

Internationales Personalmanagement Veranstaltung im SS 2006

Veranstalter:

Prof. Dr. Hartmut Wächter

Ort und Zeit der Veranstaltung :

Di 8.30-10, C 9

Veranstaltungsnummer im VV:4165

Gliederung und Literaturhinweise (1)

Als Basislektüre wird empfohlen:

Schreyögg, G. F.; Oechsler, W. A.; Wächter, H.: Managing in a European Context, Wiesbaden 1995, Module A (p. 1-162).

Tempel, A.; Wächter, H.; Walgenbach, P.: Multinationale Unternehmen und internationales Personalmanagement, in: Zeitschrift für Personalforschung, 19. Jg. (2005), S. 181-202.

Als Referenzwerke zum Thema werden außerdem empfohlen:

Sparrow, P.; Hiltrop, J.-M.: European Human Resource Management in Transition, New York etc. 1994, Part Three (p. 213-587).

Weber, W.; Festing, M.; Dowling, P. J.; Schuler, R. S.: Internationales Personalmanagement, Wiesbaden 1998.

Stahl, G.K.; Mayrhofer, W.; Kühlmann, T.M. (Hrsg.): Internationales Personalmanagement. Neue Aufgaben, neue Lösungen, München und Mering 2005, insbes. Kapitel 1 und 2.

Gliederung und Literaturhinweise (2)

Das internationale Personalwesen ist eingebettet in Probleme des internationalen Managements allgemein. Zu diesem weiteren Gebiet die folgenden beiden Literaturhinweise:

- **Hill, Charles W.: International Business, 4th edition, Boston 2003**
- **Kutschker, M.; Schmid, S.: Internationales Management, 3. Aufl., München 2004**

Gliederung und Literaturhinweise (3) A. Konzeptionelle Grundlagen

I. Vom nationalen Personalwesen zum internationalen Human Resource Management (HRM)

- Weber, op. cit. S. 1-28.
- Wächter, H.; Blettner, K.: Euro-Personalmanagement, Film, Fernuniversität Hagen, 1994.

II. Internationalisierungsstrategien

- Harzing, A.-W.: Internationalization and the international division of labour, in: Harzing, A.-W.; van Ruysseveldt, J.: International Human Resource Management, London, u.a. 1995, p. 1-24.

Gliederung und Literaturhinweise (4)

B. Der organisationale Kontext des IPM

I. Organisationsformen der Internationalisierung und Koordination des internationalen Personaleinsatzes

II. Beispiele

- Paawe, J. and Dewe, P.: Organizational structure of multinational corporations: Theories and models, in: Harzing/van Ruysseveldt, op.cit., S. 51-74.
- Fallstudie ABB, in: Zentes, J.; Swoboda, B.; Morschett, D.: Internationales Wertschöpfungsmanagement, München 2004, S. 789-795.

Gliederung und Literaturhinweise (5)

C. Der internationale Kontext – Beschreibungs- und Erklärungskonzepte

I. Die kulturalistische Perspektive

- Kutschker, op. cit., S. 686-743.
- Köppel, P.: Kulturerfassungsansätze und ihre Interpretation in interkulturellen Trainings, Trier, S. 109-120.

II. Die institutionalistische Perspektive

- Wächter, H. und Peters, R. (Hrsg.): Personalpolitik amerikanischer Unternehmen in Europa, München und Mering 2004, Kap. 4 und S. 65-107
- Fall aus: Wächter, H. et al.: The „country-of-origin-effect“ in the cross-national management of human resources, München und Mering 2003, S. 1-8 und 58-72.

Gliederung und Literaturhinweise (6)

D. Gegenstände und Instrumente des internationalen Personalmanagements

I. Rekrutierung und Selektion im internationalen Unternehmen

- Wächter, op. cit., S. 49-76.
- Shackleton, V.; Newell, S.: Management selection: a comparative survey of methods used in top British and French companies, in: Journal of Occupational Psychology, vol. 64 (1991), S. 23-36.

II. Personalentwicklung und Karrieremuster von Managern

- Engelhard, J.; Hein, S.: Erfolgsfaktoren des Auslandseinsatzes von Führungskräften, in: Macharzina, K.; Wolf, J. (Hrsg): Handbuch Internationales Führungskräfte-Management, Stuttgart u.a. 1996, S.83 - 111.
- Müller, S.; Gelbrich, K.: Interkulturelle Kompetenz als neuartige Anforderung an Entsandte: Status quo und Perspektiven der Forschung, in: ZfbF, vol. 53 (2001), S. 246-272.

III. Anreizgestaltung und internationale Entgeltfindung

- Wächter, op. cit., S. 124-150.
- Phillips, L. und Fox, M.A.: Compensation strategy in transnational corporations, in: Management Decision, vol. 41 (2003), S. 465-476.

Gliederung und Literaturhinweise (7)

E. Perspektiven des internationalen Personalmanagements

I. Die europäische Perspektive

II. „Managing Diversity“

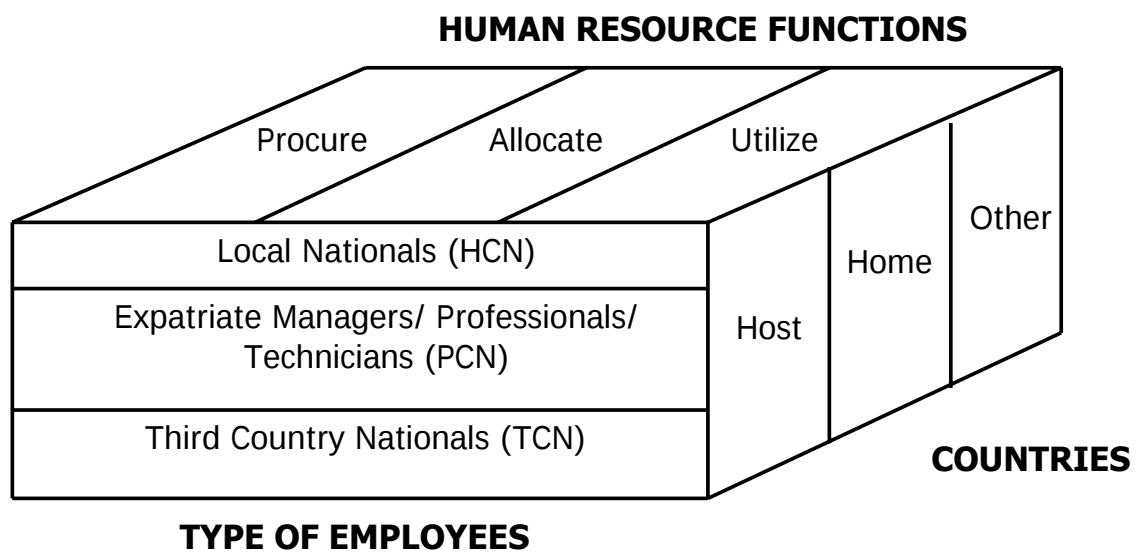
- Vedder, G.: Vielfältige Personalstrukturen und Diversity Management, in: Wächter et al. (Hrsg): Personelle Vielfalt in Organisationen, München und Mering 2003, S. 13-27.
- Dietz, J. und Petersen, L.-E.: Diversity Management als Management von Stereotypen und Vorurteilen am Arbeitsplatz, in: Stahl et al., op.cit., S. 249-269.

A. Konzeptionelle Grundlagen

I. Vom nationalen Personalwesen zum internationalen Human Resource Management (HRM)

- a) Die Bedeutung der Personalfunktion für den Unternehmenserfolg
- b) Veränderung der Personalfunktion durch Internationalisierung
- c) Aspekte der Internationalisierung
 - 1. Management-Philosophien (Perlmutter)
 - 2. Wettbewerbsstrategien (Barlett/Ghoshal)

Model of International HRM



Quelle: Dowling, P. J./Schuler, R. S.: International Dimensions of HRM, Boston 1990. p.5.

Categories of Employees in International Organizations

- Expatriates = Parent-country nationals (PCN) working abroad
- Locals = Host-country nationals (HCN) working in their country for a foreign company
- Third-country nationals (TCN)

Spezifische Problembereiche des Internationalen Personalmanagements

- höhere Anzahl von Funktionen und Aktivitäten
- breitere Perspektive
- höherer Grad an Einmischung in das Privatleben der Beschäftigten
- Schwerpunktverlagerung der Personalmanagementaktivitäten in Abhängigkeit vom Reifegrad des Auslandsgeschäfts
- höheres Ausmaß an Unsicherheit
- größerer Umfang externer Einflüsse

Macro-environmental influences

HRM Elements	Issues	Macro-environmental influences		
		Socio-economic	Institutional	Cultural
ACQUISITION	Recruitment and Selection	External labour market	Pressure to recruit locals	Recruitment ethics
DEVELOPMENT	Personnel training	National level of education	Policy HRD policy	Values attached to competence
COMPENSATION	Wages, benefits	Social inequalities	Minimum wage agreements Union policies	Motivational forces Social values
WORK SYSTEM	Distribution of tasks	Gender-based division of labour	Regulation of maximum working hours	Individualism/collectivism

Quelle: Gronhang, K./Nordhang, O.: International human resource management: An environmental perspective, in: The International Journal of HRM, vol. 3(1992), p. 8.

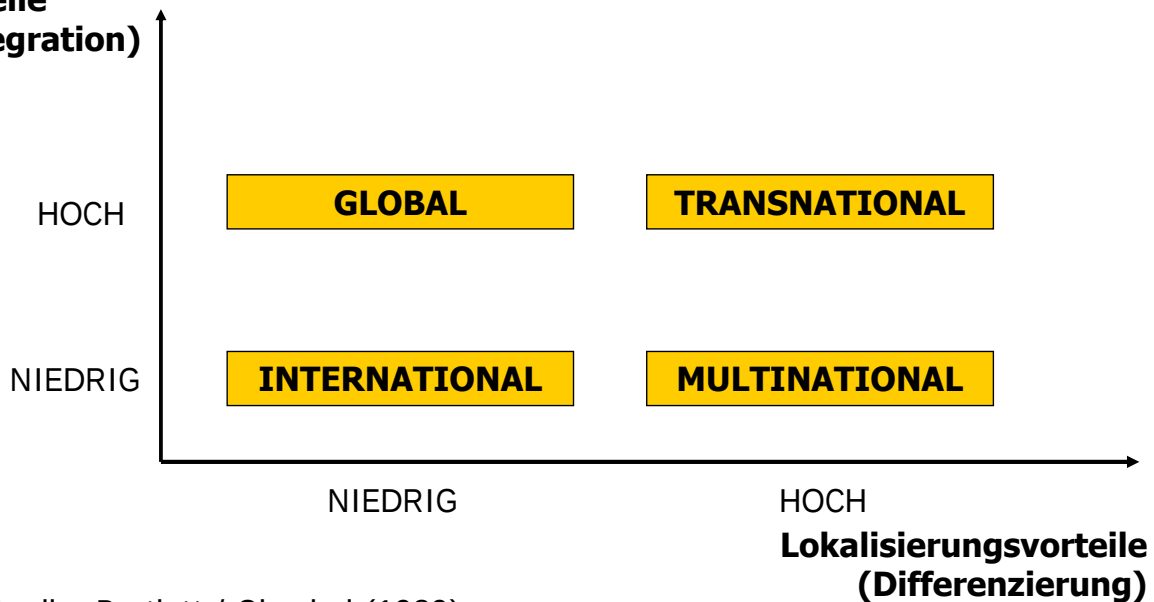
The International Product Life Cycle

	Phase I Domestic Start-up	Phase II Growth & Internationali- zation	Phase III Multinationali- zation	Phase IV Globalization
Competitive Strategy	Domestic	Multidomestic	Multinational	Global
Importance of International	Marginal	Important	Dominant	Continual
Primary Orientation	Product	Market	Price	Strategy
Product	New, unique & non-standard	More standardized	Completely standardized	Mass customized
Manufacturing Location	Domestic production	Driven by market size	Determined by production costs	Determined by production costs

Quelle: Adler, N. J./Ghadar, F.:in Pieper, R. (Ed.): Human Resource Management: An International Comparison.

Globalisierungs- und Lokalisierungsvorteile

**Globalisierungs-
vorteile
(Integration)**



Quelle: Bartlett / Ghoshal (1989)

Typologie nach Branchen/Industrien (Porter)

multi-domestic

- Wettbewerb ist national
- unterschiedliche Geschmäcke
- nationale Handelsbeschränkungen
- nationale Gesetze oder Vorschriften – Inhalt und Qualität eines Produktes



- nationale Strategie
- beschränkte internationale Integration

global

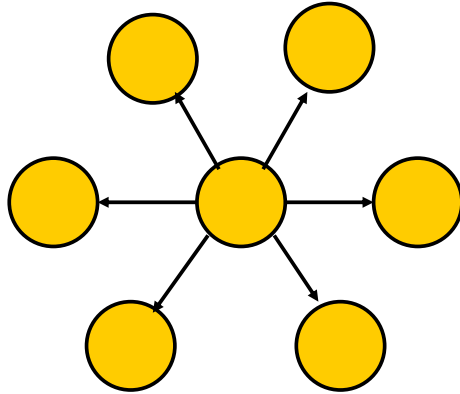
- internationaler Wettbewerb
- ähnliche Geschmäcke
- offene Märkte
- internationale Produktstandards



- internationale Strategie
- internationale Integration

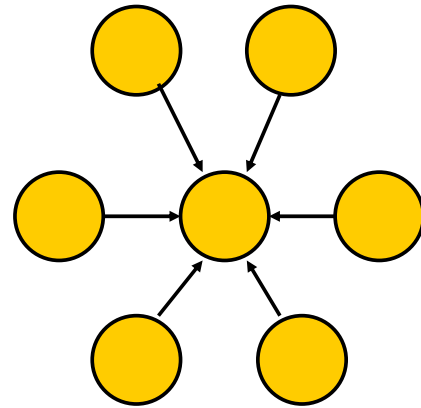
Basic Types of International Corporate Cultures - Perlmutter

Global



(ethnocentric)

Polycentric

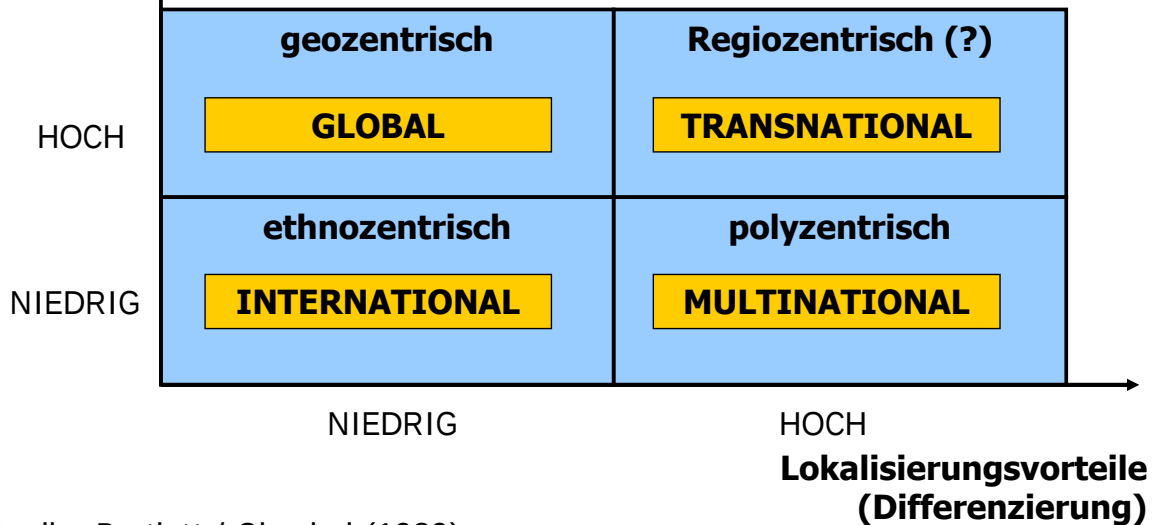


Perlmutter's typology of management style / corporate culture

	Ethnocentric	Polycentric	Geocentric
Communi- cation	From center to subsidiary	limited	two-way communication
Identity	home country	host country	global
Personnel	home country personnel occupy key positions throughout the company	host country personnel occupy key positions locally	all nationalities can occupy key positions

Globalisierungs- und Lokalisierungsvorteile (2)

Globalisierungs-
vorteile
(Integration)



Quelle: Bartlett / Ghoshal (1989)

A. Konzeptionelle Grundlagen

II. Internationalisierungsstrategien

- a) Ausmaß der Internationalisierung
 - 1. Außenhandel
 - 2. Foreign Direct Investment
- b) Markteintritt und Internationalisierungsgrad
- c) Theorien der internationalen Wirtschaftstätigkeit
 - 1. Komparative Kostenvorteile und Faktorausstattung (Heckscher-Ohlin)
 - 2. Transaktionskostenvorteile (Dunnings „eklektische“ Theorie)
 - 3. Nationale Wettbewerbsvorteile (Porter's „Diamond“)

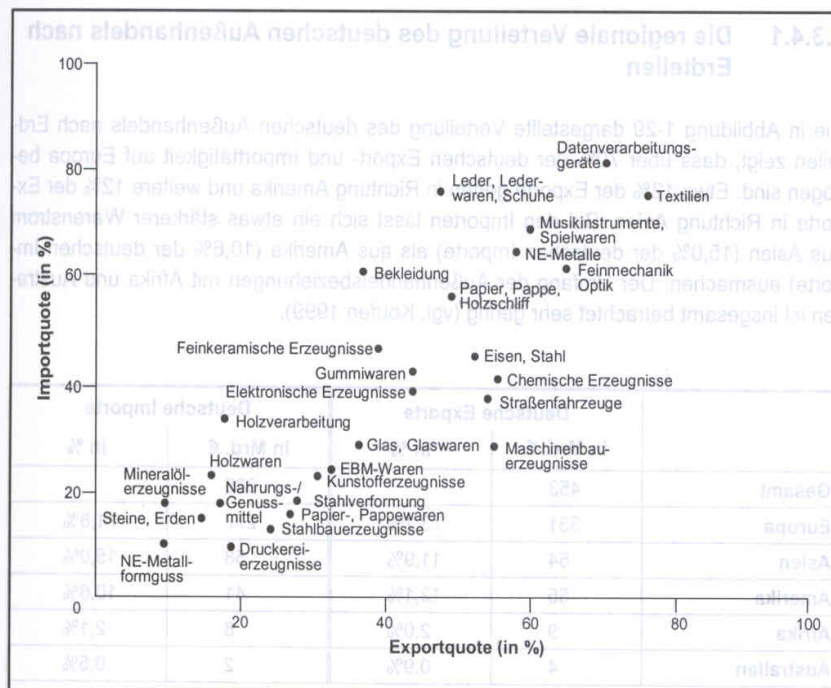
Harzing, A.-W.: Internationalization and the international division of labour, in: Harzing, A.-W.; van Ruysseveldt, J.: International Human Resource Management, London, u.a. 1995, p. 1-24.

Die Entwicklung des Welthandels seit 1938

	1938	1948	1958	1968	1978	1988	1998
Exporte (fob) in Mrd. US-\$	22,7	57,5	108,6	239,7	1.301,0	2.814,5	5.334,6
Veränderungen Im Zehnjahres- zeitraum*	-	+153%	+ 89%	+121%	+443%	+116%	+ 90%
*zu laufenden Preisen.							

Quelle: Kutschker/Schmid (2002), S. 42.

Die internationale Vernetzung einzelner Branchen des Verarbeitenden Gewerbes in Deutschland



Quelle:
Kutschker/Schmid
(2002), S. 69.

Direktinvestitionen

= grenzüberschreitende Investitionen mit der Absicht, einen dauerhaften Einfluss auf ein Unternehmen in einem anderen Land auszuüben. (Schwellenwert: 10%)

OECD-Definition: „FDI reflects the objective of obtaining a lasting interest by a resident entity in one economy (‘direct investor’) in an entity resident in an economy other than that of the investor (‘direct investment enterprise’).“

Quelle: Kutschker/Schmid, a.a.O., S. 78.

Die wichtigsten Empfängerländer von Direktinvestitionen (FDI Inward Stock)

	Absoluter DI-Bestand im Inland (in Mio. US-\$)	In % des weltweiten DI- Bestandes (Gesamt: 4.088.068 Mio. US-\$)
1. USA	875.026	21,40%
2. China (inkl. Hongkong)	357.275	8,74%
3. Vereinigtes Königreich	326.809	7,99%
4. Deutschland	228.794	5,60%
5. Frankreich	179.186	4,38%
6. Niederlande	169.522	4,15%
7. Belgien/Luxemburg	164.093	4,01%
8. Brasilien	156.798	3,84%
9. Kanada	141.772	3,47%
10. Spanien	118.926	2,91%
11. Italien	105.397	2,58%
12. Australien	104.977	2,57%
Top 12 Gesamt	2.928.575	71,64%
Letztverfügbare Daten der UNCTAD, für viele Länder 1998.		

Quelle: Kutschker/Schmid (2002), S. 105.

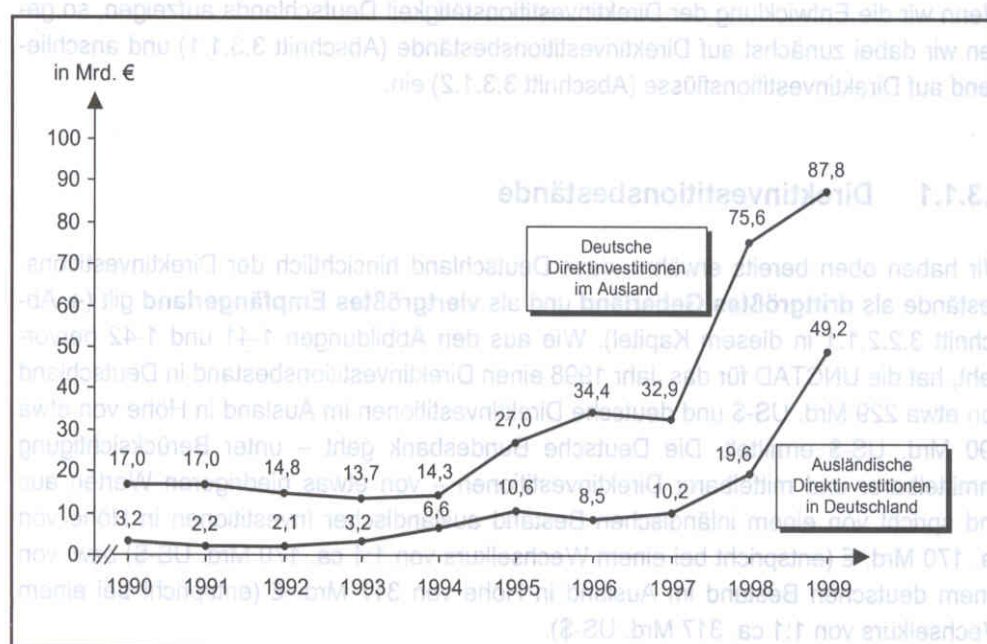
Die wichtigsten Geberländer von Direktinvestitionen (FDI Outward Stock)

	Absoluter DI-Bestand im Ausland (in Mio. US-\$)	In % des weltweiten DI- Bestandes (Gesamt: 4.117.144 Mio. US-\$)
1. USA	993.552	24,13%
2. Vereinigtes Königreich	498.624	12,11%
3. Deutschland	390.090	9,47%
4. Japan	296.056	7,19%
5. Niederlande	262.996	6,39%
6. Frankreich	242.347	5,89%
7. China (inkl. Hongkong)	176.935	4,30%
8. Schweiz	176.677	4,29%
9. Italien	170.746	4,15%
10. Kanada	156.600	3,80%
11. Belgien/Luxemburg	128.799	3,13%
12. Schweden	93.487	2,27%
Top 12 Gesamt	3.586.909	87,12%

Letztverfügbare Daten der UNCTAD, für viele Länder 1998.

Quelle: Kutschker/Schmid (2002), S. 106.

Deutsche Direktinvestitionszuflüsse und -abflüsse



Quelle:
Kutschker/Schmid
(2002), S. 116.

Dunning's „eclectic“ theory of international production

Explains why companies produce abroad and how they compete successfully with domestic companies

- Ownership advantages (technology, specific skills, trade mark, economies of scale)
- Location advantages (cost advantages: labor, tax, exemptions)
- Internalization advantages (transaction costs)

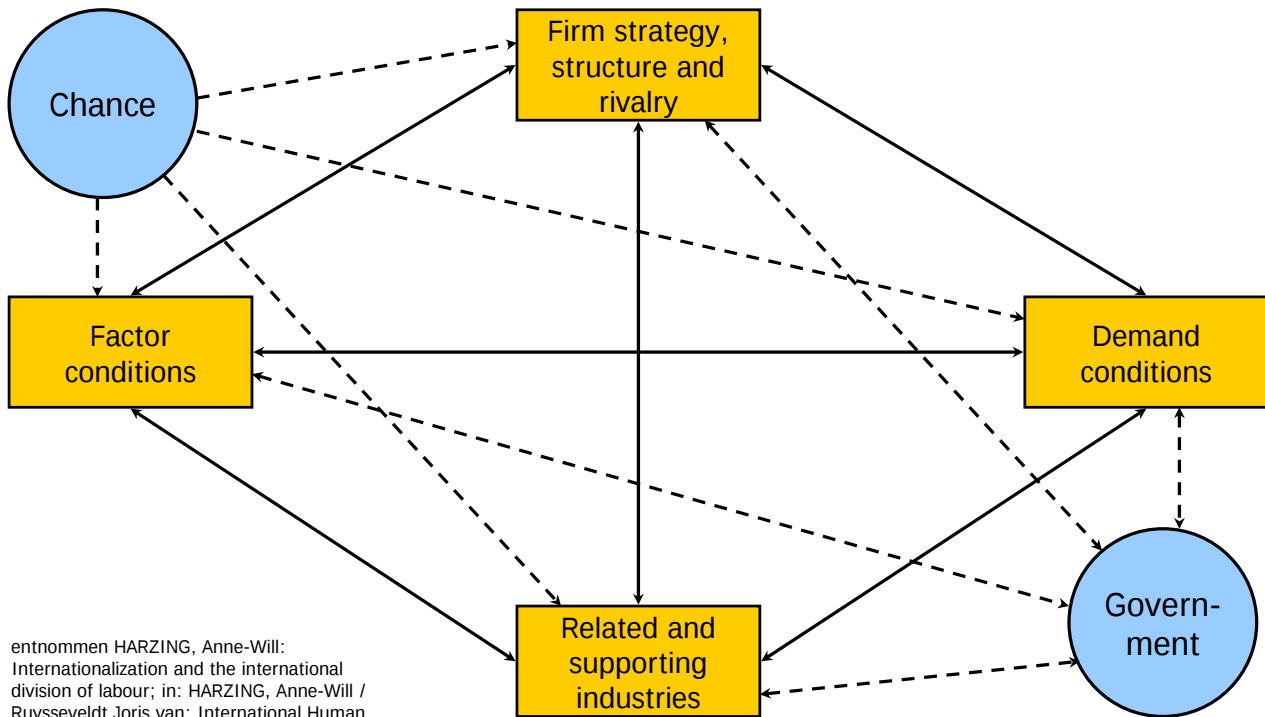
Quelle: Harzing, op. cit., p. 9f.

National competitive advantage (according to Porter)

- Factor conditions (including knowledge, infrastructure)
- Demand conditions
- Related and supporting industries
- Firm strategy and structure (founded on cultural norms, educational system etc.)

Quelle: Harzing, op. cit., p. 12ff.

PORTER's Diamond



Gliederung und Literaturhinweise (5) B. Der organisationale Kontext des IPM

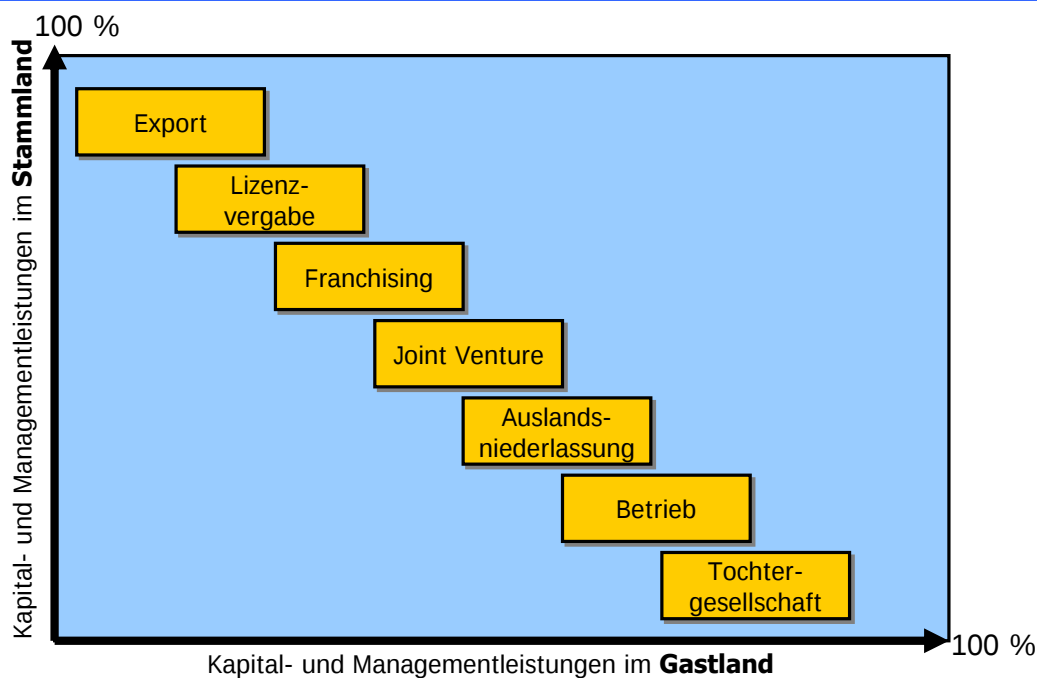
I. Organisationsformen der Internationalisierung und Koordination des internationalen Personaleinsatzes

- a) Stufen und Phasen der Internationalisierung
- b) Organisationsmodelle der „ersten Generation“
 1. Internationale Abteilung
 2. Integrierte Strukturen : Funktionen, Produkt, Region
- c) Das „transnationale“ Unternehmen
- d) Rolle des Personals
 1. Wissenstransfer
 2. Kontrolle
 3. Personalentwicklung
- e) Personalmanagement bei „Mergers and Acquisitions“

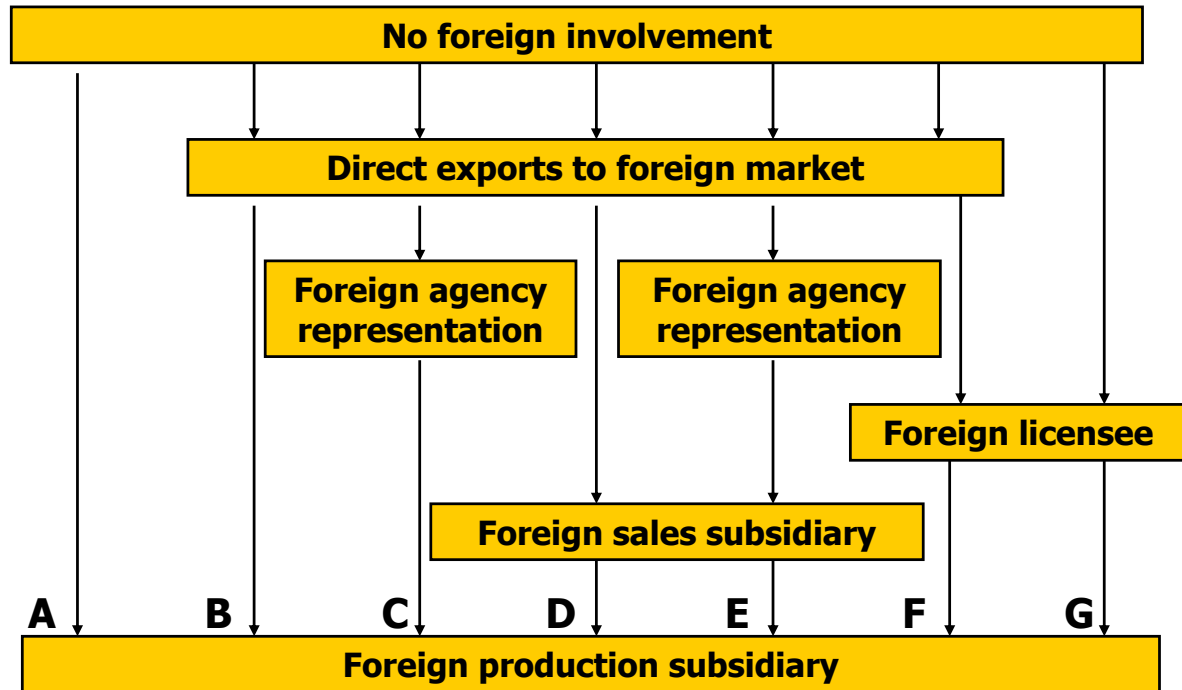
Zentrale Varianten von Markteintritts- und Marktbearbeitungsstrategien



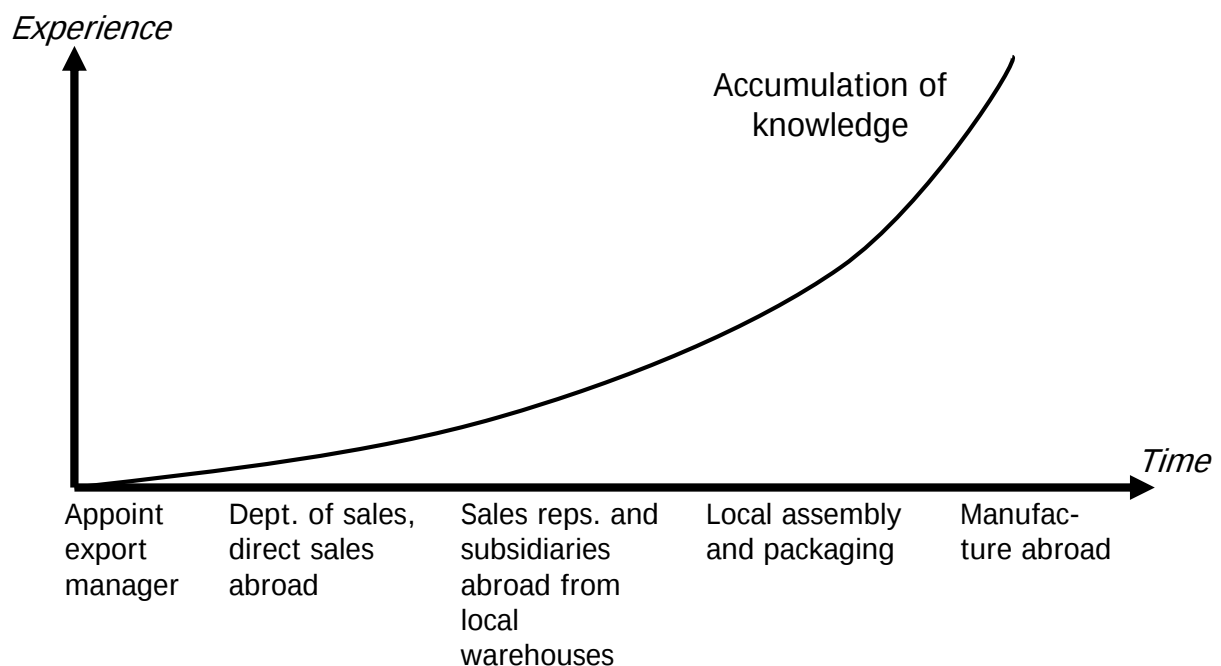
Eine Systematisierung von Markteintritts- und Marktbearbeitungsstrategien nach Meissner/Gerber



Foreign Involvement Strategies

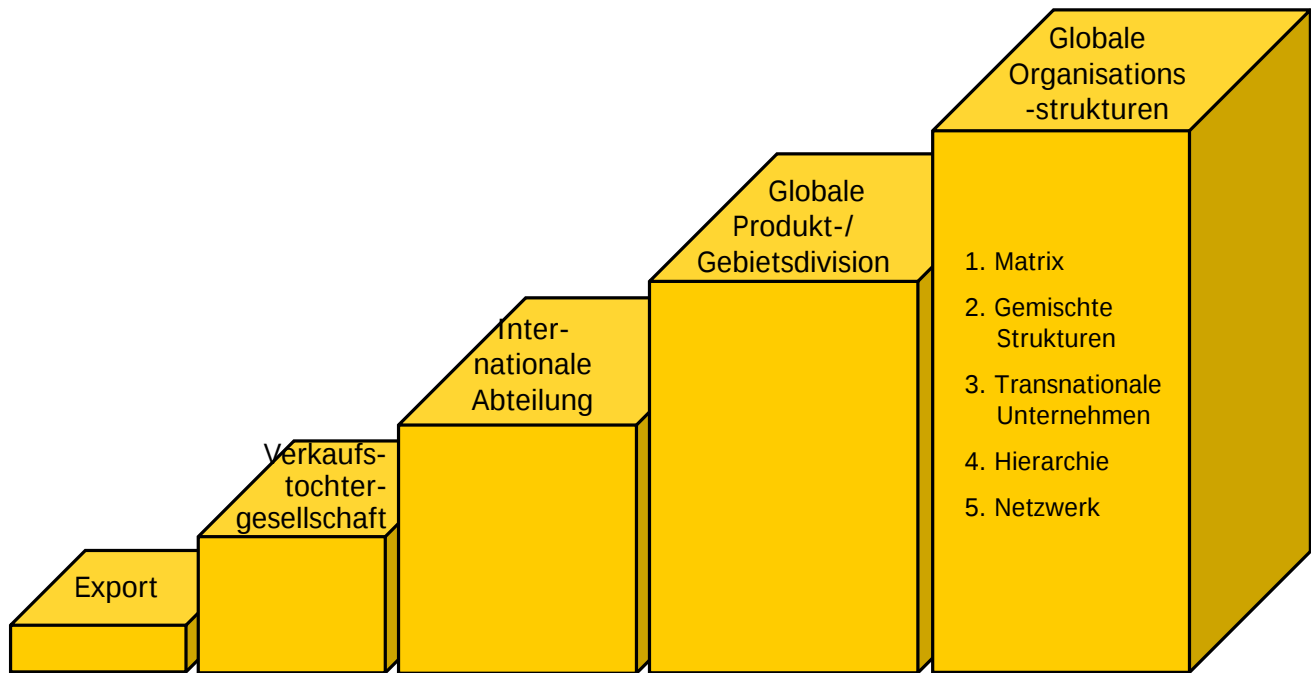


Internationalization as a sequential process (I)



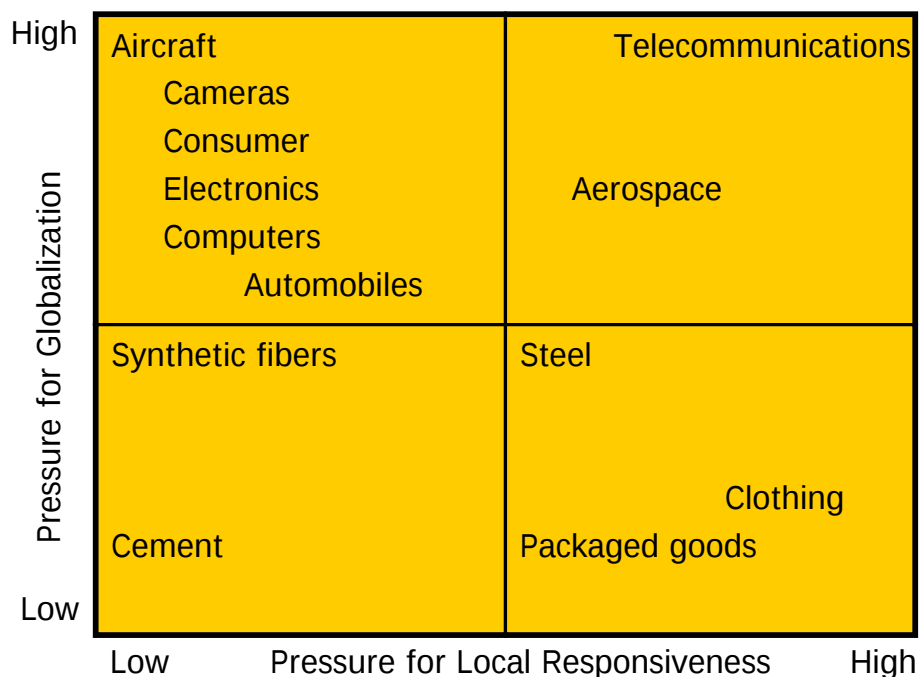
Quelle: Hendry, Chris: Human Resource Strategies for International Growth. 1994, p. 19.

Internationalization as a sequential process (II)



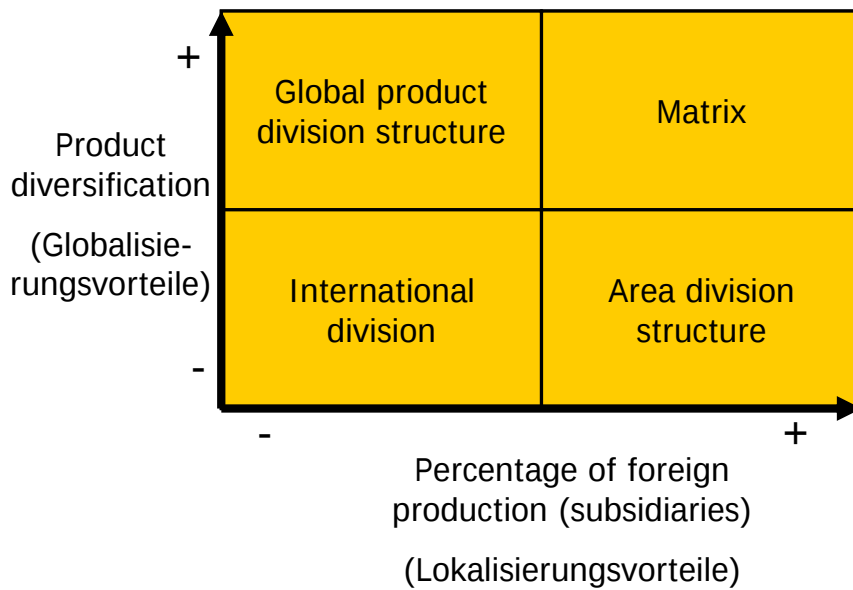
Quelle: Weber et al., op. cit., p. 82

Organizational Consequences of Internationalization



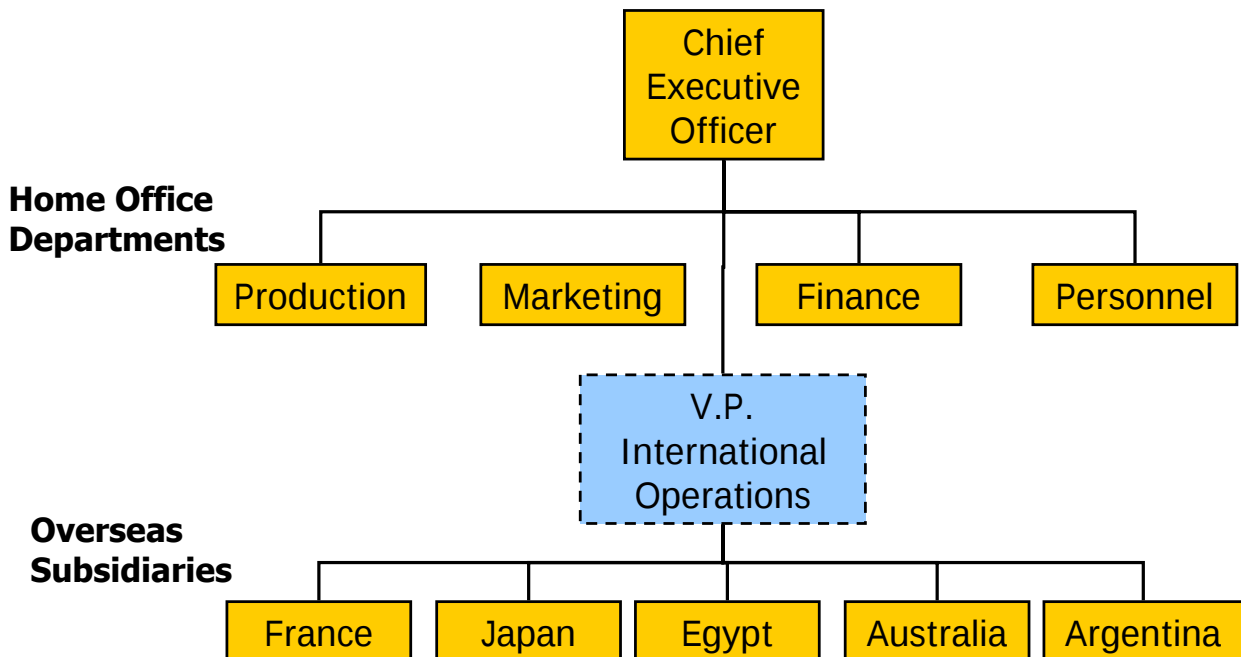
Quelle: Hodgetts, R. M.; Luthans, F.: International Management, 1997, p. 244.

Organizing International Operations



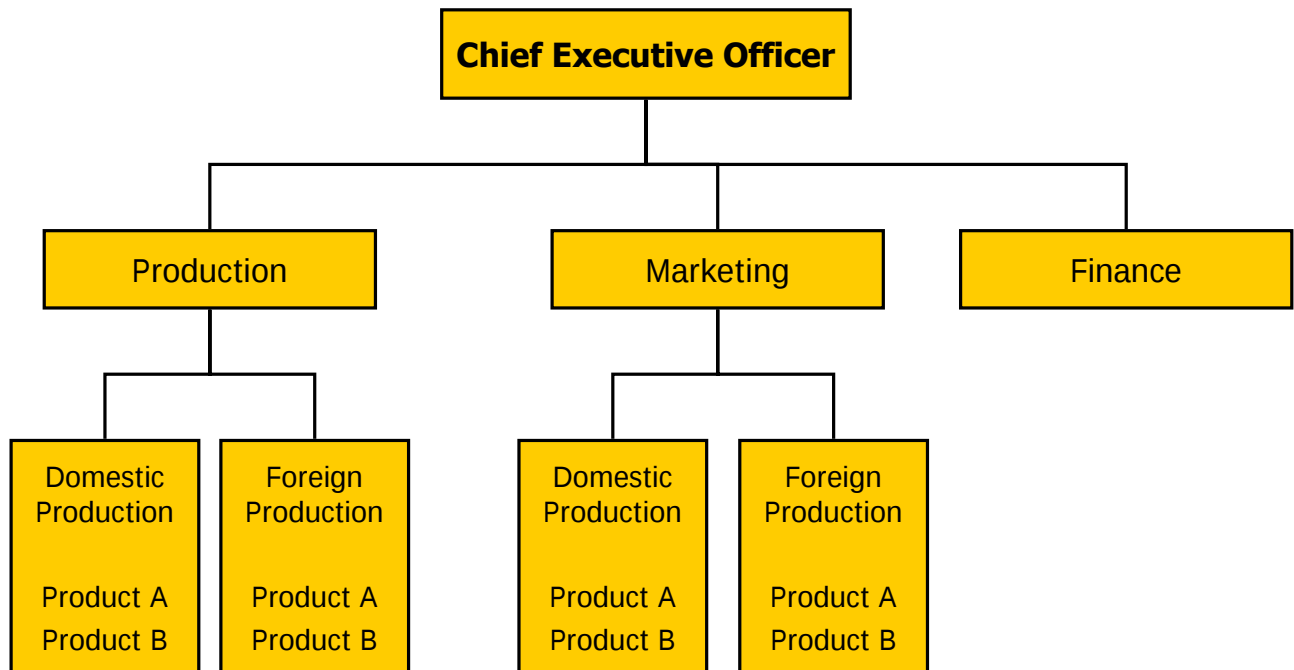
Quelle: Egelhoff, W. G.: Organizing the Multinational Enterprise. Cambridge, Mass. 1988.

Use of Subsidiaries During the Early Stage of Internationalization



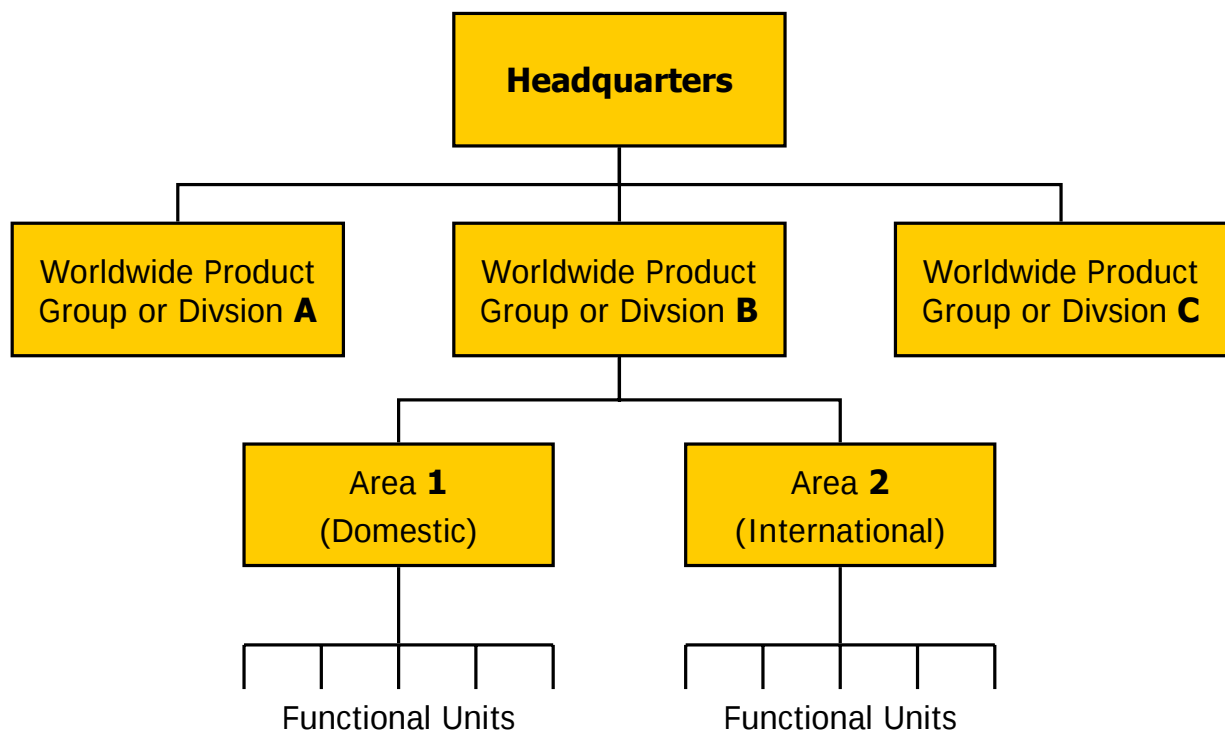
Quelle: Hodgetts, R. M.; Luthans, F.: International Management, 1997, p. 245.

A Global Functional Structure (Partial Organization Chart)

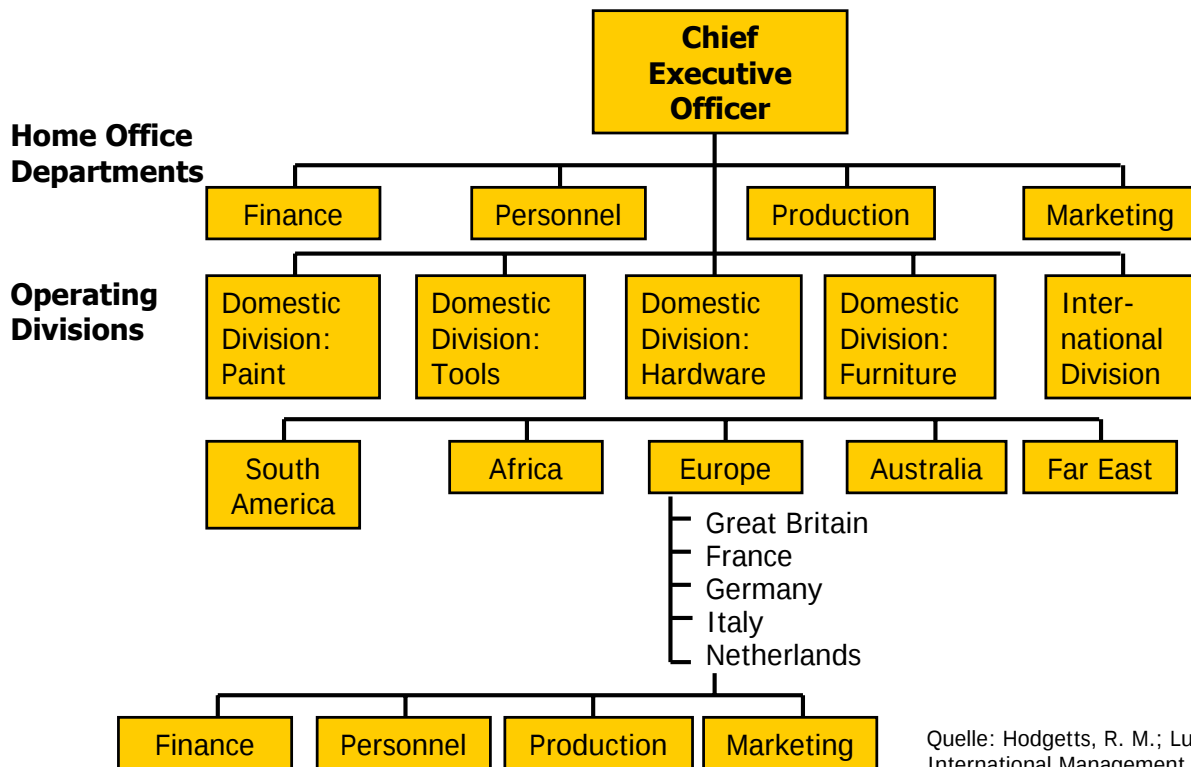


Quelle: Hodgetts, R. M.; Luthans, F.: International Management, 1997, p. 250.

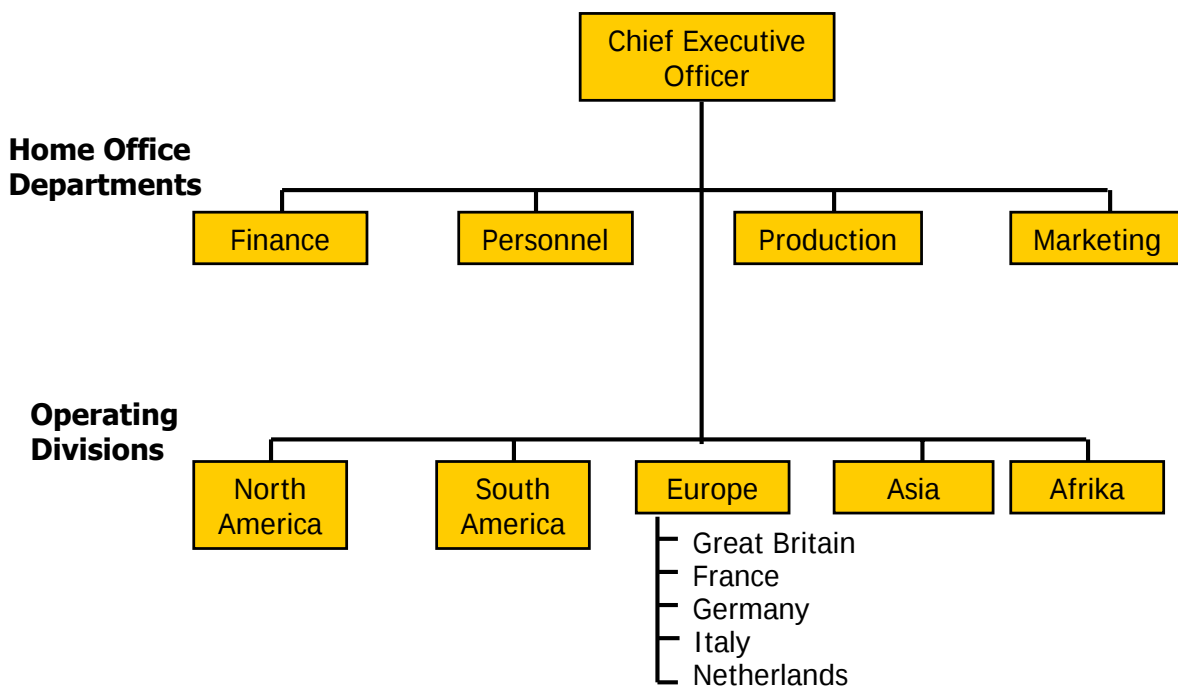
Worldwide Product Division Structure



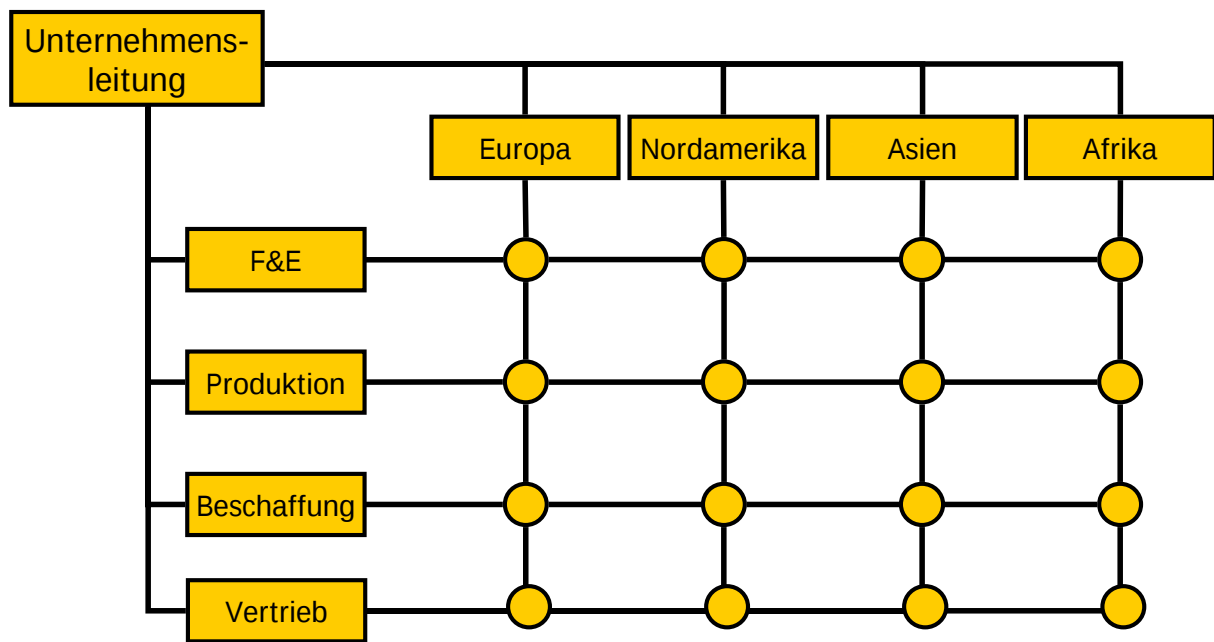
A Global Product Division Structure (Partial Organization Chart)



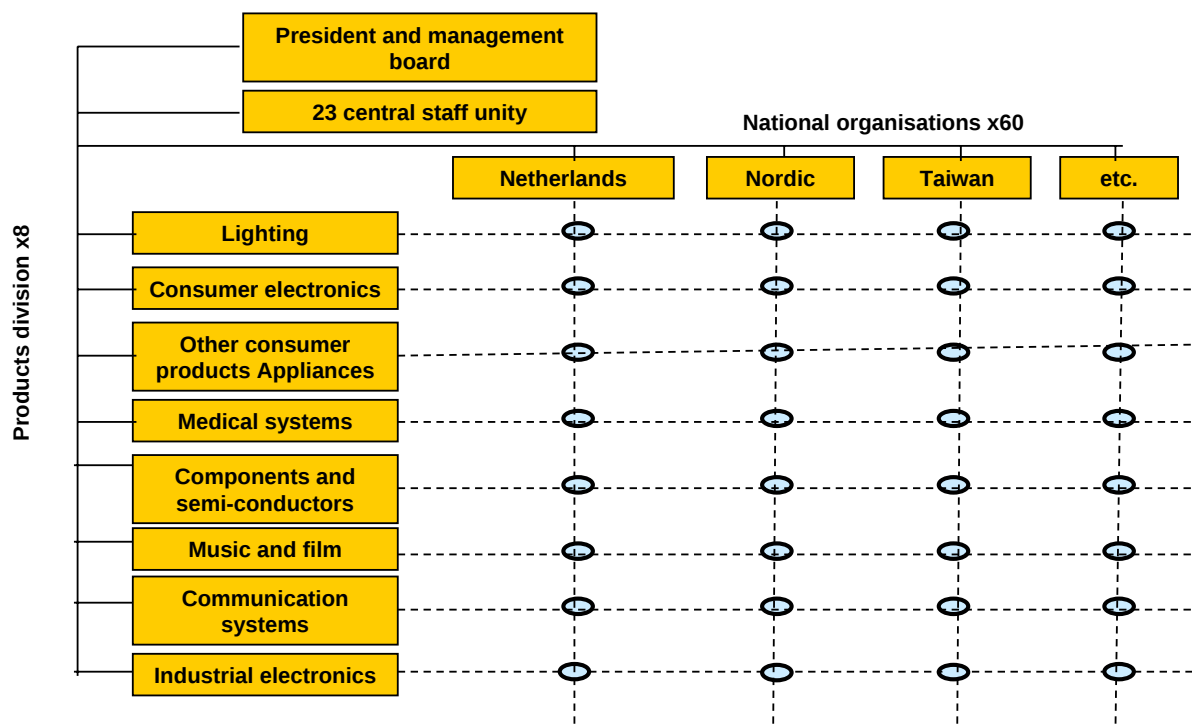
A Global Area Division Structure (Partial Organization Chart)



Matrixorganisation

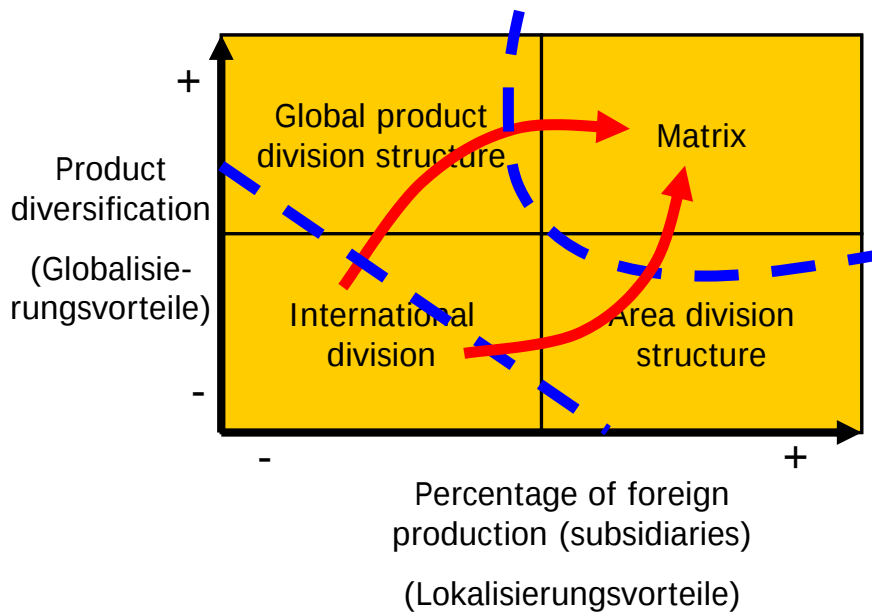


The global matrix structure



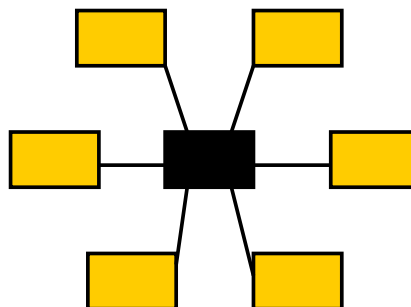
Quelle: Hodgetts, R. M.; Luthans, F.: International Management, 1997.

Organizing International Operations – Verschiedene Entwicklungspfade



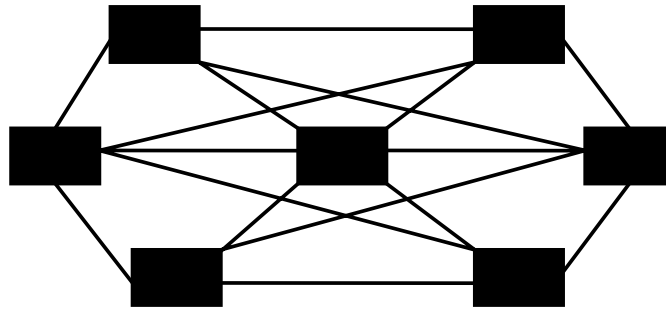
Quelle: Egelhoff, W. G.: Organizing the Multinational Enterprise. Cambridge, Mass. 1988.

Das globale Organisationsmodell (nach Bartlett und Ghoshal)



- Zentrale ist Dreh- und Angelpunkt
- Die strategischen Werte, Ressourcen, Verantwortlichkeiten und Entscheidungen sind zentralisiert
- Die Auslandsfilialen dienen dazu, fremde Märkte für weltorientierte Produktion zu erschließen. Die Rolle der Filialen ist auf Verkauf und Service beschränkt
- Operative Kontrolle – strenge Kontrolle der Entscheidungen, Ressourcen und Informationen durch die Zentrale
- Das Management betrachtet die Auslandsfilialen als Kanäle für die Belieferung eines einheitlichen Weltmarktes

Das transnationale Organisationsmodell (nach Barlett und Ghoshal)



- „Integriertes Netzwerk“
- Spezialisierte, weltweite Einheiten, integriert in ein Netz
- Breitgestreute, spezialisierte Ressourcen und Kompetenzen
- intensiver Austausch von Bauteilen, Produkten, Ressourcen, Menschen und Informationen zwischen den unabhängigen Einheiten
- Komplexe Kooperations- und Koordinationsprozesse in einem Umfeld gemeinschaftlicher Entscheidungsfindung

Features of a transnational organization

- Many centers
- Subsidiary managers = strategic role
- Different modes of organization in parts of multinational firm
- Integration through norms and company culture
- Global learning and transfer of knowledge
- Coalitions within the company
- Radical problem orientation

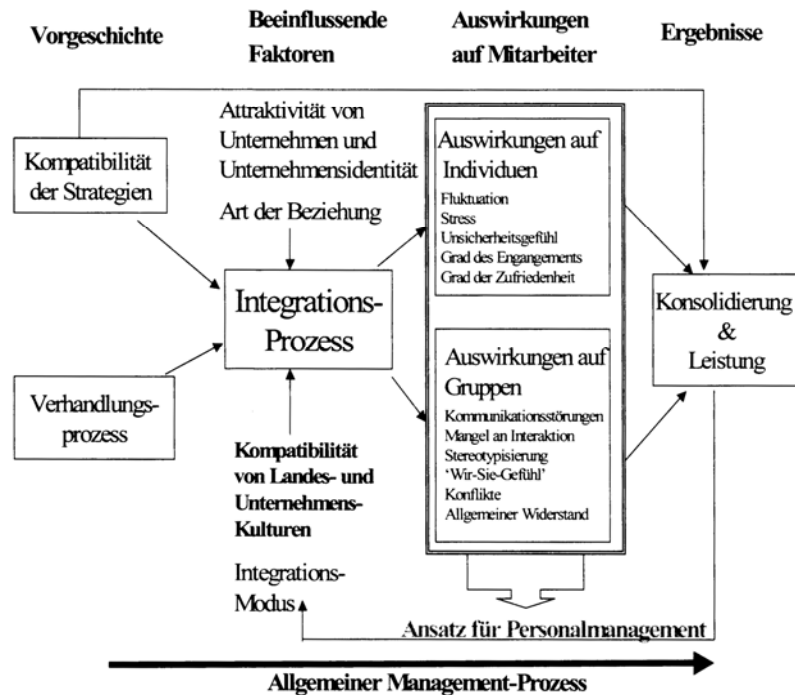
Rolle des Personals bei unterschiedlichen Internationalisierungsstufen

- Wissenstransfer
- Kontrolle
- Personalentwicklung, Entwicklung einer gemeinsamen Unternehmenskultur

New Roles for Transnational Managers

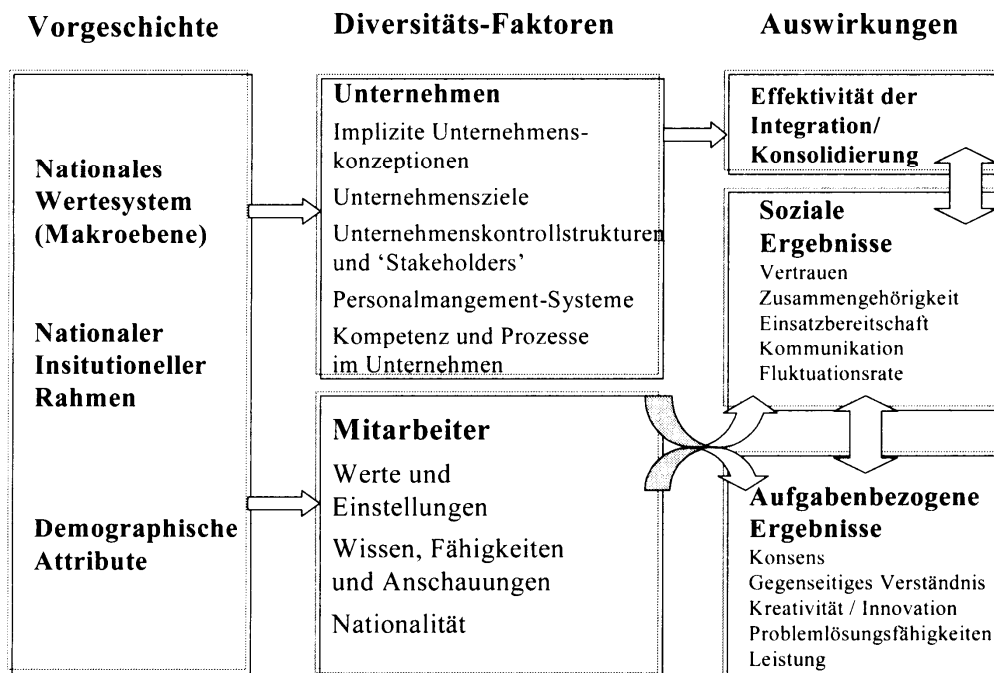
- Transnational strategies = simultaneously achieving three goals:
 - global efficiency (standardization)
 - multinational flexibility (local differentiation)
 - worldwide learning (global diffusion of innovation)
 - New roles for transnational managers:
 - operating level entrepreneur
 - senior management developer
 - top-level leader
- Quelle: Bartlett, C.; Ghoshal, S.: Transnational Management, 3rd edition, Boston 2000, S. 247 ff.

Determinanten des Integrationsprozesses als Basis für Personalmanagement



Quelle: Olie, R., Köster, K.: Internationale Mergers and Acquisitions: Kulturintegration und Personalmanagement. In: Stahl et. al. op. cit. S.79

Auswirkungen von Kulturunterschieden und Diversität auf Mitarbeiter im Zusammenhang mit internationalen M&As



Quelle: Olie, R., Köster, K.: Internationale Mergers and Acquisitions: Kulturintegration und Personalmanagement. In: Stahl et. al. op. cit. S. 83

C. Der internationale Kontext – Beschreibungs- und Erklärungskonzepte

I. Die kulturalistische Perspektive

- a) Bedeutung und Grenzen der Kulturdimension
 - 1. Kulturbegriff
 - 2. Unternehmenskultur und nationale Kulturen
- b) Wie kann man Kulturunterschiede messen?
 - 1. Dimensionen zur Erfassung von „Kultur“ : Hall, Hofstede, Trompenaars
 - 2. Ethische und emische Kulturerfassung

Definitions of Culture

- „Culture consists of patterned ways of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including their ebodiments in artefacts.“ (KLUCKHOHN)

- „... the collective programming of the mind which distinguishes the members of one human group from another.“ (HOFSTEDE)

Dimensions of Culture (Ronen)

Dimensions of different cultures:

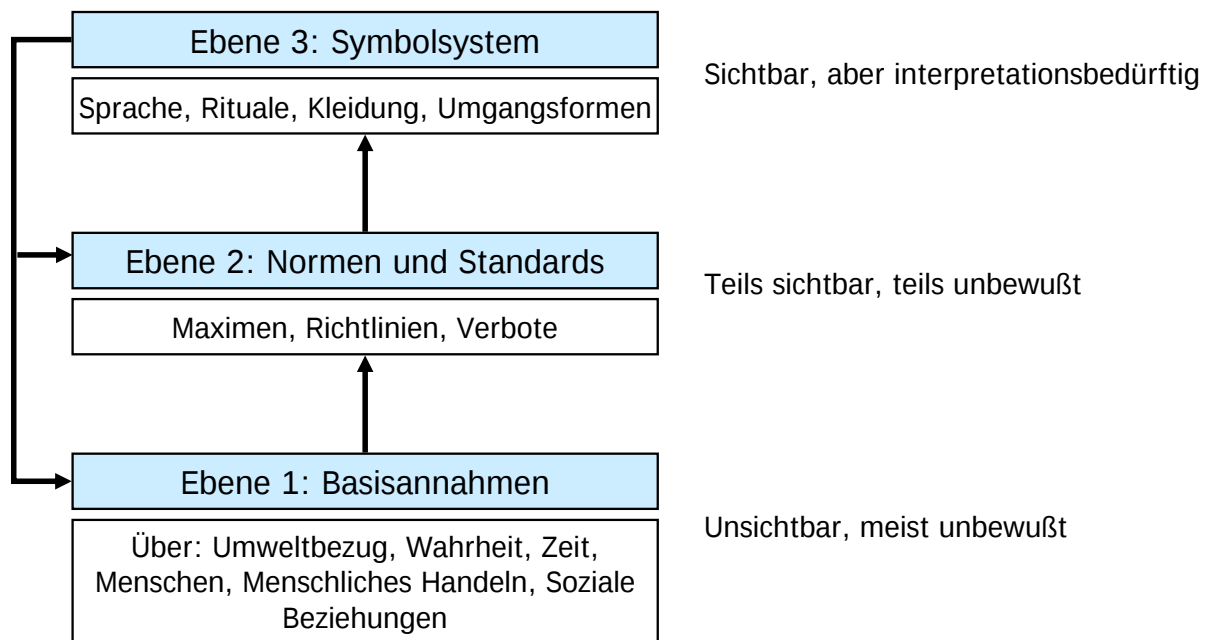
- Conformity versus individuality
- Importance of individual achievement
- Sex roles
- Time
- Space
- Ethnocentrism

Kontext der Kommunikation (Hall)

- „A high-context communication or message is one in which most of the information is either in the physical context or internalized in the person, while very little is in the coded, explicit, transmitted part of the message. A low-context communication is just the opposite; i.e., the mass of the information is vested in the explicit code.“ (Hall 1979)

- Quelle: Köppel, a.a.O., S. 69

Kulturebenen und ihr Zusammenhang (nach SCHEIN)



Quelle: Schreyögg, G.: Organisation, 2. Aufl., Wiesbaden 1998, S. 444 (modifiziert)

Value orientation in different cultures (nach Kluckhohn, Triandis)

- Human nature orientation
- Man-nature orientation
- Time orientation
- Activity orientation
- Relational orientation

Cultural dimensions according to Trompenaars

■ Five relationship orientations

- Universalism vs. Particularism
- Individualism vs. Collectivism
- Neutral vs. Affective
- Specific vs. Diffuse
- Achievement vs. Ascription

■ Additional aspects

- Time: Sequential or synchronous
- Coping environment: Inner-directed or outer-directed

Quelle: Trompenaars, F.: Riding the Waves of Culture, New York, 1994

Culture = „collective programming of the mind“ (Hofstede)

■ Power distance

- „It indicates the extent to which a society accepts the fact that power in institutions and organizations is distributed unequally“.

■ Uncertainty avoidance

- (It) „indicates the extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid these situations by providing greater career stability, establishing more formal rules, not tolerating deviant ideas and behaviours, and believing in absolute truths and attainment of expertise.“

■ Individualism – Collectivism

- It indicates an individual's relationship with society.

■ Masculinity – Femininity

- This dimension is about dominant values of a society. „Masculine“ values are assertiveness and the acquisition of money, whereas caring for others and the importance of equality are conceptualized as „feminine“.

Quelle: Hofstede, G.: Culture's Consequences, Beverly Hill, 1980.

Power distance (1)

small	large
Hierarchy means an inequality of roles, established for convenience.	Hierarchy means existential inequality.
The use of power should be legitimized and is subject to the judgement as to whether it is good or evil.	Power is a basic fact of society that antedates good or evil. Its legitimacy is irrelevant.
People <u>at</u> various power levels feel less threatened and more prepared to trust people.	Other people are a potential threat to one's power and can rarely be <u>trusted</u> .

Uncertainty avoidance (2)

weak	strong
The uncertainty inherent in life is more easily accepted and each day is taken as it comes.	The uncertainty inherent in life is felt as a continuous threat that must be fought.
Conflict and competition can be contained at the level of fair play and used constructively.	Conflict and competition can unleash aggression and should therefore be avoided.
More acceptance of dissent is entailed.	A strong need for consensus is involved.
Greater tolerance is shown.	Intolerance holds <u>sway</u> .
There is more willingness to take risk in life.	There is great concern with security in life.

Individualism dimension (3)

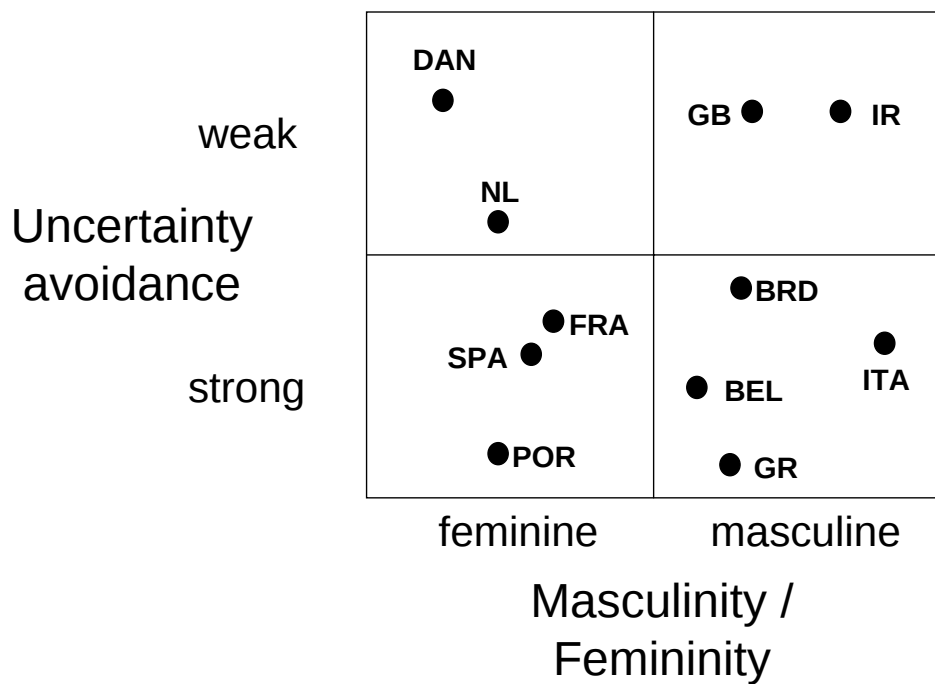
collectivist	individualist
In society, people are born into extended families or clans who protect them in exchange to loyalty.	In society, everybody is supposed to take care of himself/herself and his/her immediate family.
There is emotional dependence of individuals on organizations and institutions.	There is emotional independence of individuals from organizations or institutions.
Private life is invaded by organizations and clans to which one belongs; opinions are predetermined.	Everybody has a right to a private life and opinion.
Belief is placed in group decisions.	Belief is placed in individual decisions.

Masculinity dimension (4)

feminine	masculine
Men needn't be assertive, but can also assume nurturing roles.	Men should be assertive. Women should be nurturing.
There should be equality between the sexes.	Men should dominate in society.
Quality of life is important.	Performance is what counts.
Interdependence is the ideal.	Independence is the ideal.
One sympathizes with the unfortunate.	One admires the successful achiever.

Quelle: Hofstede (1990)

Dominant patterns of motivation in the countries of the EC, according to Hofstede



Cultural assumptions about models of organizations (Hofstede / Bollinger)

Dimensions of cultural differences	uncertainty avoidance	low	low	high	high
	power distance	low	high	low	high
Forms of organization		tacit structuration	personalized bureaucracy	impersonal bureaucracy	complete bureaucracy
Image (model) of organization		market place	enlarged family	well-lubricated machine	pyramid
Examples		UK	Japan	Germany	France

Kulturkonzepte - Kritik

- „Absence of unifying theory“ (fehlende theoretische Definition)
- Nationalkultur – Subkulturen?
- Intervenierende Variablen (Kultur – Verhalten)?
- Statisch (Wandel?)
- Transkulturell – interkulturell?
- Ethnozentrisch (westliche Sicht)
- Fokussierung auf Manager
- Sprachliche Probleme (Übersetzung!)
- Überbewertung „harter“ Fakten (Interpretation?)
- Beförderung von Stereotypen
- Abgrenzung des Geltungsbereichs?

Convergence or Divergence (I)

- **Convergence („culture-free management“):**
 - The logic of technology and competition are more important than national systems of culture and value.
- **Divergence („culture-bound management“):**
 - Argument of deep cultural divergences. The notions of authority and organisation are thus interpreted differently.
- **Hard and soft management components:**
 - Hard components (e.g. strategy) are universal, soft components (leadership) are culture-bound.

Convergence or Divergence (II)

- „Cultural specificity expressed in and reinforced by different institutional frameworks has withstood strong pressures towards uniformity expressed by advanced industrialism and an increasingly global capitalist economic System.“
Lane, C. (1989) Management and Labour in Europe
- „The development of truly transnational corporations and market relationships seems unlikely as long as educational, financial, legal, labour market and political systems remain nationally distinct.“
Whitley, R. (1992) European Business Systems

C. Der internationale Kontext – Beschreibungs- und Erklärungskonzepte

II. Die institutionalistische Perspektive

- a) „National Business Systems“ (Whitley)
- b) „Country-of-origin“ im internationalen Personalmanagement
- c) Beispiele
 - 1. Deutschland – Großbritannien
 - 2. USA - Europa

Wächter, H. und Peters, R. (Hrsg.): Personalpolitik amerikanischer Unternehmen in Europa, München und Mering 2004, Kap. 4 und 5 (S. 65-107)

Fall aus: Wächter, H. et al.: The „country-of-origin-effect“ in the cross-national management of human resources, München und Mering 2003, S. 1-8 und 58-72.

Definition: Business Systems

„Business systems are understood as the sum of general practices and value orientations which characterise both the internal organisation of business units and their relations with their external environment. They are regarded as constituted by the social-institutional environment in which they are embedded.“

Quelle: Lane, C: European Business Systems: Britain and Germany compared; in: Whitley, R. (Hrsg.): European Business Systems. Firms and Markets in their National Contexts, London 1992, p. 64.

National Business Systems (Whitley)

- **Framework for the comparative analysis of configurations of firms and institutions in market societies**
- **Criteria:**
 - **The nature of the firm**
 - Nexus of contracts vs. „Gemeinschaft“
 - Managerial discretion from owners
 - Growth strategies (continuous vs. radical changes)
 - Management of risks
 - **The structure of market relationships**
 - Cooperative relations through personalities and trust vs. Isolation
 - Stability and scope of business groups
 - Significance of intermediaries in coordinating market activities
 - **The coordination and control mechanism within firms**
 - Task, skill and role specialization
 - Decentralization of operational control
 - Power distance in hierarchies
 - Elaboration of internal labor market

Background Institutions

History of industrialization and the development of modern economic system

- level and basis of trust between non-relation
- loyalty to groups outside of the family
- the significance of individual identity and rights
- authority

Proximate Institutions

■ Characteristics:

- Product of industrialization („path-dependent“)
- Form the immediate institutional environment of firms

■ Impact:

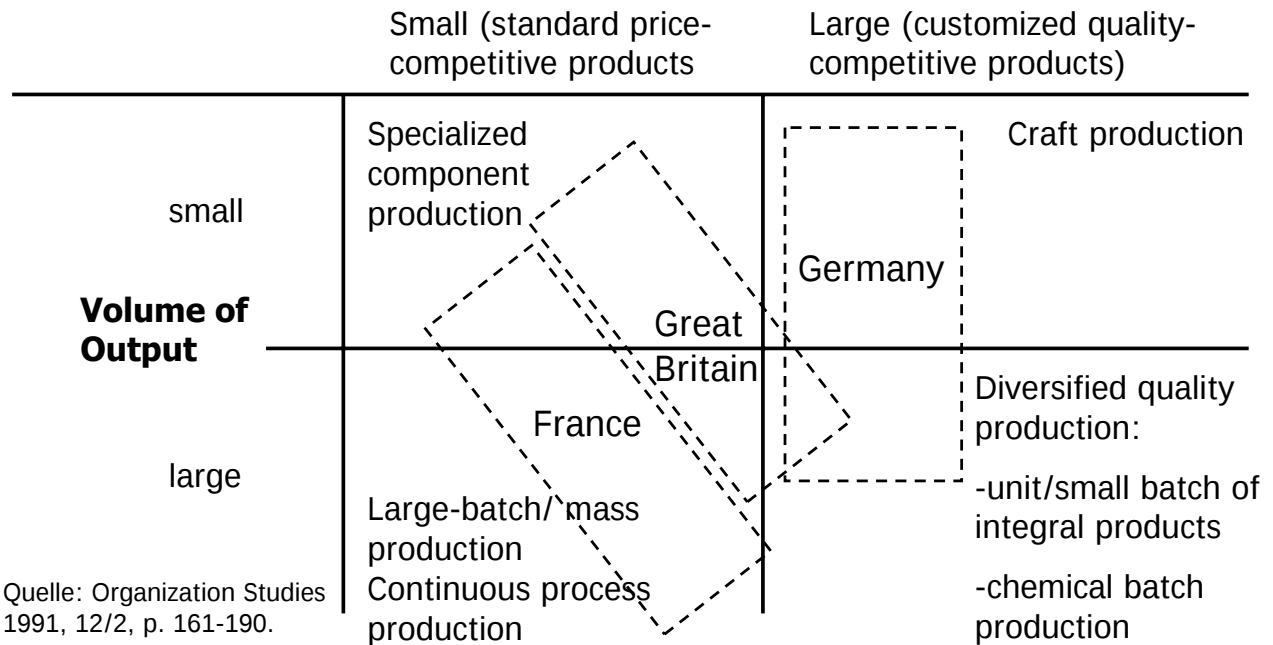
- *Availability and conditions governing the acquisition of factors of production, particularly financial resources and labor*

■ Examples:

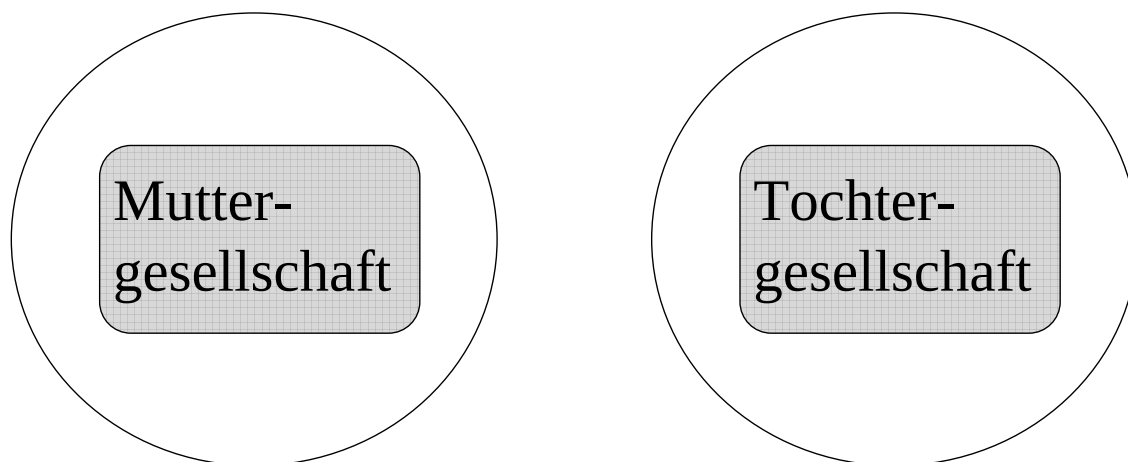
- | | | |
|--------------------------|---|--|
| ■ State | | |
| ■ Legal systems | ➤ | corporate governance |
| ■ Financial institutions | | |
| ■ Labor market | ➤ | collective bargaining
worker representation |
| ■ Industrial relations | | |
| ■ Educational system | — | skill formation
career paths |

Organizational Task Contingencies and Societal Patterns

Differentiation of Output



Multinationale Unternehmen und Isomorphismus



Transfer effects

■ Country-of-origin effect

- Multinational companies are shaped by their country of origin and will attempt to introduce HRM practices developed there in their foreign subsidiaries.

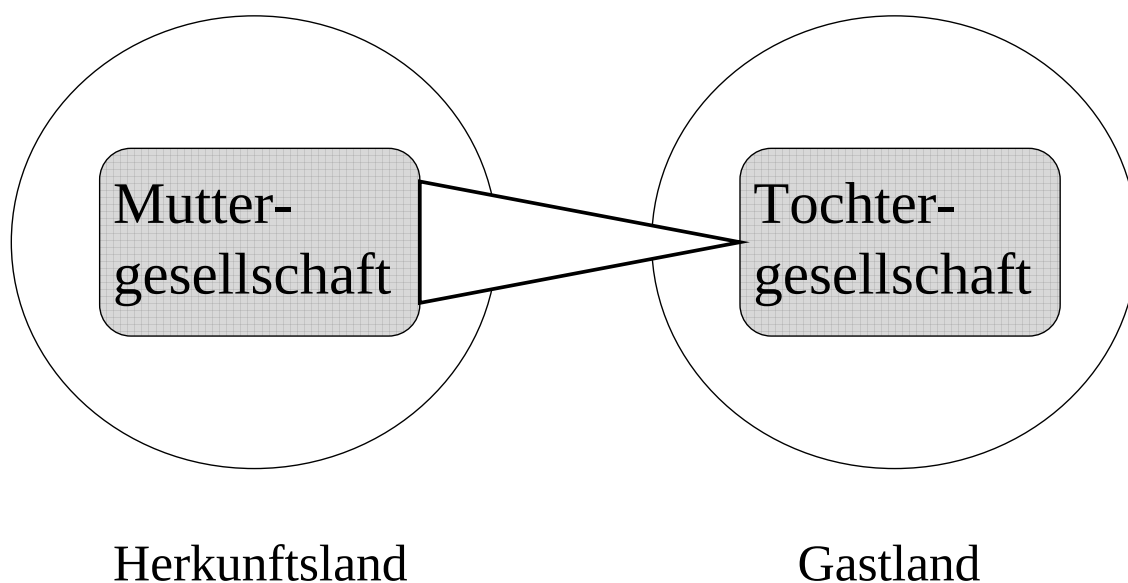
■ Host country effect:

- Multinational companies are not unrestricted in the transfer of HRM practices to their foreign subsidiaries. The host country national business System can limit the transfer of practices or can render them unsuccessful.

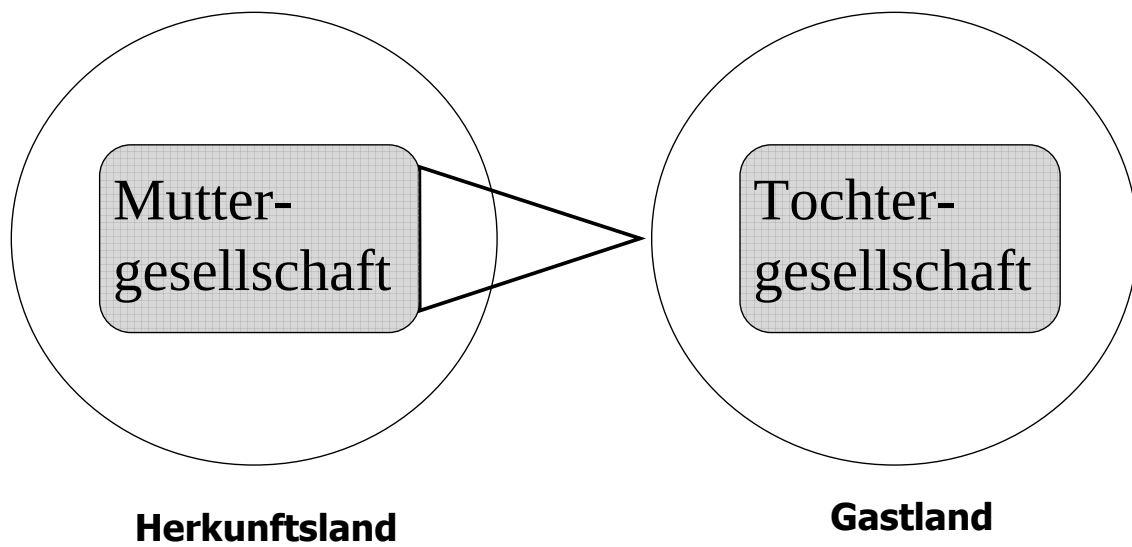
■ Learning effect:

- One can augment the meaning of the host country effect by considering that multinational companies can learn from the HRM practices in their foreign subsidiaries and these can have an influence on the HRM policies in the country of origin.

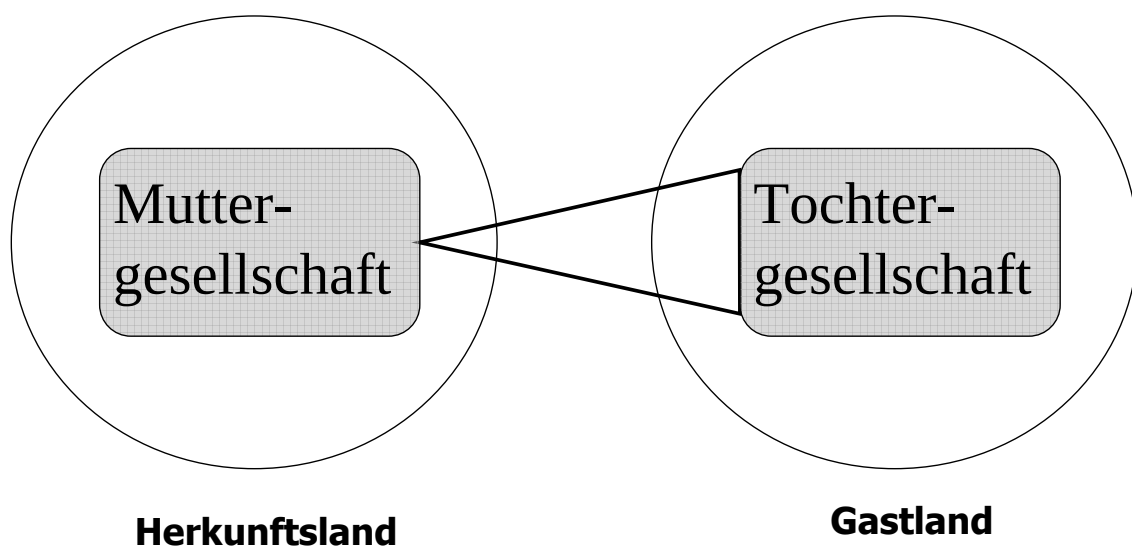
Country-of-origin effect



Host-country effect



Learning effect



German and British National Business Systems

permissiveness of British system and constraining nature of German system provide ideal test beds to investigate the interaction of the country-of-origin and host country effects

■ German MNCs in Britain:

- strategic choice – adaptation or transfer?
- utilisation of permissiveness to own advantage
- constraints of apparently permissive host country environments

■ British MNCs in Germany:

- strength of host country effect
- room for manoeuvre in constraining environments
- strategies developed by MNCs in constraining environments

Quelle: Tempel, A.: The Cross-National Transfer of Human Resource Management Practices in German and Multinational Companies, 2001.

The American Business System

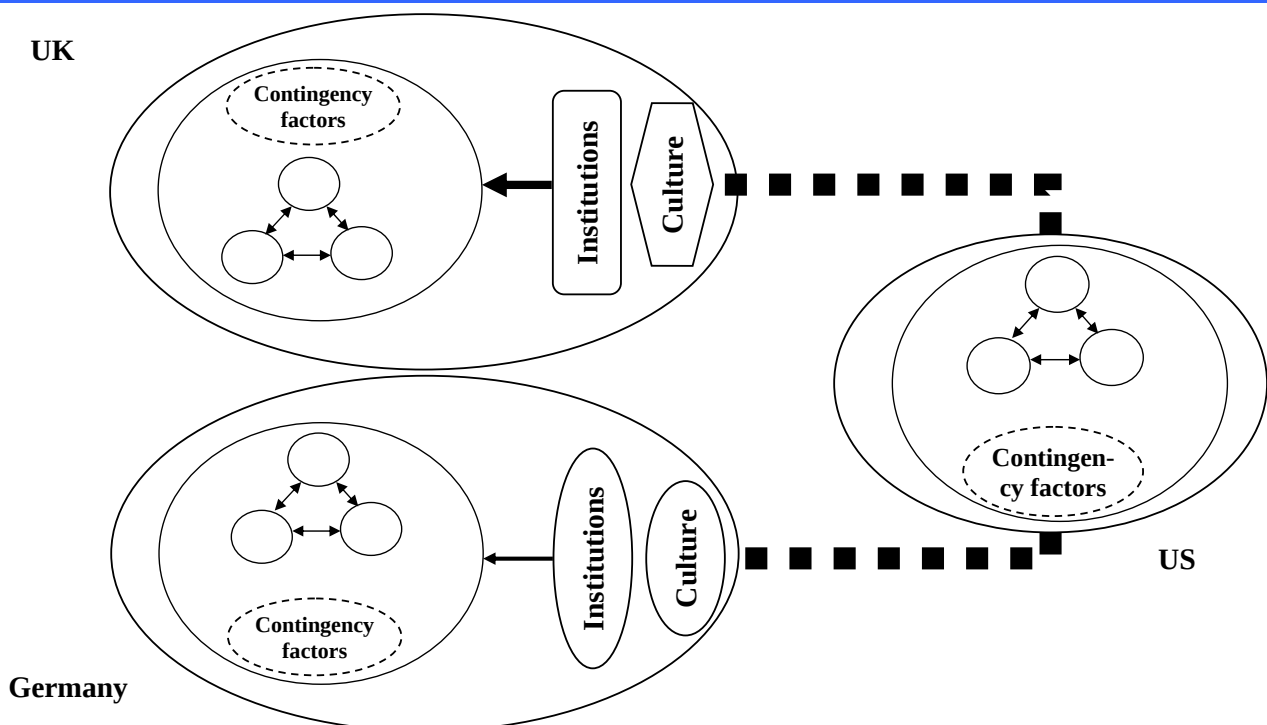
= A unique historical and institutional configuration of interrelated elements

- Size of domestic markets
- Large firms
- Weakness of state as economic actor
- Absence of close long-term relationships between financial organizations and industrial firms
- Few institutional constraints on labor markets („employment at will“)
- Deep-rooted anti-unionism
- „Welfare capitalism“

American HRM (non-union sector)

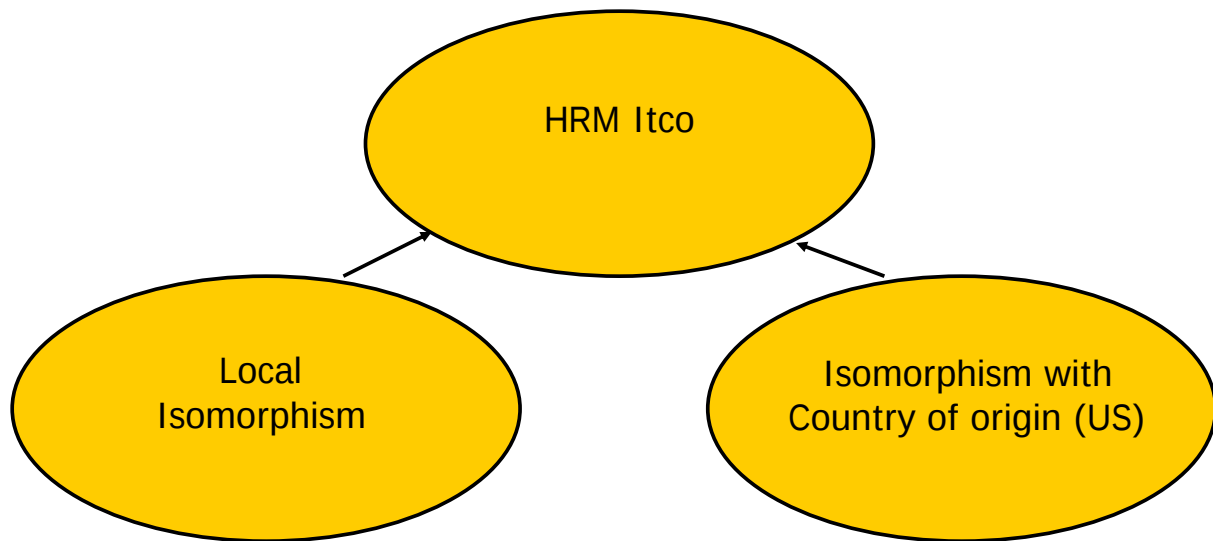
- High performance work systems (worker discretion, flexible job specialization & organizational learning)
- Performance-related pay and profit sharing (individual merit)
- Strong internal labor market (promotion from within) – long-term employment
- Sophisticated screening techniques of recruitment and selection
- „Gemeinschaft“ model
- „Polarization“ of skills
- Isolated experiments in job redesign

Comparison between ‚Business Systems‘



Specific Research Questions

■ Impact of Country of origin and host country on ITCO's HRM



Subject of Study

■ Areas of HRM in which the specifics of American MNCs are important:

- Remuneration (pay)
- Employee involvement
- Diversity Management

■ General questions

- Relationship between headquarter and subsidiary
- Transfer mechanisms

Methodology

- Semi-structured interviews with personnel managers, works council members and managers
- In German, British, Irish and Spanish subsidiaries and European and US headquarters
- Secondary sources

Headquarter HRM

- **Until the early 1990ies Itco was a welfare capitalist firm (Jacoby, 1997)**
 - High influence of founder family
 - Importance of internal labor market and job security
 - Above-average pay and benefits
 - Active avoidance of unions
 - Decentralization of decisions to national firms
- **From mid 90ies on, re-centralization; importance of European headquarter**
 - Guidelines
 - Europe-wide call center

Pay Systems

■ World-wide system of performance-related pay

- Low performers: No increase

■ Country-specific variations

- Dealing with low performers
 - IRL: Threat of discharge
 - D: Agreement with works council on re-training
- Financing of variable part of pay
 - UK: From base pay
 - D: Diversion of above-agreement parts

Labor Relations

■ US company does not tolerate unions in their shops

■ Different practices in Europe

- Until a couple of years ago no unions in British and Irish subsidiaries
- Spain: Weak representation of workers
- Germany: Influential works councils, however
 - Close cooperation with work councils – majority non-union
 - Very critical towards union (IGM) and withdrawal from employers association

Diversity Management

- Company tries to enhance cultural diversity
- Whereas in the US this implies several target groups (ethnic groups, gay and lesbians, older employees), the European subsidiaries only have regulations of female employment.

Conclusions

- HRM between European subsidiaries does not differ much despite divergent Business Systems.
- Differences in implementation
- With the exception of labor relations, no important differences between strongly regulated systems (D) and de-regulated systems (UK, IRL).
- Country-of-origin effect ("Americanness") is strong

Gliederung und Literaturhinweise (8)

D. Gegenstände und Instrumente des internationalen Personalmanagements

I. Rekrutierung und Selektion im internationalen Unternehmen

- a) Anforderungen an international tätiges Personal
- b) Besetzungsstrategien
- c) Rekrutierung im Gastland
 - 1. Rekrutierungskanäle und verschiedene Bildungssysteme
 - 2. Selektionsinstrumente
 - 3. Wirkung des Bildungssystems auf betrieblich Karrieremuster
- d) Auswahl von Expatriates
 - 1. Prädiktoren
 - 2. Auswahlverfahren

Categories of Employees in International Organizations

- Expatriates = Parent-country nationals (PCN) working abroad
- Locals = Host-country nationals (HCN) working in their country for a foreign company
- Third-country nationals (TCN)

Besetzungsstrategien - Einflußfaktoren

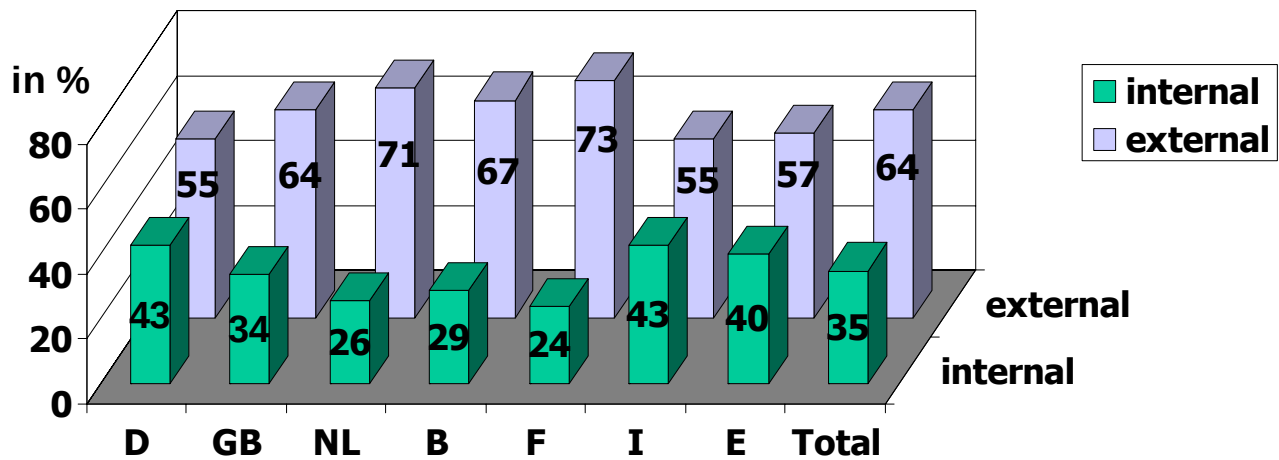
- Unternehmenszentrale
 - Unternehmensstrategie
 - Internationalisierungsgrad
- Gastland
 - politische und rechtliche Bedingungen
 - Bildungsniveau
 - Arbeitsmarktsituation
- Auslandsgesellschaft
 - Größe, Alter, Branche etc.
 - Beteiligungsgrad
 - Bedeutung (Unternehmenserfolg)
- Individuelle Merkmale
 - Familiäre Situation

• Quelle: Scherm, E.: Internationales Personalmanagement, München 1995, S. 144

„Euro-Manager“ - Companies' Perceptions

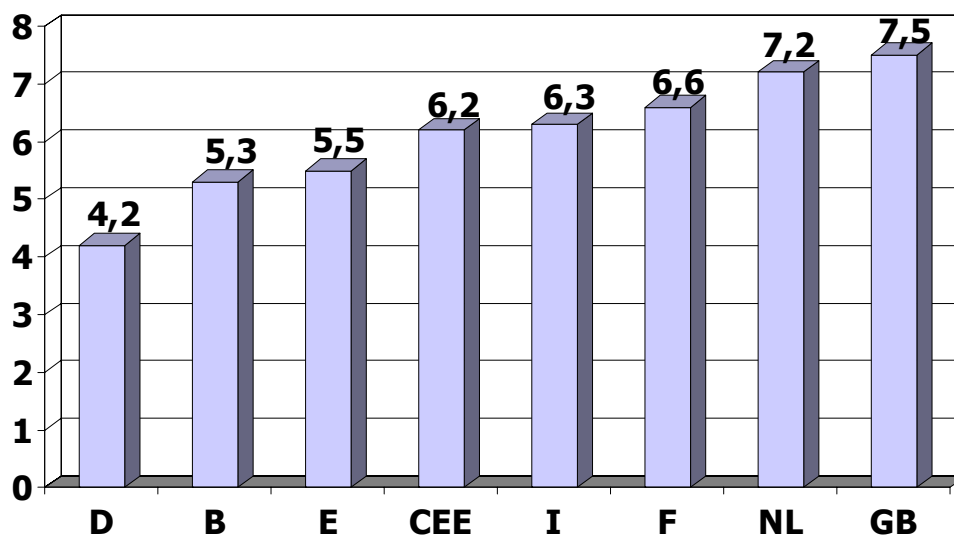
- Professional competence
- Personality factors (mental stability, endurance, flexibility, readiness to act, open-mindedness ...)
- Social-communicative skills, cultural awareness
- Conceptual ability and methodological thinking
- Family Situation

Internal Promotion



Quelle: APEC Panel Europe (1989/1990).

Mobility of „cadres“



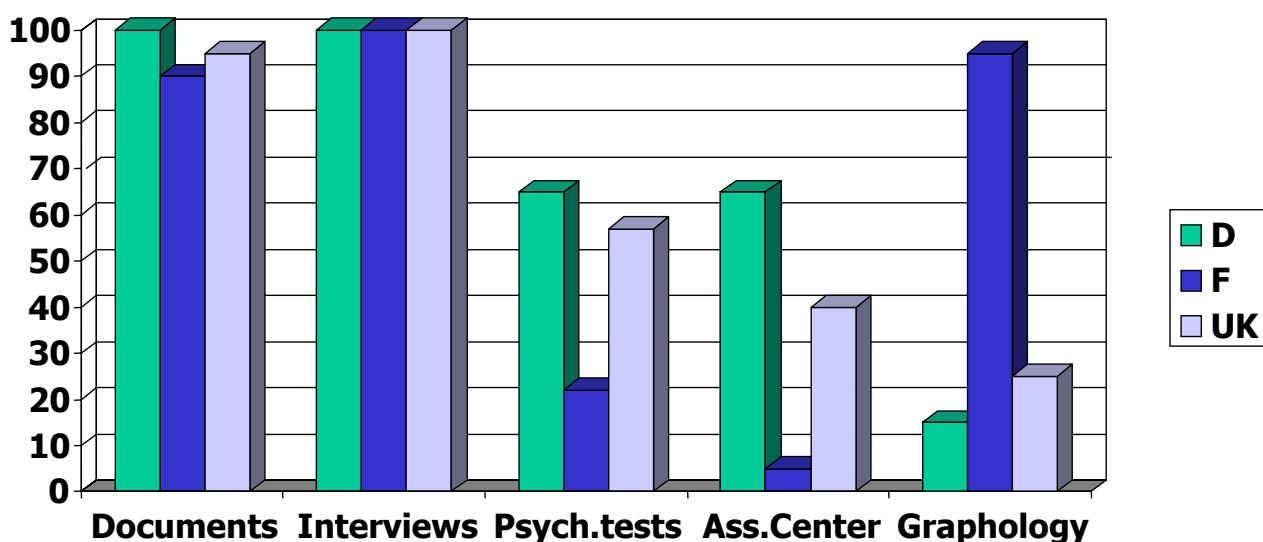
Quelle: APEC Panel Europe (1989/1990).

Recruitment channels

	D	UK	F
Advertisement in newspapers etc.	X X X	X X	X
State employment agencies	X	—	X X
Private employment agencies	X X	X X X	X
College recruitment	X	X	X X
headhunting	X X	X X X	X X X

Quelle: Harges, H.D./Wächter, H. (Hrsg.): Personalmanagement in Europa, Wiesbaden 1993, S. 127.

Typical Selection Instruments in Britain, France and Germany



Quelle: Harges, H.D./Wächter, H. (Hrsg.): Personalmanagement in Europa, Wiesbaden 1993, S. 127.

Selektionsinstrumente, Rekrutierung in Europa

Shackelton/Newell 1991: Empirische Untersuchung (Vergleich GB – F)

Ergebnisse:

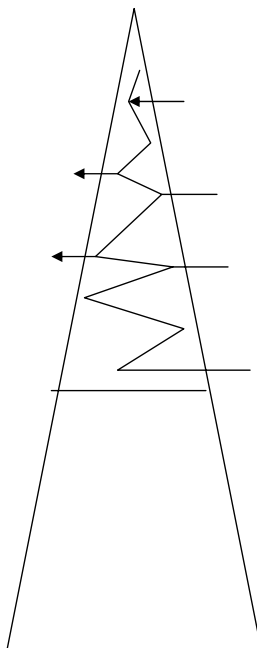
Über 90%: Bewerbungsunterlagen

Interviews

Keine Astrologie...

	F	GB
Interviews – mehrere Interviews	92,4%	60,3%
Referenzen	11,3%	73,9%
Psychologische Tests	17%	9,6%
Graphologie	77%	2,6%
Biographische Daten	3,8%	19,1%
Assessment Center	18,8%	58,9%

Models of Management Development: the ‚Latin` model



❖ Potential development: Political tournament

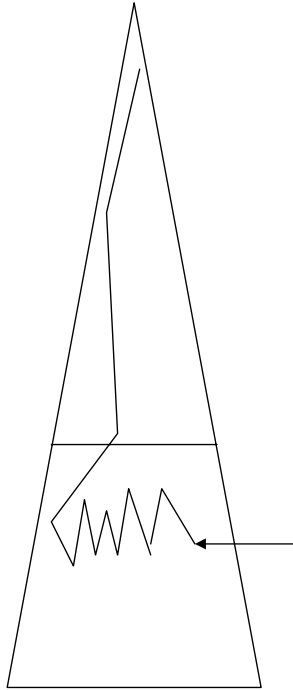
- high flyers
- competition and collaboration with peers
- typically multifunctional
- political process (visible achievements, get sponsors, coalitions, read signals)
- if stuck, move out and on
- the ‚gamesman`

❖ Potential identification: Elite entry, no trial

- at entry
- elite pool recruitment (non-cohort)
- predictive qualities
- from schools specialized in selecting and preparing future top managers
 - *Grandes écoles*
 - MBA's
 - Scientific PhDs

Quelle: Evans et al., quoted: Sparrow, P. / Hiltrop, J.-M.: European Human Resource Management in Transition, 1994, p.372.

Models of Management Development: the ‚Germanic‘ model



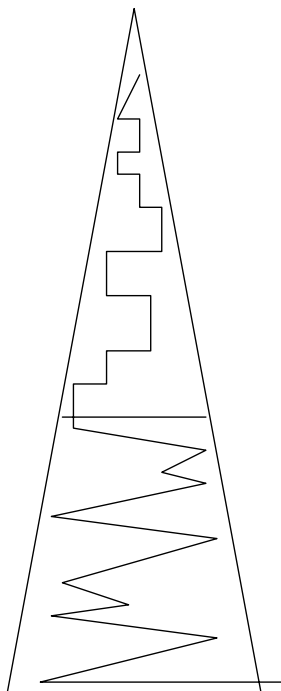
❖ Potential development: Functional ladders

- functional careers, relationships and communication
- expertise based competition
- multifunctional mobility limited to few elitist recruits, or non-existent
- little multifunctional contact below level of division heads and *vorstand* (executive committee)

❖ Potential identification: Apprenticeship

- annual recruitment from universities and technical schools
- 2 year ‚apprenticeship‘ trial
 - job rotation through most functions
 - intensive training
 - identification of person's functional potential and talents
- some elitist recruitment, mostly of PhDs

Models of Management Development: the ‚Japanese‘ model



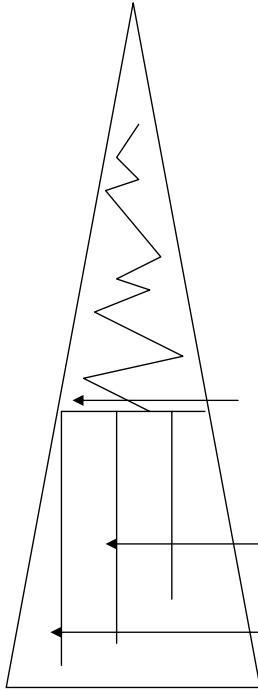
Potential development: Time-scheduled tournament

- unequal opportunity, good jobs to the best
- 4-5 years in a job, 7-8 year up-or-out
- comparison with cohort peers
- multifunctional mobility, technical-functional track for minority

Potential identification: Managed elite trial

- elite pool or cohort recruitment
- recruitment for long-term careers
- job-rotation, intensive training
- regular performance monitoring
- equal opportunity

Models of Management Development: the ‚Anglo-Dutch‘ model



Potential development: Management potential development

- careful monitoring of high potentials by management review committees
- review to match up performance and potential with short and long term job and development requirements
- importance of management development staff

Potential identification: Unmanaged function trial

- little elite recruitment
- decentralized recruitment for technical or functional jobs
- 5-7 years' trial
- problem of internal ‚potential identification‘ via assessments, assessment centres, indicators
- possible complementary recruitment of high potentials

Gliederung und Literaturhinweise (9) D. Gegenstände und Instrumente des internationalen Personalmanagements

II. Personalentwicklung und Karrieremuster von Managern

- a) Bedeutung der Personalentwicklung
- b) Transferpolitik und Karriereplanung
 1. Zielsetzung
 2. Phasen des Auslandseinsatzes
 3. Expatriates
 - „Expatriate failure“?
 - Der familiäre Kontext
 - Neue Formen des Auslandseinsatzes
- c) Interkulturelles Training
- d) Entwicklung multikultureller Teams

Expatriate development – coping skills

1. The self-oriented dimension

- Reinforcement substitution
- Stress reduction
- Technical competence

2. The others-oriented dimension

- Relationship development
- Willingness to communicate

3. The perceptual dimension

4. The cultural-toughness dimension

Quelle: Mendenhall, M. / Oddou, G. (1985), p. 40.

Aims of Transfer Policy

■ Transfer of know-how

■ Control

■ Development of managerial talent

Country-of-origin Mitarbeiter ins Gastland

Host-country Mitarbeiter ins Herkunftsland („Stammhaus“)

Development policy in Europe

Example from Volkswagen

- Foreign assignments will not only take place as part of transfer of knowhow, but increasingly with the aim of individual development.
- Foreign service personnel can come from any company of the group.
- Local personnel departments have a key role in identifying potential candidates.
- Individual firms of the group should maximize the career opportunities of their employees. At the same time, they should be aware that they belong to an international concern. Thus, they should be prepared to accept a certain number of qualified staff from other companies, assigned to positions as part of their individual development plans.

Phases in Transfer Policy

- Identification and selection of the person to be transferred
- Preparation for the assignment
- Counseling and coaching the assignee during the stay abroad
- Re-patriation and re-integration into the parent company

Steps and Responsibilities in Assignment Policy

Responsibility \ Step/task	home line manager	home HR	host line manager	host HR	HR business segment	assignee
Assignment planning		X	X	X	X	
Identification of potential candidates		X	X	X	X	
Selection of candidates	X	X	X	X		
Assignment approval					X	
Contracts		X	X	X		X
Pre-assignment prep.		X		X		X
Initial assimilation			X	X		X
Ongoing mentoring	X		X	X		
Continuous assessment		X	X	X		X
Preparation next assignment	X	X	X	X		X
Re-entry process	X	X	X	X	X	X

Quelle: Van Roessel (1988).

Formen des grenzüberschreitenden Personaleinsatzes

Art	Anwendungsbereich	Dauer	Vertragspartner
Dienstreise		Bis zu einigen Wochen	Arbeitsvertrag mit Stammhaus unverändert
Abordnung (verlängerte Dienstreise)	z.B. Vertretungen oder Inbetriebnahmen	Bis 12 Monate	Arbeitsvertrag unverändert; in der Praxis teilweise gesonderter Vertrag
Abordnung	z.B. Baustellenvorbereitung oder -leitung, Montage	Bis 24 Monate (gelegentlich mehr)	Arbeitsvertrag bleibt bestehen; zusätzlicher Abordnungsvertrag
Delegation	z.B. Unternehmungsrepräsentanz, Überlassung eines Mitarbeiters an eine Auslandsgesellschaft (nicht der ausländischen Geschäftsführung unterstellt)	Abhängig vom Entsendungszweck; mehrere Jahre möglich	Arbeitsvertrag bleibt bestehen; zusätzlich Delegationsvertrag (Mitarbeiter bleibt in der deutschen Sozialversicherung)
Versetzung	Besetzung einer vakanten Position im Ausland z.B. zur Koordination und Kontrolle, zum Know-how-Transfer oder zur Personalentwicklung	Abhängig vom Einsatzzweck; mehrere Jahre	Arbeitsvertrag mit Auslandsgesellschaft; „Ruhensvertrag“ regelt Rückkehrbedingungen
Übertritt		Zeitlich unbefristet	Arbeitsvertrag mit neuer Gesellschaft; alter Arbeitsvertrag erlischt

Hauptgründe für die Verwendung verschiedener Formen von Auslandsentsendungen

Langfristige Entsendung	Kurzfristige Entsendung	Internationales Pendeln	Vielflieger
Know-how-Transfer (74%) Steuerung und Kontrolle von Auslandsniederlassungen (62%) Führungskräfteentwicklung (60%)	Know-how-Transfer (69%) Führungskräfteentwicklung (39%)	Know-how-Transfer (32%) Steuerung und Kontrolle von Auslandsniederlassungen (25%) Familiäre Gründe (32%)	Know-how-Transfer (26%) Steuerung und Kontrolle von Auslandsniederlassungen (40%) Aufbau eines Pools internationaler Spitzenleute (20%)

Quelle: Harris H., Brewster C., Erten C.: Auslandseinsatz, aber wie? In: Stahl et. al., op. cit. S. 282

Problembereiche bei unterschiedlichen Formen der Auslandsentsendung

Langfristige Auslandsentsendung	Kurzfristige Auslandsentsendung
„Dual career“- / Familienprobleme Repatriierung / Karrierefragen Mobilitätsbarrieren / Ablehnung unattraktiver Destinationen Kosten der Entsendung / Verwaltung Bestimmungsfaktoren für Kompensationspraktiken	Gleichgewicht zwischen Berufs- und Privatleben Erarbeitung konsistenter Entsendungsrichtlinien und Praktiken als schwierig empfunden Besteuerungsfragen und Bestimmungsfaktoren für Kompensationspraktiken
Internationales Pendeln	Vielfliegertum
Hohe Kosten Burnout Definition von Richtlinien Steuerliche Regelungen Kulturelle Unterschiede Gleichgewicht zwischen Berufs- und Privatleben	Kostenmanagement Burnout Keine Richtlinien Kulturelle Unterschiede

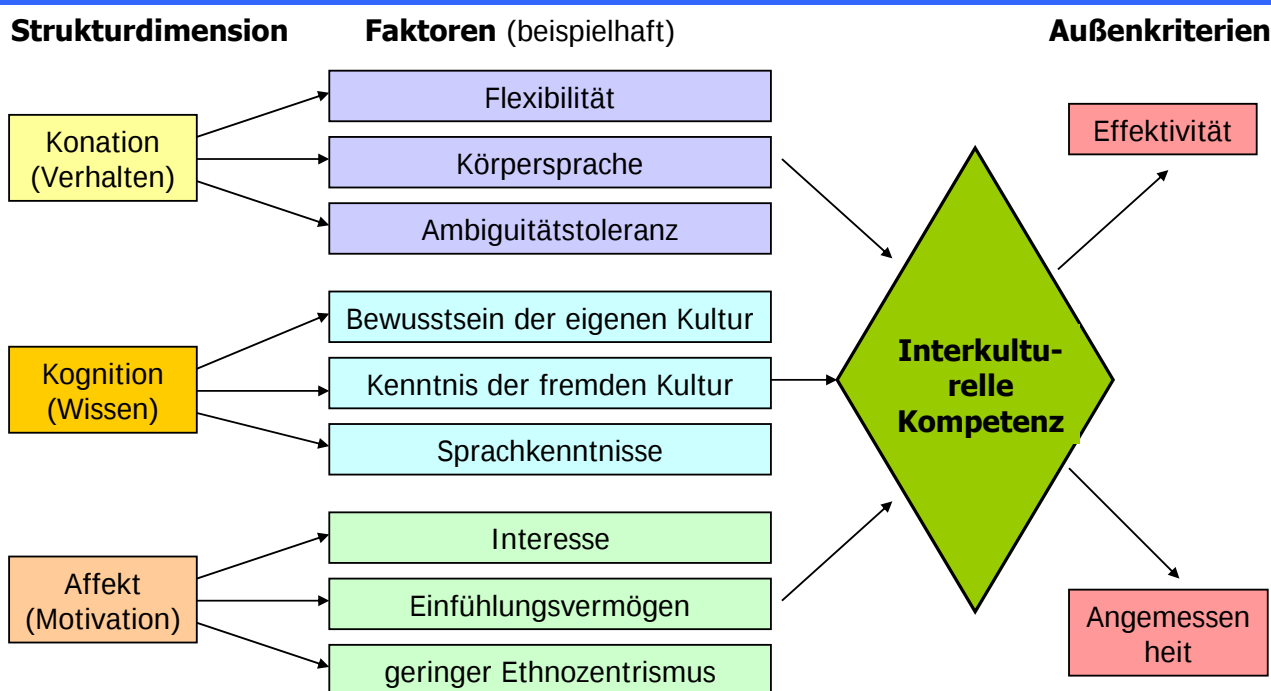
Quelle: Harris H., Brewster C., Erten C.: Auslandseinsatz, aber wie? In: Stahl et. al., op. cit. S. 283

Training Techniques

Method	Technique	Purpose
Didactic-Informational Training	➤ Lectures ➤ Reading material ➤ Videotapes ➤ Movies	Area studies, company operation, parent-country
Intercultural Experiential Workshops	➤ Cultural assimilators ➤ Simulations ➤ Role playing	Culture-general, culture-specific negotiation skills; reduce ethnocentrism
Sensitivity Training	➤ Communication workshops ➤ T groups ➤ Outward-Bound trips	Self-awareness, communication style, empathy, listening skills, nonjudgmentalism
Field Experiences	➤ Meeting with ex-Assignees ➤ Minicultures ➤ Host-family surrogate	Customs, values, beliefs, nonverbal behaviour, religion
Language Skills	➤ Classes ➤ Cassettes	Interpersonal communication, job requirements, survival necessities

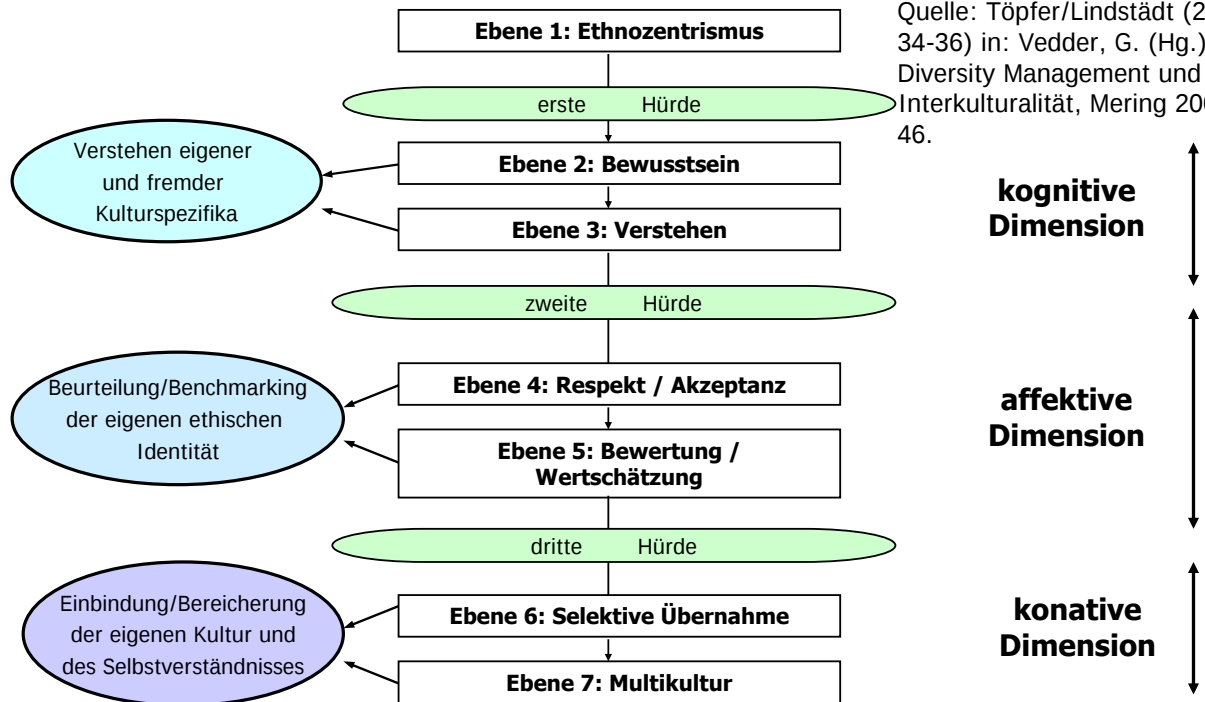
Quelle: Ronen (quoted by Dowling/Schuler (1990), p.107.

Umfassendes Konzept interkultureller Kompetenz



Quelle: Müller/Gelbrich 2001.

Ebenen interkulturellen Lernens

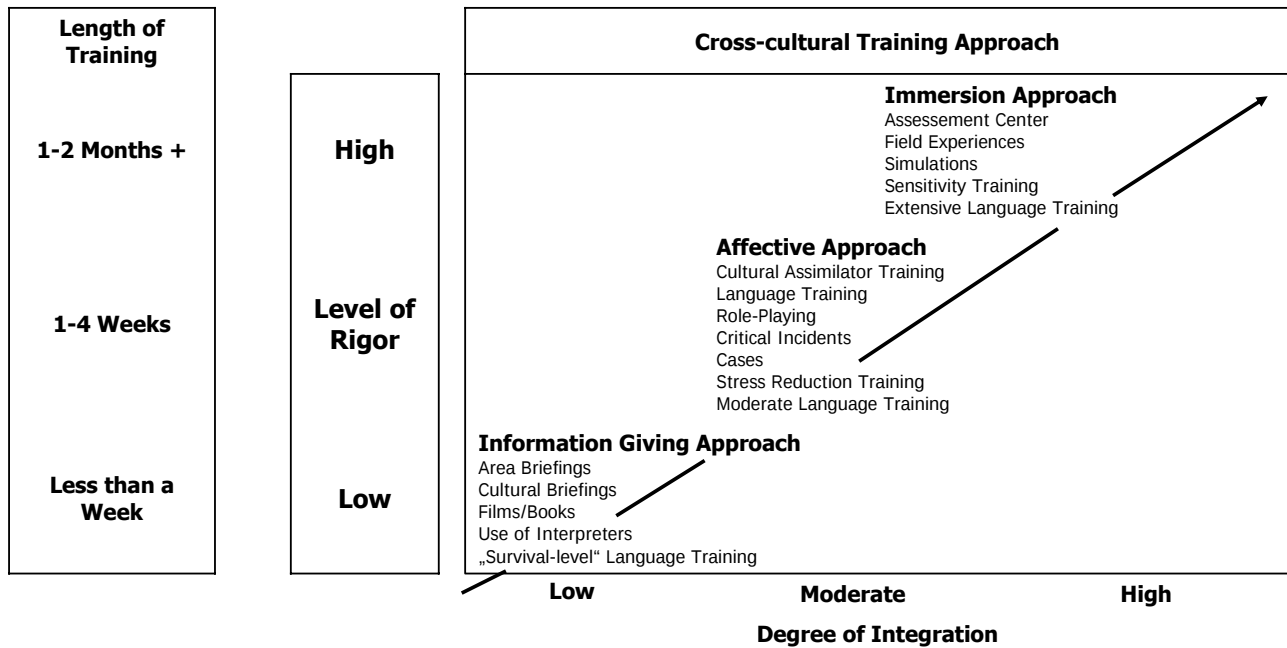


Zielsetzung interkultureller Trainings

Strukturdimension	Zielsetzung
Kognitiv orientiertes Training	■ Vermittlung von Kenntnissen über das eigene Kulturkonzept, über die eigene und ggf. eine fremde Kultur sowie über die Besonderheiten und Problempotentiale der interkulturellen Kommunikation. ■ Erlangung der Fähigkeit, in gewissem Rahmen Voraussagen über kulturspezifisches Verhalten zu treffen
Affektiv orientiertes Training	■ (Weiter-) Entwicklung von Persönlichkeitsmerkmalen und Einstellungen wie Empathie, Offenheit, Unvoreingenommenheit, Toleranz, etc. ■ Vermittlung von Verständnis für fremde Denk- und Erlebnisweisen ■ Trainieren des Umgangs mit Unsicherheit und Ambiguität in interkulturellen Situationen
Konativ (verhaltens-) orientiertes Training	■ (Weiter-) Entwicklung der Fähigkeit, in interkulturellen Interaktionssituation angemessenes und effektives Verhalten zu zeigen

Quelle: Stüdlein (1997: 319) und Götz (1999: 34f.) in: Vedder, G. (Hg.), Diversity Management und Interkulturalität, Mering 2004, S. 52.

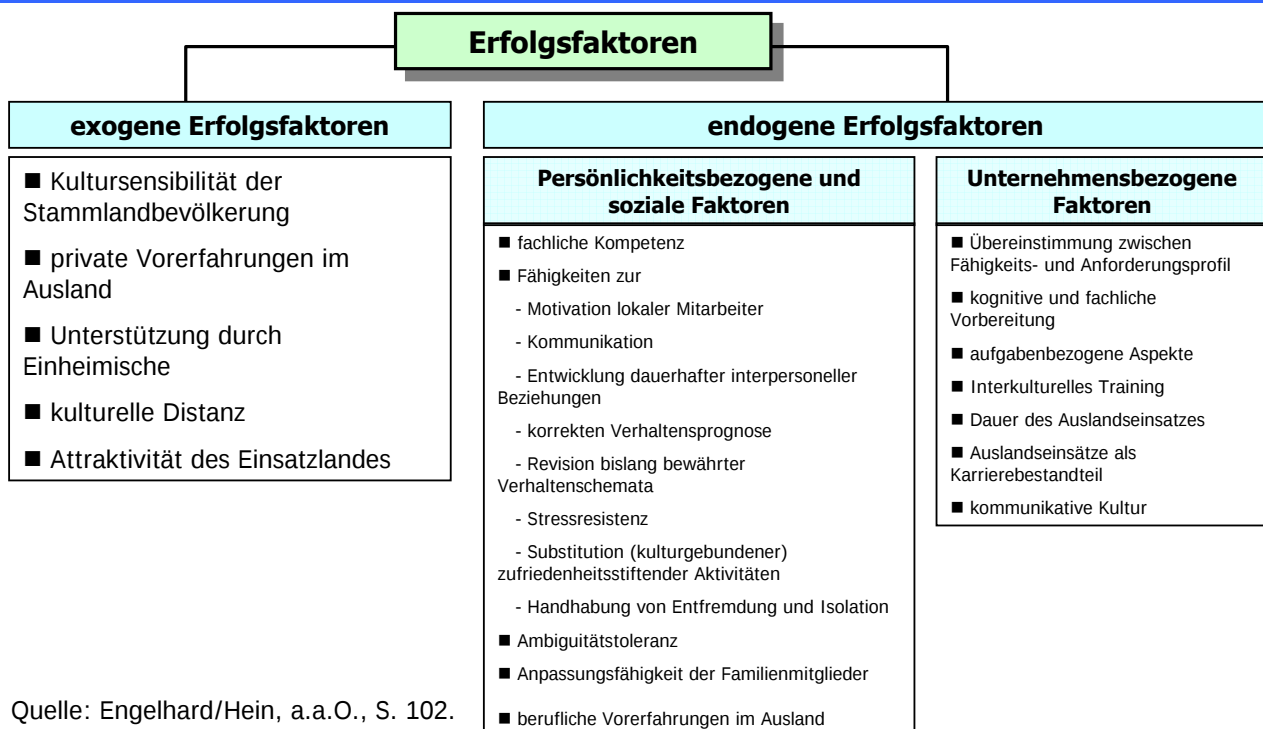
Model of cross-cultural training



Quelle: Mendenhall et al. (1987).

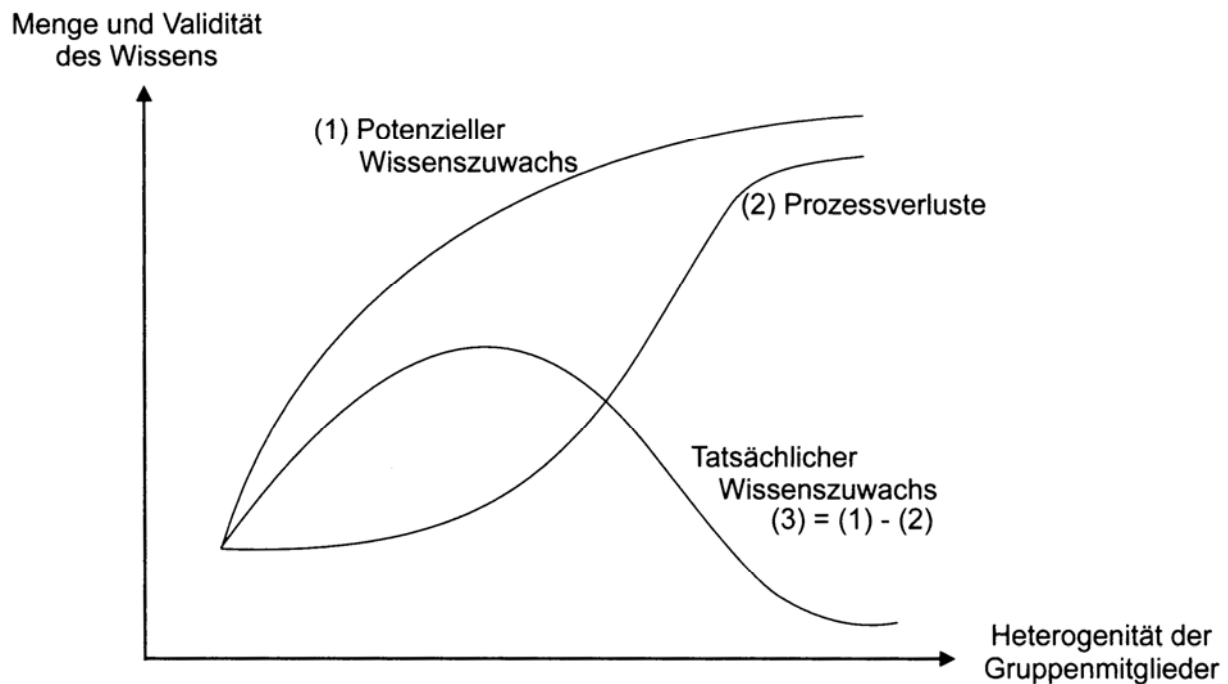
Length of stay	1 Month or less	2-12 Months	1-3 Years
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Erfolgsfaktoren des Auslandseinsatzes



Quelle: Engelhard/Hein, a.a.O., S. 102.

Modell zur Auswirkung von Heterogenität in Gruppen



Quelle: Stumpf, S.: Synergie in multikulturellen Arbeitsgruppen. In: Stahl et al. op. cit. S. 123

D. Gegenstände und Instrumente des internationalen Personalmanagements

III. Anreizgestaltung und internationale Entgeltfindung

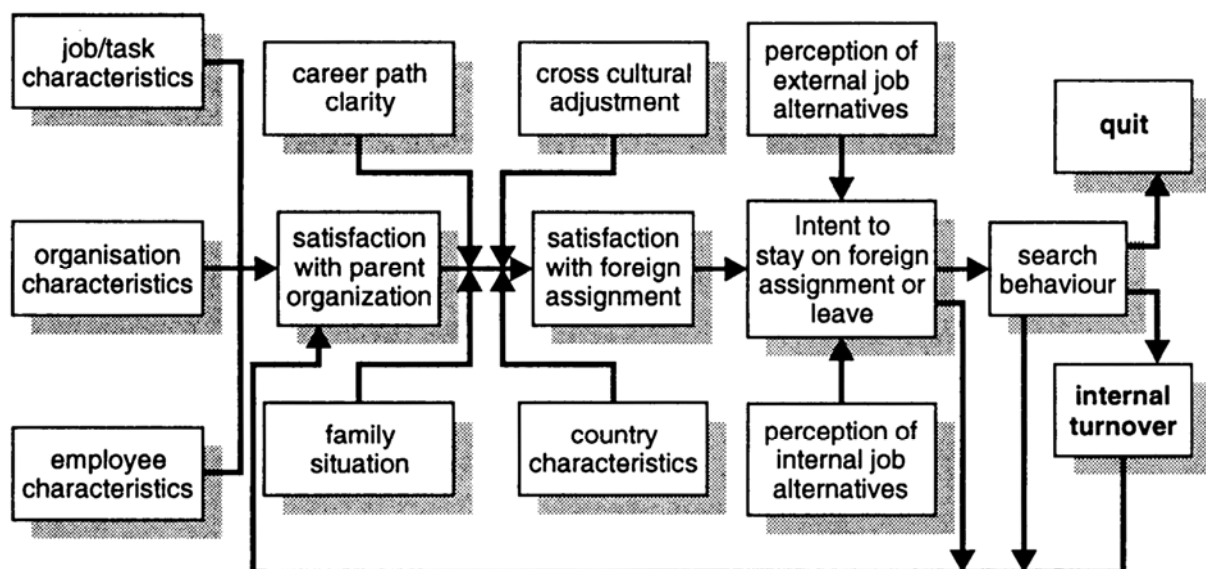
- a) Entgeltpolitik als Teil der Anreizgestaltung
- b) Entgeltfindung für international tätiges Personal
 - 1. „Balance-sheet approach“
 - 2. Zulagen
- c) „Transpatriate compensation“
- d) Entwicklung eines unternehmensweiten Entgeltsystems

Entgeltpolitische Entscheidungen

- Arbeits-(Stellen-)Bewertung (job evaluation)
(Anforderungsgerechtigkeit)
- Leistungszulagen (Lohnformen, Prämien, „appraisal“ etc.)
(Leistungsgerechtigkeit i.e.S.)
- Orientierung an Vergleichsgehältern
(Marktgerechtigkeit)
- Restriktion durch die Kosten

A motivational Model of expatriate turnover

Predictor variables Intermediate linkages Individual behaviour



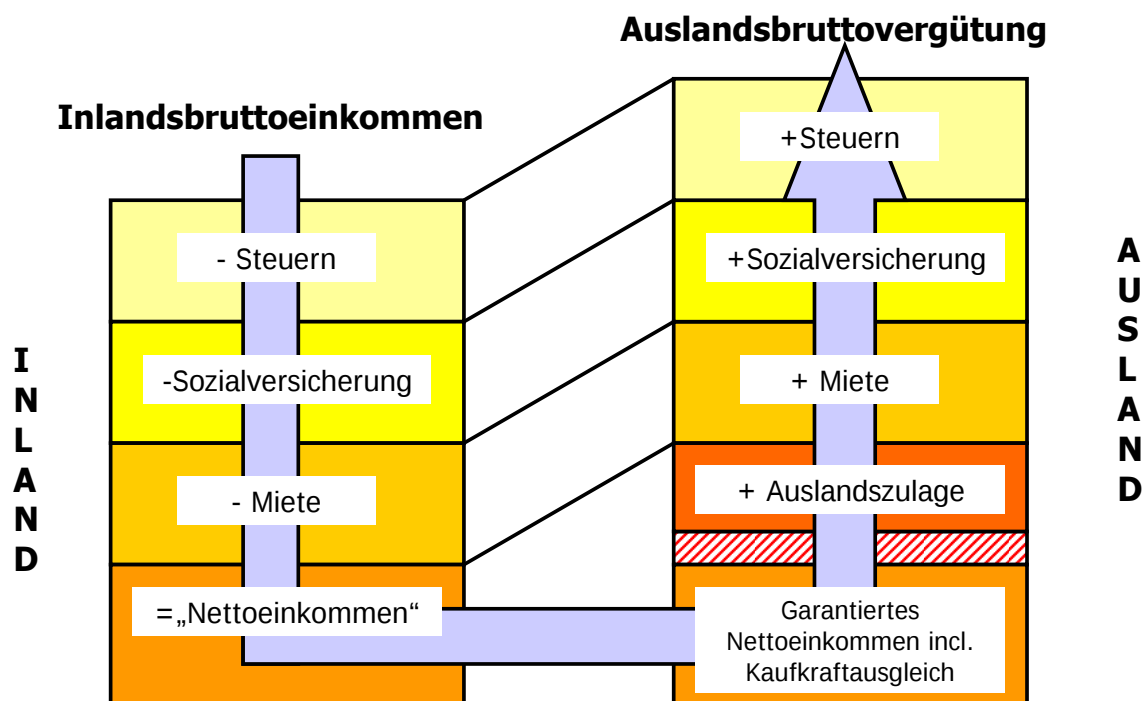
Quelle: Schreyögg, G., Oechsler, W., Wächter H. (1995): Managing in a European Context, S. 117

Balance-sheet Approach

- A system designed to equalize the purchasing power of employees at comparable position levels (host country and home country)
- provides incentives to offset qualitative differences between assignment locations
- intends to provide the equivalent to the purchasing power that base salary alone would have provided at home.

Quelle: nach Reynolds, zitiert bei Wächter, a.a.O. S. 132

Vergütungsschema



The „balance-sheet approach“ to international compensation

(1)	Base pay
(2)	./. hypothetical direct home-country taxes
(3)	./. hypothetical home-country social security insurance
= net home-country salary	
(4)	+ premium for working abroad (as a % of base pay)
(5)	+ hardship allowance (if applicable)
(6)	+./. cost of living differential
(7)	+./. housing differential
= net host country salary	
(8)	+ host-country taxes
(9)	+ host-country social security insurance
= overall host-country salary	
(10)	+ indirect components of compensation (monetary or non-monetary) for example, additional vacation, company car, moving costs, etc

Kritik am „home-country-based pay“

- Einsatzprämie noch gerechtfertigt?
Karriereförderung durch Auslandseinsatz = genügend Anreiz!
- „Cost-of-living allowance“ zu großzügig („expatriates become efficient shoppers.“)
- Lohndiskriminierung und mangelnde Anerkennung der lokalen Manager
- Internationale Handels- und Steuervereinbarungen – keine Notwendigkeit mehr, Gehälter anzupassen
- Keine Ermutigung zur „Enkulturation“
- Kostenexplosion!
Implementierung zu bürokratisch

• Quelle: Phillips/Fox, op.cit

Job evaluation, Hay system

(1) Know-how:

The total of knowledge, skills and work experience, which are necessary for satisfactory job performance.

Subdivided into:

- technical, professional knowledge,
- managerial know-how,
- human relations know-how.

■ Problem-solving:

The type and degree of thinking required in a job for analysing, evaluating, creating, reasoning and arriving at conclusions.

Subdivided into:

- routine or unstructured problems,
- repetitive or creative tasks.

■ Accountability:

The responsibility in a job for actions and for their consequences.

Subdivided into:

- degree of discretion in the job,
- value of areas affected by the job,
- direct impact of the job.

Appraisal of foreign assignment

Criteria	++	A	B	C	D	E	--
1. Task Performance							
Creativity		☐	☐	☐	☐	☐	
Knowledge		☐	☐	☐	☐	☐	
Independence and initiative		☐	☐	☐	☐	☐	
Discerning and solving problems		☐	☐	☐	☐	☐	
Planning and organising		☐	☐	☐	☐	☐	☐
2. Social Abilities							
Integrity		☐	☐	☐	☐	☐	
Taking/giving criticism		☐	☐	☐	☐	☐	
Communicating sensitivity		☐	☐	☐	☐	☐	
Persuading		☐	☐	☐	☐	☐	
Giving information and staff		☐	☐	☐	☐	☐	☐
3. Managerial Abilities (only for manager)							
Informing staff		☐	☐	☐	☐	☐	
Delegating		☐	☐	☐	☐	☐	
Controlling staff		☐	☐	☐	☐	☐	
Training/developing staff		☐	☐	☐	☐	☐	
Assessing/appraising staff		☐	☐	☐	☐	☐	☐
4. Results (brief evaluation considering also the results of objectives reached)							
Overall assessment							☐
Strengths/Weaknesses of Assignee							
Recommendations of Host Company's General Manager							

E. Perspektiven des internationalen Personalmanagements

I. Die europäische Perspektive

II. „Managing Diversity“

Models of HRM

High

***GUARDED
STRATEGIST***

PIVOTAL

Integration

***PROFESSIONAL
MECHANIC***

WILD WEST

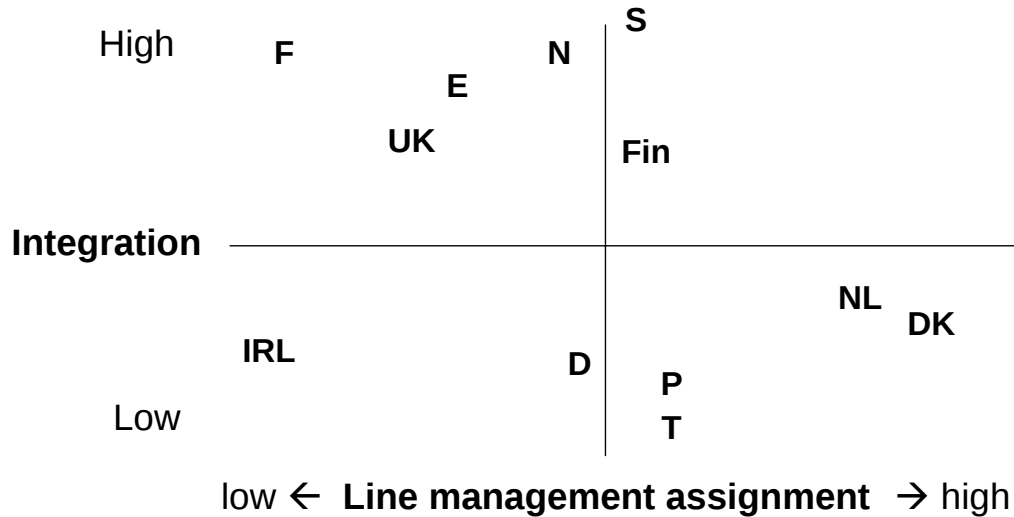
Low

Low

High

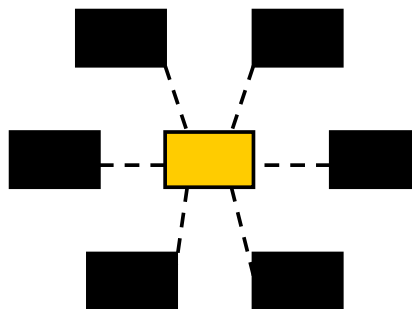
Assignment

Models of HRM: 12 European Countries



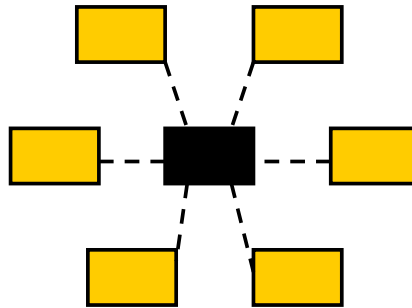
D = W.Germany	FIN = Finland	P = Portugal
DK = Denmark	IRL = Ireland	S = Sweden
E = Spain	N = Norway	T = Turkey
F = France	NL = Netherlands	UK = United Kingdom

Das multinationale Organisationsmodell



- „Dezentralisierte Föderation“
- Das Unternehmen reagiert auf die unterschiedlichen Anforderungen der einzelnen nationalen Märkte
- Viele Werte, Verantwortlichkeit und Entscheidungen sind dezentralisiert
- Jede nationale Einheit wird als unabhängige Firma geführt mit dem Ziel, auf dem jeweiligen nationalen Markt die bestmöglichen Positionen zu erreichen
- Persönliche Kontrolle – informelle Beziehungen zwischen Zentrale und Filialen sind überlagert durch einfache Finanzkontrolle
- Das Management betrachtet die Auslandsfilialen als Portfolio unabhängiger Unternehmen

Das internationale Organisationsmodell



- „Koordinierte Föderation“
- Wissen und Know-how (Technologie und Marketing) werden auf Auslandsmärkte transferiert
- Viele Werte, Verantwortlichkeit und Entscheidungen sind noch immer dezentralisiert, werden aber durch die Zentrale kontrolliert
- Jede nationale Einheit ist selbständig genug, Produkte und Strategien auf dem Markt anzupassen, sind aber im Hinblick auf Produkte, Verfahren, Ideen sehr von der Zentrale abhängig
- Administrative Kontrolle – formale Planungs- und Kontrollsysteme ermöglichen eine engere Verbindung zwischen Zentrale und Filialen