of the jobs that helped achieve better understanding of routine dynamics. Pentland and Feldman continued research on how routines change. They defined routines as generative systems with internal structures and dynamics (Pentland and Feldman, 2005). These authors point out that these generative systems are changing through continuous interaction between their ostensive, performative nature and artifacts (Figure No. 1).

Figure No. 1. Organizational Routines as Generative Systems (Pentland and Feldman, 2005)
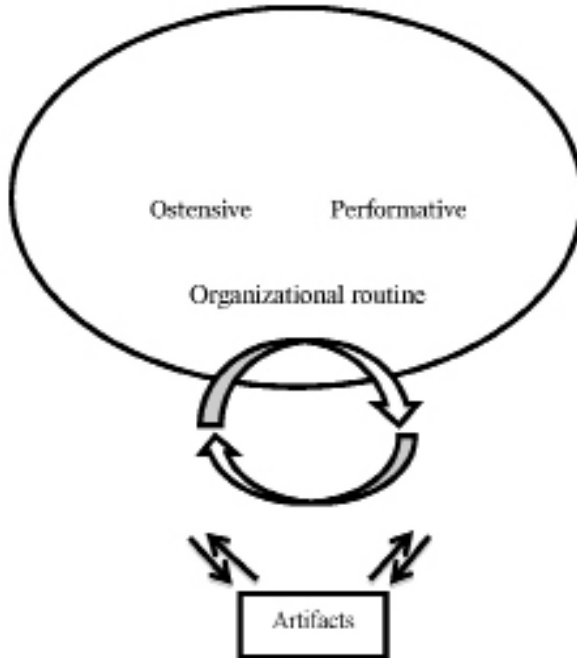
If one wants to influence, design, transfer, or manage routines, it is necessary to comprehend this internal dynamics of routines. To do so, it is first necessary to understand their ostensive and performative nature. The ostensive aspect of a routine involves the idea of how the routine is performed—"the abstract or generalized pattern of the routine" (Pentland and Feldman, 2005). On the other hand, the

performative nature is the actual performance—"specific actions taken by specific people at specific times when they are engaged in what they think of as an organizational routine" (Pentland and Feldman, 2005). In other words, people in the organization have an idea of how the routine is performed, but the actual performance of this routine may, and often does, differ from the idea. Finally, there are artifacts, physical manifestations of the organizational routines, understood as "many different forms, from written rules, procedures and forms to the general physical setting" (Pentland and Feldman, 2005) that codify or prescribe, as well as enable and constrain the ostensive and performative aspects of organizational routines.

Luciana D'Adderrio pointed out that artifacts (i.e. documents, calendars, display boards, forms, written codes of standard operations, computer systems) play key roles in routines. According to that author, "they can influence their emergence and persistence, both in destabilizing existing actions patterns (routines) or providing the glue that can hold patterns together" (D'Adderio, 2010). In the opinion of that author, after a long debate over the role of agency in routine dynamics, it is time to put artifacts at the center of *the routine debate*, "a focus on how configurations of artifacts and people come together and are established in recurrent—but continuously challenged—patterns of interaction can thus provide valuable insights into routines micro–dynamics" (D'Adderio, 2010).

Regarding Figure No. 1, in 2008 Pentland and Feldman warned that managers tend to design artifacts hoping for patterns of action (routines) (Pentland and Feldman, 2008). Companies create artifacts to shape actual work practices (performance), but the practical effect of any applied artifact is often different from its intended one. By introducing an artifact, i.e. written standard operating procedure, the idea of the routine (ostensive aspect) and actual performance (performative aspect) will probably change, but rarely will it give the exact result intended. In turn, at some point, managers who see that performance, ideas, and the artifacts vary as a result of various pressures, will make adjustments to the artifacts to try to change performance once again. This is a continuous process that gives the routine life and enables organizational evolutionary adaptation. The above findings are important in understanding the role artifacts play in the creation and re–creation of routines—in this case, in transferring routines from parent company to subsidiaries. It is argued that artifacts represented by ERP systems, used for transferring routines in the HRM area from parent companies to their subsidiaries, have some important limitations that need to be examined.

Conceptual Analysis of the Case

Corporate Culture and Routines from an Interpretative and Evolutionary Perspective

As *culture* is a concept that is heavily "burdened," both theoretically and empirically, which also experiences crisis in management (Sułkowski, 2009), it was necessary to choose an adequate paradigm to depict and analyze its influence on routine transfer. The literature review shows that evolutionist researchers are rather distant from corporate problems (Sułkowski, 2009). However, as has already been mentioned in the previous section, Pentland and Feldman considered routines as generative systems that are changing through continuous interaction between their ostensive and performative nature and artifacts (Pentland and Feldman, 2005). Moreover, within the evolutionary perspective, routines are a source of "path–dependency" (Nelson and Winter, 1982). Therefore, the use of an evolutionist perspective enables interpretation and explains the behavior of numerous HR managers.

"Thus," as Sułkowski says, "it seems that the processes of management, leadership, exercising authority, communication, conflict and cooperation and also relations and gender differences are inexplicable without reference being made to evolutionism" (Sułkowski, 2009). Searching for a paradigm that would be helpful in understanding culture influence on the transfer of routines, three orientations were taken into consideration: the structural functionalism trend, interpretive–symbolic approach, and the postmodernism/post–structuralism approach. As the intention was to investigate the implementation of the ERP system process, specifically from the point of view of HR managers, it was decided to follow an interpretative–symbolic approach to gain group interactions and group dynamics with regards to sensitive subjects. The assumption that people's consciousness and experiences are both defined by culture alone was rejected (Blumer, 1937) and the interpretive perspective was chosen in order to discover opinions, responses, and reactions to ERP system introduction, implementation, and management.

Hypotheses

Evolutionary literature fails to provide an insight into the process of routine transfer in multinational corporations. Our understanding of routines, which are generative systems changing through continuous interaction between their ostensive and performative nature and artifacts (Pentland and Feldman, 2005), indicates that artifacts have an important role in shaping routines. Furthermore, artifacts are embedded representations of routines, which are mostly created to design and manage routines (D'Adderio, 2008). On the basis of the above assumptions, what may be

presumed is the phenomenon of routine transfer through artifacts imposed onto subsidiaries by their parent companies. For this reason, the main hypothesis is:

Hypothesis 1: Routine transfer is unidirectional in multinational corporations—from parent to daughter company.

Artefacts, such as written rules and procedures, are commonly used by corporations to establish norms for the performance of certain activities in their subsidiaries in certain ways. Increased control over the actual performance of routines can be achieved by delegating it to machines or software, which helps make routines more durable and persistent (Pentland and Feldman, 2008). D'Adderio concludes that while rules (routines) do not suggest their own correct adoption, and in some cases agents (employees) enact their own interpretation of a rule (change it), rules that are represented in artifacts such as software are more likely to be stable and less exposed to changes by their actors (D'Adderio, 2010). The above leads to the second hypothesis:

Hypothesis 2: Multinational corporations use computer systems (i.e. ERP) to strengthen the transfer of HRM routines to their subsidiaries.

What is being witnessed is an increasing interest in investigating human capital, innovation, and knowledge creation as well as its sources and its transfer to both parent companies and peer subsidiaries (Albert Guangzhou, 2004; Kumar, 2013; Miao, Choe, and Song, 2011). Furthermore, over the past two decades, interest in knowledge management has grown rapidly (Kim, Hwang, and Suh, 2003). Research emphasizes the crucial role of knowledge creation and transfer—one of the main competitive advantages of MNCs (Kogut and Zander, 1993). Despite growing interest in knowledge–flow (and hence, routine transfer), there is still little literature on the phenomenon of reverse knowledge–flow within MNCs, especially from subsidiary to parent company. It may be assumed that parent companies can adopt or create certain practices to control and manage routine transfer such as an expatriation policy or subsidiary performance evaluation system (Miao et al., 2011). However, without the attention of executives, there will be no reverse knowledge flow whatsoever. What is known as the "human factor" plays an important role in fostering routine transfer: expatriate managers share work experience and their culturally loaded values, norms, and beliefs with parent company managers and other employees who may enhance the absorptive capacities of all parties in terms of inter–unit knowledge transfer in MNCs (Gupta and Govindarajan, 2000). However, subsidiary–specific scarce knowledge accumulated in the local context may be difficult to transfer to the parent company or other subsidiaries (Szulanski, 1996). The third hypothesis stems from this assumption:

Hypothesis 3: Despite the importance of cultural differences, subsidiaries have little effect on modifying routines imposed on them in the area of human resource management.

Research Methods and Data Analysis

Research Methods

To obtain the research goal we decided to use an interpretive and ethnographic approach (Geertz, 2005) that emphasizes an understanding of local interpretations of action and events (Flick, 2007) and has been used by researchers in both social and organizational fields as well as in the area of routines (Prasad and Prasad, 2000). Studying complex processes such as routine transfer through artifacts requires an immersion in the everyday world of the organization being examined (Geertz, 2005). Moreover, an ethnographic approach allows a better understanding of group dynamics and situational context in a way that researchers can see and interpret much more than if other research methods and techniques are used—including body language, gestures, mimics, emotions, and relations among respondents, especially in terms of their reactions to each other's responses to researcher's questions.

Regarding the above, a focus group interview (Barbour, 2008) was prepared as were in–depth interviews. Surveys were conducted with the HR staff over a two–month period (from February to March, 2014), where the new ERP system had been in use for five years. Evolutionary research would usually insist on a comparison of two distant points in time: before and after the implementation. Due to the lack of any possibility of conducting such research, the research questions were split into two groups relating to those periods of time. These in–depth ethnographic interviews helped discover problems with routine transfer through artifacts. The interviews followed a semi–standardized format (Spradley and McCurdy, 2005) and were analyzed using CAQDAS software (Flick, 2007; Gibbs, 2007; Silverman, 2005).

Object of the Study

The study was conducted at a manufacturing company in Poland. It was a Polish firm that had been acquired by a multinational corporation operating worldwide. The acquisition took place more than fifteen years ago. According to the Polish classification, it is a large company, employing more than 250 people with yearly turnover exceeding ten million euro. The company's management agreed to the study under the condition that all of the company's markers would be kept anonymous. For this reason, only general information about the examined case may be provided.

The research was conducted among HR department staff. Some of the respondents were employed prior to the acquisition of the company. Therefore, they were capable of providing valuable knowledge about the whole process of ERP system implementation.

Results and Discussion

Chosen research methods in applying the ethnographic approach forced the presentation of results in the same order in which hypotheses were introduced. To provide a better understanding of the data collected, the original respondents' quotes are shown.[1]

Hypotheses

Regarding *Hypothesis 1*, results of the study reveal that the corporation started imposing its rules and standards to the acquired company from the very beginning, immediately following acquisition.

Respondent A: When the *Corporation* came, they started a revolution here. (…). Everyone started to learn *a foreign language*. (2014, p. 5).

During the focus group, respondents pointed out that, every now and then, headquarters sends them new standards (routines) to follow. The good thing is, that they do not have to apply them as they stand. Pursuant to the written standards, they have space to adapt them to local reality.

Respondent B: Generally, when we receive a procedure from headquarters, we never implement it as it was received. We always try to adapt it to our reality. You can't do certain things by copy–paste. (2014, p. 18)

(…) Fortunately, here we have the freedom to do so. Sure, we cannot put it upside–down and do it our way, although, we make changes that are necessary for the procedure to bring it to life, so it is not just a procedure on paper. (2014, p. 18)

Respondents mentioned that when the ERP system was implemented, they received a ready, preconfigured system. Respondents also said that, later on, another system was implemented. People were trained, but the corporation did not organize any pre–implementation sessions to facilitate arrangements or ask for opinions. This undeniably indicates an attempt to transfer routines from the parent company to its subsidiary.

Research did not provide enough information to clearly state whether transfer is only unidirectional. To assess this it would be necessary to examine the parent company. Although gathered information shows that bottom–up initiatives remain unaddressed while feedback suggests that the "corporation is working on that," the facial expressions, gestures, and body language of respondents showed that they did not believe in the corporation's assurances.

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1   Words between asterisks (i.e. *word*) signify a change to the original word in order to ensure that company details remain anonymous.

Respondent A: We wanted to implement a system for management, ideal for our needs. We presented it to the top level and that level said that they are currently working on something like that and it will be introduced shortly and that was… [frustration].

Respondent B: …two years ago [laugh] (2014, p. 18).

As to *Hypothesis 2*, study results reveal that the ERP system introduced in the area of HR helped to make the routines tighter, repeatable, and provided for better control by the corporation. When introducing the system, the parent company did not change current routines significantly (they were already being performed according to corporate standards, the system was introduced around ten years after the company was acquired). Although, according to the respondents, the possibility of changing the performance of the routines by the agent dropped significantly and the corporation gained greater control over performance.

Respondent A: Now, any information regarding an employee must go through the system.

Respondent B: (…) for sure, the system is giving more possibilities to our headquarters to control us more. (2014, p. 9)

Another interesting finding was discovered. The corporation, in its project involving the implementation of the ERP system, concentrated on covering hard HRM, which is related to financial issues such as structure, enrolments, and promotions that are crucial in terms of monitoring by the corporation. Use of software in disciplines that are most important to the corporation seems to be solid proof confirming the hypothesis that MNCs use EPR systems to strengthen the transfer of HRM routines to their subsidiaries. On the other hand, the research confirms findings from literature on the role of incumbents on the job on routine performance.

Respondent A: We are supposed to put this data into the system, but this is not giving us anything back. It just makes no sense [frustration]. (2014, p. 2)

In another example, Respondent B said that something was not working in the system and then added:

Respondent B: (…) but that was because our colleague approached it with too little enthusiasm. (2014, p. 12)

Even the best artifact will not work without support from the employee.

Regarding *Hypothesis 3*, according to the respondent, the process of implementation of the ERP system was preceded by a number of project team meetings that involved headquarter representatives and subsidiary employees. This finding seems to reject the hypothesis. However, a more in–depth look at the whole process revealed that the role of the subsidiary's representative was limited to only suggesting formal changes pursuant to Polish legislation. As was mentioned above, the system was already configured and the subsidiary did not have any chance of changing it or adding something to it.

Moreover, respondents mentioned that the typical process for implementing a novelty by headquarters involved the testing of a new idea in a few subsidiaries located around the world before implementing it worldwide. This means that only a few manufacturing sites had the chance to adapt the novelty to their needs and local cultural differences. A so–formed system is then distributed among the remaining sites without adapting it to cultural differences.

Respondent A: It works like this: A pilot implementation is run at three locations. They work with it, adapt it, and when it works they implement it at the other subsidiaries worldwide. (2014, p. 17).

As mentioned before, those surveyed revealed that various software was implemented in their company, where not even a pre–implementation meeting was organized.

Researcher A: Were there any introductory meetings prior to the implementation of this software?

Respondent A: No. They implemented it and then training was organized. (2014, p. 17)

Summarizing, the corporation tends to impose standards without leaving any space for adaptation to cultural differences, at least with respect to the software. There is more flexibility with respect to written standards as was explained in the discussion regarding Hypothesis 1.

Other Conclusions

Additional interesting findings that are not directly applicable to the hypotheses were discovered during the survey. The most important of these involves the negative outcomes of the transfer of routines without prior in–depth rethinking and adaptation. According to the survey, the routines of some subsidiaries were disorganized as a result of the implementation of the ERP system. As Cohen and Bacdayan (1994) said, "when, however, the organization's experience is automatically transferred to inappropriate situations, routines can be bad." Respondents indicated several times that the software supports soft HRM only in part. As a result, some work needs to be registered with the system despite the fact that the outcome, the benefit, for the company is poor. What is worse, any attempt to organize it, improve it in a different way, or implement a different workflow system to manage it, is blocked by headquarters. To paraphrase, if the system had not been introduced in some HR areas, the subsidiary would have had greater control and they would run more smoothly with benefit for the whole organization. The above means that in some cases a transferred routine is less efficient than the original one.

Limitations and Inroads for Future Research

There are some limitations regarding the research that were discovered. First of all, the typical evolutionary approach demands a comparison of two distant points in time—before and after implementation. Due to the lack of possibility for conducting such research, the research questions were split into two groups relating to the specific periods of time. Furthermore, it was decided to use ethnographic interviews that include the observing of gestures, facial expressions, and mutual interactions to help discover respondent attempts to hide the truth (in fact, to avoid skewed responses, they were given sketchy information about the research goal in order to increase the likelihood of acceptance). Thanks to this, it was noticed during the focus group that one of the respondents seemed to try to maintain the good image of the corporation he was representing. This conclusion is based on the fact that one of the respondents changed his attitude toward the ERP system implementation slightly from the first interview where he was negatively inclined to it, to neutral during the last focus group. What is interesting, this neutral attitude was presented when other respondents were present. The above may suggest that one of the respondents may have tried to romanticized reality, which may have a reflection in the outcome of the study, so this should be treated as a limitation. Another limitation of the study was the lack of KPI analyzes for the HR department. This would have allowed a better understanding of the real outcome of the introduced routines, detached from the individual subjective feelings of the respondents.

Regarding future research, lack of a definite answer to Hypothesis 1 suggests that another survey should be conducted. It should involve an examination of not only the subsidiary's employees, but also of parent company representatives. Such a study would allow a gaining of a better understanding of the examined phenomena, especially regarding any bottom–up routine transfer. In general, omitting creative initiatives that occur during the ERP designing process and after its implementation should become an object of further research.

Conclusions

This research provides useful insights for corporations, particularly in the manufacturing industry, seeking to be competitive and responsive to environmental changes by successfully transferring routines in the area of HRM.

Companies create artifacts to shape actual work practices (performance), but the practical effect of any applied artifact is often different than intended. The

above findings are important in understanding the role artifacts play in the creation and re–creation of routines—in this case, in transferring routines from the parent company to subsidiaries. We argue that artifacts represented by ERP systems, used for transferring routines from parent companies to theirs subsidiaries in the area of HRM, have some important limitations.

Ethnographic case study analysis reveals how the mechanisms of routine transfer in organizations are likely to convey the parent company's existing practices that, in turn, are sometimes likely to result in a slowdown or even blocking of certain initiatives for improvement of certain HR areas, and result in HR manager frustration. In general, omitting creative initiatives that occur during the ERP designing process and after its implementation should become an object of further research. The above should provide a better understanding of attempts to adapt a routine to the local context due to cultural differences and specifics.

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Transfer rutyn korporacyjnych w obszarze ZZL w przedsiębiorstwach międzynarodowych na przykładzie wdrożenia oprogramowania klasy ERP

Streszczenie

Celem artykułu jest odkrycie praktycznych wyzwań związanych z transferem rutyn z firm-matek do ich spółek-satelit (spółek-córek) poprzez artefakty (na przykładzie wdrożenia systemu klasy ERP w obszarze zarządzania zasobami ludzkimi). Struktura artykułu jest następująca: w pierwszej sekcji dostarczamy tła teoretycznego poprzez wskazanie głównych koncepcji związanych z kulturą organizacyjną i korporacyjną. W kolejnej części opisujemy założenia teoretyczne niezbędne do zrozumienia rutyn: tego, jak się zmieniają, oraz roli, jaką artefakty odgrywają w procesie transferu rutyn. Następnie opisujemy zastosowaną w badaniach metodologię. Artykuł kończy dyskusja dotycząca rezultatów badawczych, a także rekomendacje do dalszych badań.

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