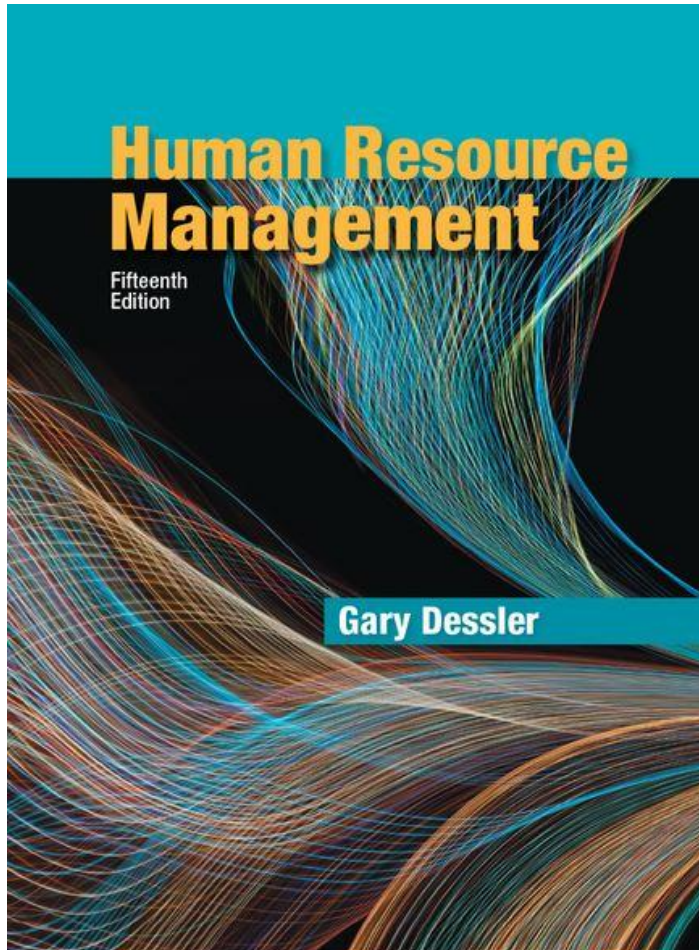


Human Resource Management

Fifteenth Edition



Chapter 17

Managing Global Human Resources

Learning Objectives (1 of 2)

- 17-1. List the HR challenges of international business.
- 17-2. Illustrate with examples how inter-country differences affect HRM.
- 17-3. List and briefly describe the main methods for staffing global organizations.



Learning Objectives (2 of 2)

- 17-4. Discuss some important issues to keep in mind in training, appraising, and compensating international employees.
- 17-5. Discuss similarities and differences in employee engagement around the globe
- 17-6. Explain with examples how to implement a global human resource management program.

I.
**List the HR challenges of
international business.**

The Manager's Global Challenge

- The global employer faces these differences
 - Political
 - Social
 - Legal
 - Cultural



What is International Human Resource Management?

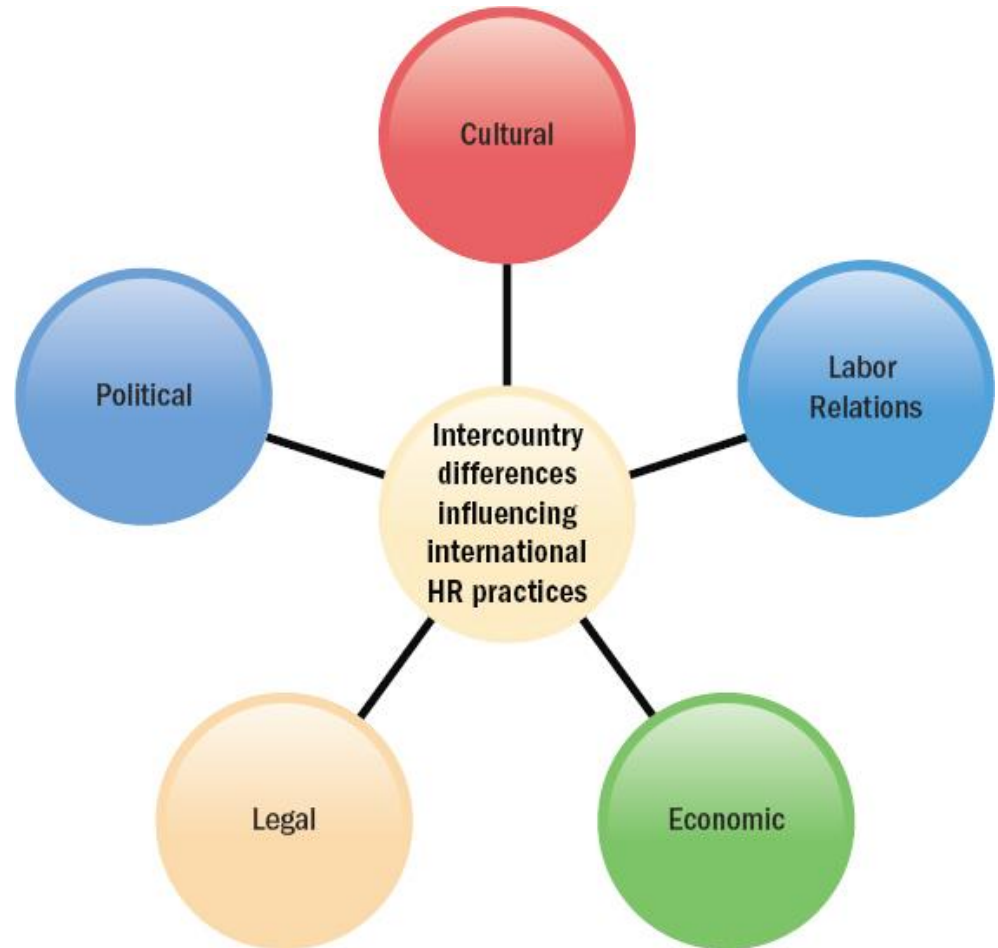
- **International Human Resource Management** - is the human resource management concepts and techniques employers use to manage the human resource challenges of their international operations.

II.

**Illustrate with examples how
inter-country differences affect
HRM.**

Adapting HR Activities to Inter-Country Differences

Figure 17-1 Critical Intercountry Differences That Influence International HR Practices



Culture Factors

- The Hofstede Study
- Legal Factors
- Codetermination



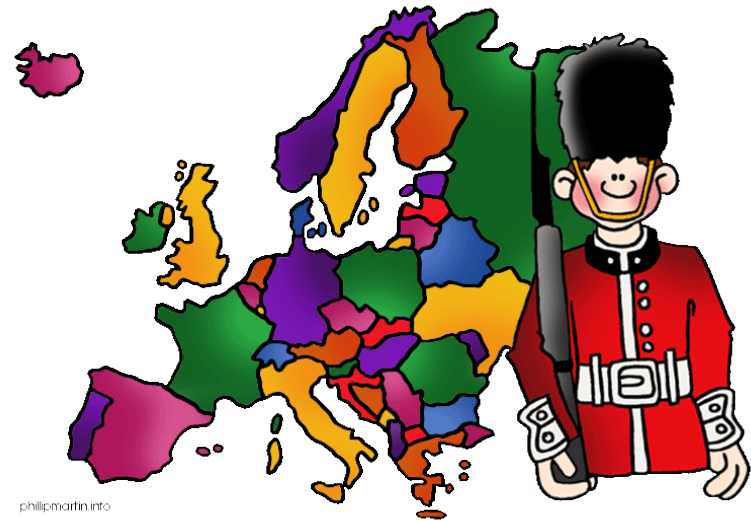
Economic System

- Market
- Planned
- Mixed



HR Abroad Example: The European Union

- Minimum EU Wage
- Working Hours
- Termination of Employment



HR Abroad Example: China

- Recruiting
- Selection
- Compensation
- Labor Unions



Improving Performance: HR Practices Around The Globe (1 of 2)

Comparing Small Business, HR Practice in the United States and China

Let's talk about it...

III.

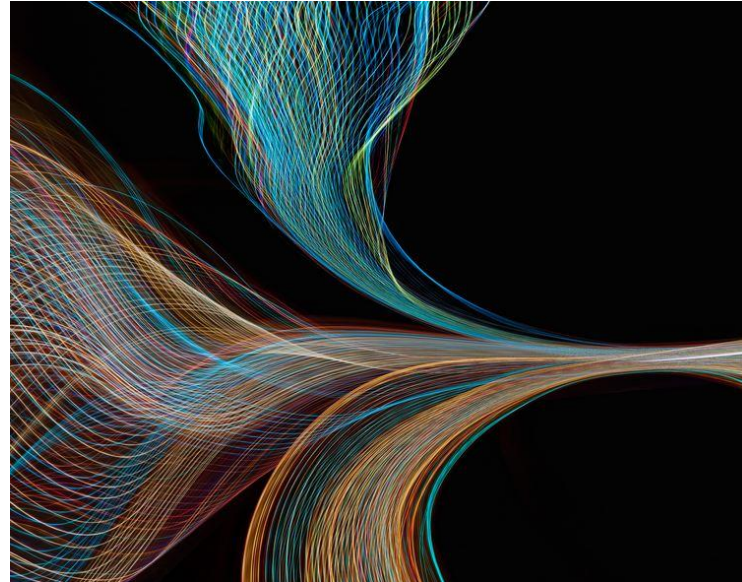
List and briefly describe the main methods for staffing global organizations.

Staffing the Global Organization

- International staffing: home or local?
 - Expatriates (Expats)
 - Home-Country Nationals
 - Locals (host-country nationals)
 - Third-Country Nationals

International Staffing: Home or Local

- Using Locals
- Using expats
- Other solutions
- Offshoring



Improving Performance: HR as a Profit Center

Reducing Expatriate Costs

Let's talk about it...

Trends Shaping HR: Digital and Social Media

Using Transnationals and Virtual Teams

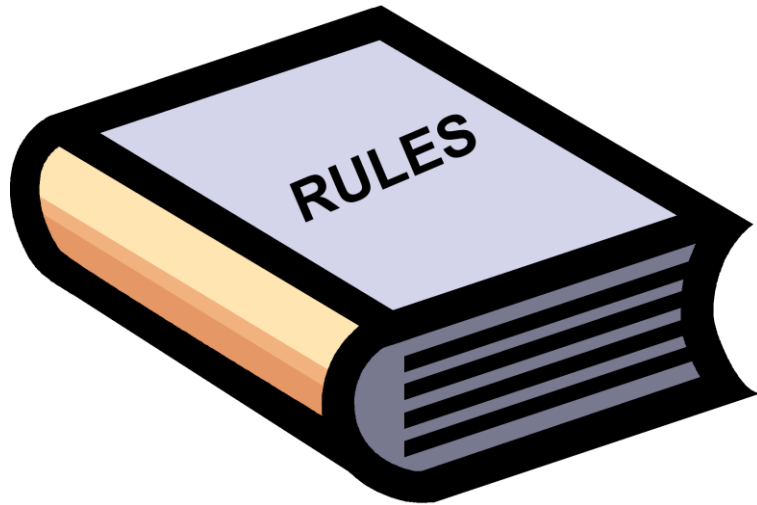
Let's take a look...

Management Values and International Staffing Policy

- Ethnocentric practices
- Polycentric practices
- Geocentric practices



Ethics and Code of Conduct



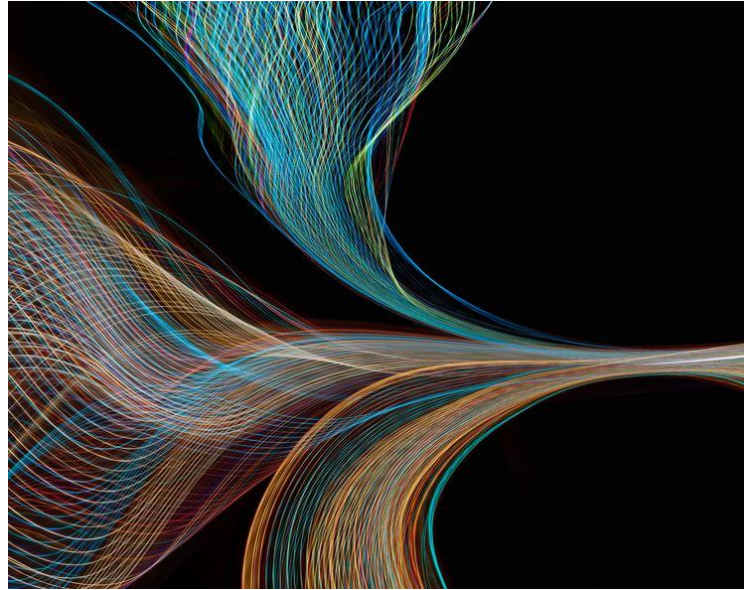
code of
conduct

Selecting International Managers

- Testing
- Realistic Previews
- Adaptability Screening
- Legal Issues
- Avoiding early expatriate returns
- Family pressures



Diversity Counts Sending Women Manager Abroad



Improving Performance: HR Tools for Line Managers and Small Businesses

Some Practical Solutions to the Expatriate Challenge

Let's talk about it...

IV.

Discuss some important issues to keep in mind in training, appraising, and compensating international employees.

Training and Maintaining Employees Abroad (1 of 2)

- Orienting and training employees on international assignment
- Performance Appraisal of International managers
- Compensating managers abroad
 - The balance sheet approach
 - Incentives

Steps in Establishing A Global Pay System

Step 1. Set Strategy

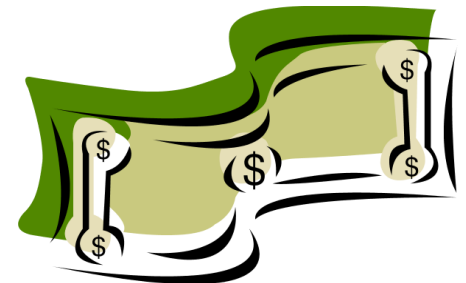
Step 2. Identify crucial executive behaviors

Step 3. Global philosophy framework

Step 4. Identify gaps

Step 5. Systematize pay systems

Step 6. Adapt pay policies



Training and Maintaining Employees Abroad (2 of 2)

- Union Relations abroad
- Terrorism, Safety, and Global HR
- Taking Protective Measures
- Kidnapping and Ransom (K&R) insurance
- Repatriation: Problems and Solutions

Improving Performance: HR Practices Around The Globe (2 of 2)

Business Travel

Let's talk about it...

V.

Discuss the similarities and differences in employee engagement around the globe.

Employee Engagement Guide for Managers



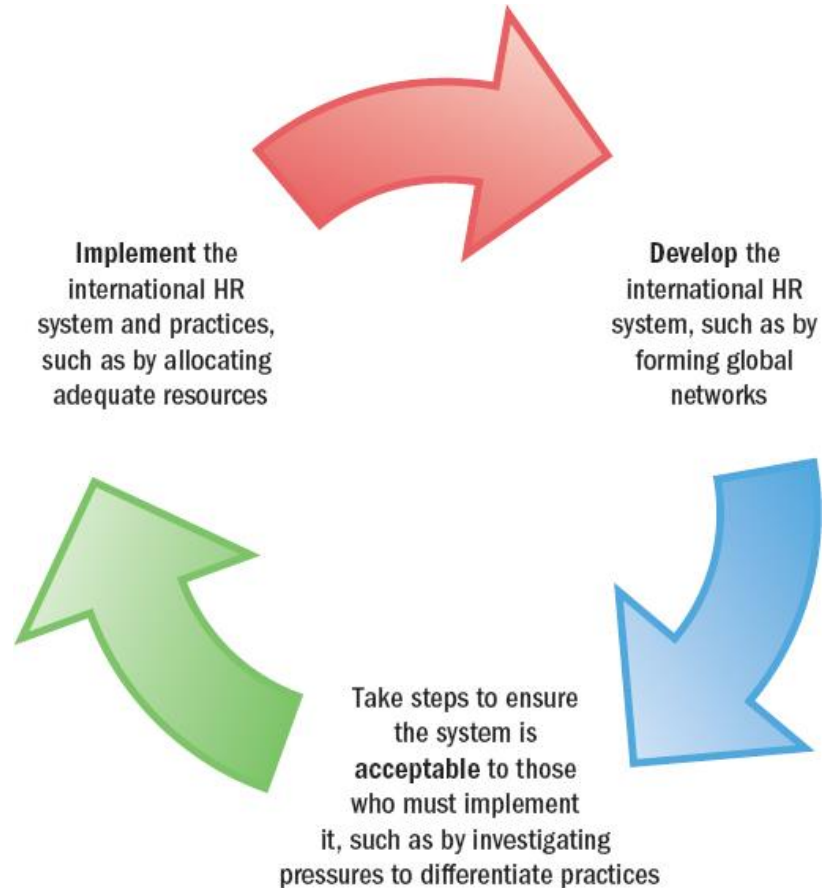
VI.

Explain with examples how to implement a global human resource management program.

Managing HR Locally

Putting a Global HR System into Practice

Figure 17-2 Best Practices for Creating Global HR Systems



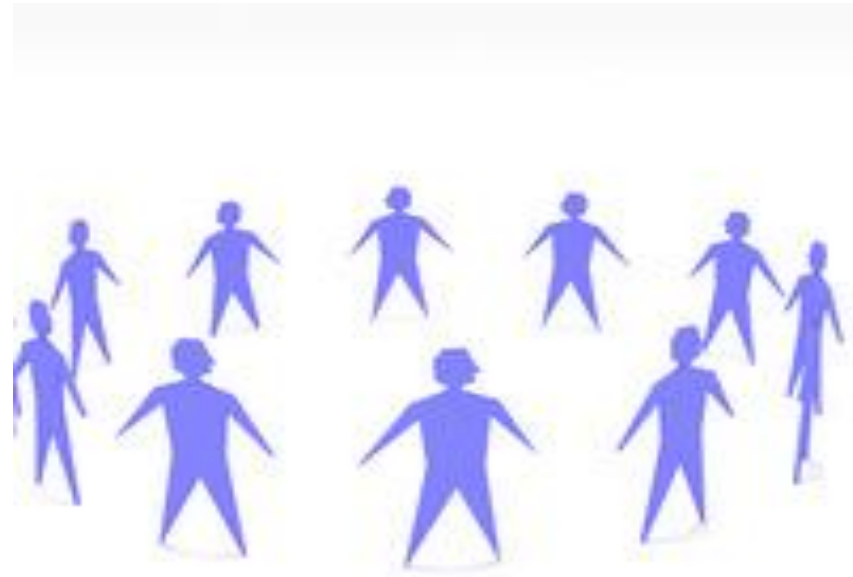
Improving Performance: The Strategic Context

Hitachi

Let's talk about it...

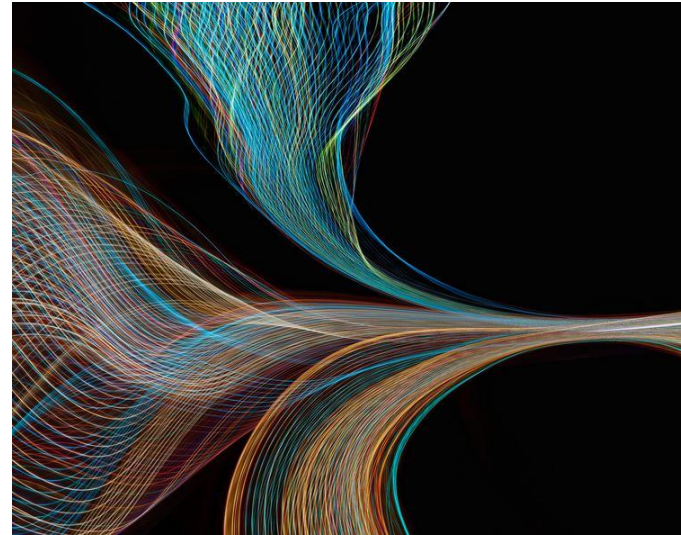
Developing a More Effective Global HR System

- HR Networks
- Standardize



Making Global HR System More Acceptable

- The Three (3) Best Practices



Implementing the Global HR System

- Communicate
- Dedicate Adequate Resources



Chapter 17 Review

What you should now know....

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