

Managing a Global Workforce

Challenges and Opportunities in International Human Resource Management

THIRD EDITION

Charles M. Vance and Yongsun Paik

Contents

Preface.....	ix
1. Introduction and Overview.....	3
Trading Places in New Opportunities for Global Trade and Employment.....	3
Introduction	5
Global Market Context	7
Key Perspectives in Global Workforce Management.....	27
Book Overview.....	35
Summary.....	35
Questions for Chapter 1 Opening Scenario Analysis	35
Case 1.1. The United Nations of Bananas	36
Case 1.2. MNC Collaboration in Social Responsibility	37
Recommended Website Resources	39
Notes.....	39
2. Cultural Foundations of International Human Resource Management ...	46
Volvo Is Learning from Its Chinese Partner, Geely.....	46
Introduction	47
Understanding Culture.....	48
Major Models of National Culture	56
Final Caveats on Culture and Global Workforce Management.....	69
Summary.....	71
Questions for Opening Scenario Analysis	71
Case 2.1. Cross-Cultural Assessment over a Cup of Coffee.....	72
Case 2.2. Culture Conflict South of the Border, Down Mexico Way	73
Recommended Website Resources	74
Notes.....	74
3. Changes and Challenges in the Global Labor Market.....	79
The War for Skilled Immigrant Talent.....	79

Introduction	80
Globalization and the Sustainability Imperative	81
Technological Advancements	83
Increased Wage Inequality Among Workers.....	85
Changes in Labor Force Demographics and Migration.....	85
Emergence of the Contingent Workforce	96
Offshore Sourcing Versus Onshoring	100
Global Workforce Management Challenges.....	103
Summary.....	104
Questions for Opening Scenario Analysis	105
Case 3.1. Chinese Are Moving to Africa to Make Shoes	105
Case 3.2. India Is Sending Jobs Abroad	106
Recommended Website Resources	107
Notes.....	108
4. The Key Role of International HR Management in Successful	
MNC Strategy	112
How Do MNCs Compete in Emerging Markets?.....	112
Introduction	113
Transfer of Firm-Specific Knowledge and Capabilities	113
Global Leadership Talent Development	114
Strategic Control Needs.....	117
Competitive Strategies of Multinational Corporations.....	118
Structuring for Optimal Global Performance	121
Linking Human Resource Management Practices to Competitive	
Strategy and Organizational Structure.....	123
Paradigm Shift of International HR Management	
from Contingency Model to Global Talent Management	
Process Development	129
Summary.....	134
Questions for Opening Scenario Analysis	134
Case 4.1. Road Blocks to India's Apollo Tires' Acquisition of	
U.S.'s Cooper Tire	136
Case 4.2. Is Accenture's Global Face Really a Facade?.....	138
Recommended Website Resources	139
Notes.....	139
5. Global Human Resource Planning.....	143
“Who Are Our Employees, Anyway?”	143
Introduction	144
From Strategy to Decisions About Work Demand and Labor Supply.....	145
Environmental Scanning.....	146
Job Design for Meeting Global Strategy Work Demand.....	151
Sources of Global Labor Supply for Meeting Work Demand	159
HR Planning for the Longer Term.....	174

Summary.....	177
Questions for Opening Scenario Analysis.....	178
Case 5.1. Gender Discrimination in Japan: Growing Challenges and Opportunities for All.....	178
Case 5.2. A Google Search—For Talent.....	180
Recommended Website Resources	181
Notes	181
6. Global Staffing	192
Global Staffing at the Royal Dutch/Shell Group	192
Introduction	193
Key Factors Affecting Global Staffing	194
Global Recruitment of Human Resources	211
Global Selection of Human Resources	218
Summary.....	224
Questions for Opening Scenario Analysis	225
Case 6.1. Brazil’s Economic Boom Needs More Talent	225
Case 6.2. MNC Staffing Practices and Local Antidiscrimination Laws.....	226
Recommended Website Resources	228
Notes.....	228
7. Global Workforce Training and Development	236
Well-Intentioned but Misguided Expatriate Preparation and Training.....	236
Introduction	237
Strategic Role of Training and Development in the Global Marketplace	238
Fundamental Concepts and Principles for Guiding Global Training and Development.....	241
Training Imperatives for the Global Workforce	251
Summary.....	263
Questions for Opening Scenario Analysis	263
Case 7.1. Safety Training Insights for Women Expats in India.....	264
Case 7.2. HCN Supervisory Training Needs	265
Recommended Website Resources	267
Notes	268
8. Managing International Assignments	275
Expatriate Innocence Abroad.....	275
Introduction	276
Expatriate Preparation, Foreign Assignment, and Repatriation	277
New and Flexible International Assignments	295
Summary.....	300
Questions for Opening Scenario Analysis	300
Case 8.1. Working in a Sheltered Enclave in Shanghai, China	301
Case 8.2. Re-Entry Shock: A Family Affair	302
Recommended Website Resources	304
Notes	304

9. Global Workforce Performance Management	311
Puzzling Performance Appraisal	311
Introduction	312
Performance Management Process.....	313
Important Considerations for Global Performance Management.....	319
Planning and Implementing Global Performance Appraisals.....	332
Summary.....	340
Questions for Opening Scenario Analysis	340
Case 9.1. Overcoming Gender Stereotyping in Performance Management...	340
Case 9.2. Customizing HCN Performance Appraisal Design	342
Recommended Website Resources	343
Notes.....	343
10. Compensation for a Global Workforce	353
Compensation Convergence	353
Introduction	354
Managing Compensation on a Global Scale: Fundamental Practices	355
Key Compensation Considerations for Expatriates, HCNs, and TCNs.....	371
Summary.....	382
Questions for Opening Scenario Analysis	382
Case 10.1. What Are the Most Rewarding Countries for Expatriates?	382
Case 10.2. Regulating Executive Bonuses in the European Union	383
Recommended Website Resources	385
Notes.....	385
11. Global Employee Relations	392
Workplace Demoralization and Death.....	392
Introduction	393
Current ER Issues	394
Influence of MNCs and Unions on Global ER	400
Summary.....	420
Questions for Opening Scenario Analysis	420
Case 11.1. High Cost of Plan Closings in Europe	420
Case 11.2. Providing Expatriate EAP and Other Personal Care Services	422
Recommended Website Resources	423
Notes.....	424
Name Index	429
Subject Index.....	433
About the Authors	449