

Principles of Human Resource Management
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Module No. #07

Lecture No. #23

Challenges to International Human Resource Management

Welcome back, to the course on, Human Resource Management, Principles of Human Resource Management, through in NPTEL. My name is Aradhna Malik. I have been helping you, with this course. We were talking about, International Human Resources Management, last time.

And today, specifically in this lecture, i will be helping you understand, the Challenges to International Human Resource Management. What are the challenges, that human resources managers face, in the context of international companies, where you have people, going abroad to work by, you have foreigners, coming into work in your organization, etcetera. So, let us get on with it.

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International HRM.

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Challenges to International HRM

And, today's topic is, Challenges to International HRM.

Sources

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The sources are, this book by Briscoe, Schuler, & Claus, and Gomez-Mejia, Balkin, & Cardy.
I have shown you, these books.

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International HR Information Systems

(Briscoe, Schuler & Claus, 2009)

- Computer programs that help manage HR related data
- Problems:
 - Keeping track of work forces in each country of operation
 - Keeping track of long-term international assignees, including home country contact information as well as foreign addresses, etc.
 - Keeping track of short-term international assignees who may be commuting, on extended business trips or on assignment that last only a few months
 - Keeping track of international assignee compensation & benefits packages in some form of comparable information, since most international assignees have unique compensation packages

Okay. One of the tools of managing, human resources in the international context is, the human resource information systems. And, these information systems are nothing but, computer programs, that help manage human resources related data, that includes the basic information about employees, their skill sets, their resumes, their pay scales, the number of years, they work with the organization, the number of times, they have taken leaves, sometimes, the number of hours, they have been working.

So, all that data, the positions, they have worked in, what their jobs have entailed, etcetera. All that data is stored, in these very complex programs called, human resource information systems. One of the programs, that i am quite familiar with, that we use here at IIT, is called the enterprise resource planning program, which is the ERP, commonly known as the ERP. Which also helps, manage the HR related data, in addition to a lot of other things.

So, these are very complex programs. And, they handle, all kinds of information. And, they correlate, different things. Now, they are very, very, necessary. I have, i mean, they have become necessary. They were not necessary, earlier. But, they have become an essential tool, in managing these complex, you know, volumes of information, that we have. The problems, that we encounter in, even with the help of these programs are, the first problem that we see, is keeping track of work forces, in each country of operation.

We need to keep track of, who is working, where. And, despite the opportunities, that these programs offer, we sometimes face problems, trying to keep track of, who is working where,

and for how long. Then, keeping track of long-term international assignees, including home country contact information, as well as foreign addresses, etcetera. When people are sent abroad on assignments, they may change positions, they may get promoted, they may have visa issues.

They may bring their families, you know, that are sponsored by the organization, or, that are sometimes partially sponsored by the organization. If they are on an international assignment abroad, then they may change addresses, within the foreign country. Their home address, may change. Their permanent address, may change. Their visa status, may change. So, all of this has to be documented, for future use, especially if the organization has sponsored, their visit abroad.

And, the alliance between, the home country office, and the foreign country office, has to be there. So, they have to be at par with each other, in terms of information about, every single employee, who goes abroad. You can imagine, the complexity of information, that is being handled here. So, this can become a problem, also. But, this is one of the challenges, that is dealt with by the, HR information systems.

Then, keeping track of short-term international assignees, who maybe commuting on extended business trips, or on assignments, that last only a few months. So, long-term assignees, okay, there is some time, to get caught up on data. But, what about short-term visit. Somebody goes to a foreign office, for two days, for a meeting. A visa, has to be arranged. A place of stay, has to be arranged. Some daily allowance, personal contingency allowance, has to be given to this person.

The number of days, that the person spends in the office, has to be accounted for. The number of days, the person spends travelling, to and from that office, may has to be accounted for. Then, if a person is visiting a foreign country, for the first time, the person may decide to take leave for a few days, and stay in that foreign country, for a few days, just to see, what the country is like. And, many organizations, permit this. That, you know, the travel cost is already covered.

So, you pay for those extra days, that you stay in the foreign country, out of, from your own pocket. But, you may want to see, and so you know, all of this is taken care of, by the

organization. And, all of this, has to be documented. And, it becomes really complex, when you think of it. How much of that period, that the person spent out of the office, was on official work? How many days were permitted, for travel. How many days were permitted, as leave.

What happened. Where did the person stay? You know, how much did the person spent, from the expenses allowed by the company. So, all of that has to be tracked, and kept a record of. And, that can become a problem. And, how many days, in which country. Sometimes, you may decide, to combine the stays, in different countries. For example, if a person goes to Europe. Then, so many countries, can be covered, in one trip.

Because, Europe is so well connected. And, the country is small, as compared to larger countries like, India, or the US, or Canada. So, you know, people may, i mean, keep in track of, what is going, where, how much expense is the person incurring, from his or her own pocket, and how much expense, the company is bearing, all that has to be kept, you know, all that has to be documented.

Keeping track of international assignee compensation and benefits packages, in some form of comparable information, since most international assignees have, unique compensation packages. I mean, this becomes, so complex, and so difficult. Because, every assignee has a unique set of needs, and a unique set of compensation package. Now, you may be at a different stage, in your personal life. And, the company decides to sponsor, your spouse's visa, as a dependent visa.

Or, the company says, okay, we will tell the government, that so-and-so is your spouse, and we are sort of, taking partial responsibility. The company may decide, to sponsor your children's education, in a foreign country, depending on, what stage, your children are at. You know, if they are in school, then they may decide, to pay a portion of the fees, of the children's school. So, all of that has to be, accounted for. And, all of that has to be, kept a record of.

And, all of that has to be, you know, somebody has to keep track of, who is going, where, for what purpose, how many days, how many months, how many years, a person is staying in a foreign country. So, all of that, has to be accounted for. If you have, say, you have a provision

for paying, the tuition fees of the children. Sorry. If you are, if you compensate, for the education of somebody's children, in a foreign country.

Then, that there has to be some parity between, how much you spend on the education of, say, children of employees, in an expensive country like, say, the United Kingdom, versus, an inexpensive country like, say, Bangladesh or Srilanka, for example, i mean, comparably. So, you know, will you calculate it, in terms of equitability, or will you calculate this money, in terms of the purchasing power, or will you calculate it, in terms of saying that, we will not pay for your children's education, in private schools.

Will only pay, for your children's education, in state-run schools. But, if you go there, state-run school are not very good. So, you decide to send your child, to a private school. So, how do you, how much money, does the organization pay, and how much money, do you pay, out of your own pocket. So, all of that, when you think of the complexity, all of this is managed by computer programs. And, it becomes a challenge, for the computer program.

Okay. Because, the and especially, when you are calculating parity, in terms of money. Now, the value of, say, a currency like, Pound, Sterling, may be very different, from the value of a currency like, say, The Chinese Yen. And so, you know, where do you, sorry, The Japanese Yen. So, there is, i mean, how do you calculate the percentages, and how do you calculate the parity, is what, becomes a problem. Okay.

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Problems with International HR Information Systems (Briscoe, Schuler & Claus, 2009)

- Providing identification numbers for all employees around the globe (and a way to standardize these, since many countries have their own identification numbers)
- Having multilingual capabilities & fields that accommodate diverse requirements (length of names, addresses, multiple spouses, etc.)
- Foreign currency conversions for payroll, which can vary daily
- Standard formatting for compensation & benefits variations from country to country
- Budgeting & tracking payroll, given various currencies & currency fluctuations
- Government vs. private health & pension benefits in various countries

Problems with international human resource information systems. Providing identification numbers, for all employees, around the globe, and a way to standardize, these. Since, many countries have their own identification numbers. I mean, we use identification numbers, to identify our employees. How many times, can we remember them, by name is. And, so many times, the same, you know, people with similar names, or, the same names, may come up.

So, we assign, unique identification numbers. And, those identification numbers, have to be in line, with the method of providing, identification numbers, in that country of operation. So, the system has to be equipped, to deal with these different complexities. Having multilingual capabilities and fields, that can accommodate diverse requirements. For example, in some countries, the names may be much, might be much longer.

In some countries, the names may have, number of abbreviations, in front of them. Some countries, the addresses may be longer. I can give you, you know, the example of, say, the zip codes or pin codes. In India, it is known as, the pin code, postal index number. US calls it, zip codes. So, US zip codes are, five numbers long. In India, the pin codes are, six numbers long. Now, that system has to be flexible enough, to accommodate the difference, in the pin and zip code. I mean, they both, identification numbers for different locations.

But, how do you, you know, how does, if your system can only accept five numbers, then you cannot enter in, a zip code for India. If you are, so you know, so all of that, has to be taken into account. Excuse me. Multiple spouses. In some countries, people may have, multiple spouses, also. And, that is a given, in that country. So, that has to be, accounted for. Foreign currency convergence for payroll, which can vary daily.

Now, you may decide, to pay the employees, in terms of, of course, you pay them, in the local currency. But, the equivalence is decided, before they go. So, you say, so many dollars, equivalent to, so many Indian rupees. Now, the rate of the dollar has been, you know, the value of the Indian rupee, has been going down, in comparison with the US dollar. So, how do you, account for that. Do you reduce the salary, in terms of dollars, because their expenses locally, will not go down.

And, you know, if the value, if the rupee is being devalued, then you have to adjust for these changes, in the currency rates, over time. So, how do you, account for that. Standard

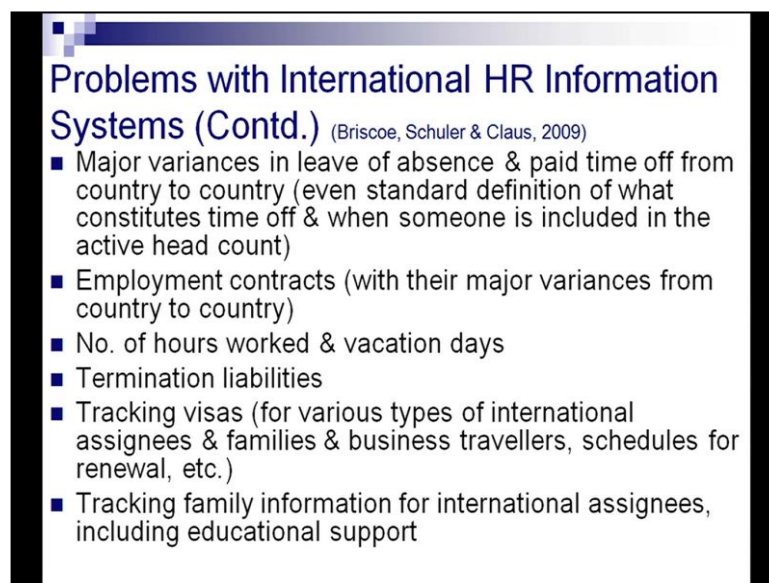
formatting for compensation and benefits variations from country to country. So, you know, how do you format, the compensation and benefits, how do you code them, etcetera. Budgeting and tracking payroll, given various currencies and currency fluctuations.

Government, versus, private health, and pension benefits, in various countries. You have an employee, who served in a foreign country, for a long time. You give them, pension benefits, in terms of, that country's currency. Now, that can become a problem. If you are, you know, if you based in India, and you are operating in a country, where the currency is, the value of the currency is, changing, very frequently, in terms of Indian rupees, or, in comparison with the Indian rupee.

So, it becomes very difficult, to manage the fluctuations. And, it becomes very difficult, to budget for, all this. I mean, how can you predict, how much, what the Indian rupee will be, in terms of, the US dollar, say six months from now. Of course, there are programs, there are people, who can do that. But, the accurate budgeting, cannot be done. And, planning cannot be sued.

Some something, you know, you have to keep, some sort of contingency funds, to tide over these problems. And, because, currency rates fluctuate, very frequently. So, that can result in, your recalculation. You are need to recalculate, benefits and compensation. And, that can cause, a problem for the program.

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Problems with International HR Information Systems (Contd.) (Briscoe, Schuler & Claus, 2009)

- Major variances in leave of absence & paid time off from country to country (even standard definition of what constitutes time off & when someone is included in the active head count)
- Employment contracts (with their major variances from country to country)
- No. of hours worked & vacation days
- Termination liabilities
- Tracking visas (for various types of international assignees & families & business travellers, schedules for renewal, etc.)
- Tracking family information for international assignees, including educational support

Major variances, in leave of absence, and paid time-off, from country to country. What constitutes time-off. Or, you know, so and how is somebody, included in an active headcount. For example, you are based in, say, Alaska. And, there is a massive snowstorm, and you are hold up. You just cannot get to the office. You want to go, but you have 6 feet of snow, outside your door. What do you do. You are sitting and working at home, just because, you do not reach the office.

Would that count, as a leave of absence, or, you know, would that count, as paid time-off. Because, for whatever reason, there is been a massive snowstorm. And, maybe, the power lines are cut. Maybe, you know, you have no power. You cannot drive to work. There is no way, that you could have predicted this, on the previous day. So, you could have carried, work home. How do you manage, this problem? And so, or, maybe, there are local holidays. South Asian countries, there are local holidays.

Because of which, you cannot reach the office, offices. You know, so, how do you, account for these local problems. You are stuck in a traffic jam, in Calcutta, for example. You know, i mean, if you are familiar with Calcutta, you know, what i am talking about. Traffic jams in Calcutta, or these days, even Bangalore, or sometimes, even Delhi, or Bombay, or notorious. You get stuck in a traffic jam. You just cannot reach the office, on time. And, that is a given. People, living in that city, understand this.

But, people say, if an office is based, if the head office is in a country, where this is unknown, or, people are not aware, of these traffic jams, they could see it as, tardiness. They will say, you budget it in your time, and leave your house, two hours early. I mean, if you are in a place like Delhi. You leave two hours early. You could get to your office, within half an hour. You could not get to, you know, there could be a chance, where you could reach the office, in three hours. So, how do you budget, for that variation in time.

So, employment contracts, with their major variances from, country to country. How do you draft, the contracts for people, in that country? So, you know, the conditions vary from, country to country. The minimum wage, that is governed by the, or, that is mandated by law, varies from, country to country. How do you, account for these. Number of hours worked and vacation days. Again, these would vary from, country to country, from, region to region.

Termination liabilities. What is your liability. What are you supposed to pay, to your employees, if they take, if you fire them. And, that depends on, the law of the land, that you are operating in. And, that will vary from, country to country. And, that becomes a problem, for a standard computer system. So, that has to be built in the system. A tracking visas for, various types of international assignees, and families, and business travelers, schedules for renewal, etcetera.

Somebody goes abroad, on a foreign assignment. And is, somehow laid off, or, put on the back bench. And, in the meantime, the visa expires. But then, the employee manages to convince you, that the, that she or he, can be re-hired. So, there could be a lapse, between that time. On what condition, would you renew the visa. What would you do for the time, that the person is, you know, not on, or, the person is, has not yet come back. And, i mean, you know, all kinds of problems, could come up at that time.

So, and, how do you renew the visa. Maybe, you renew a different kind of visa. Maybe, you take the person on, as an intern. And then, want to convert this, to a full-time position, later. So, the visa change, has to be there. So, all that has to be built, into an HR system, if it all, it is being governed by the system. Or, somebody sitting in an office, has to maintain the file, and has to keep checking, the rules from time, which keep changing, from time to time. So, that becomes very complex.

And, you need to keep track of visas. You, if you have sponsored the visa, of an employee, it is your responsibility, to remind the employee, to get the visa renewed, or leave the country, you know, well within time. So, that neither you, nor the employee, is penalized. Because, if you have sponsored the visa, and the person decides to overstay the visa, then you could get into trouble. Tracking family information for international assignees including educational support. I have already talked about this. So, Okay.

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Problems with International HR Information Systems (Contd.) (Briscoe, Schuler & Claus, 2009)

- International job postings – locations, timing, job responsibilities, applicable employment contracts
- Terms & conditions of employment variances from country to country
- Keeping track of all the firm's union contracts & their variances
- Data privacy laws that protect personal information residing in HR Information Systems & the backup systems (often in another country)
- Laws regarding the transfer of personal data from one country to another

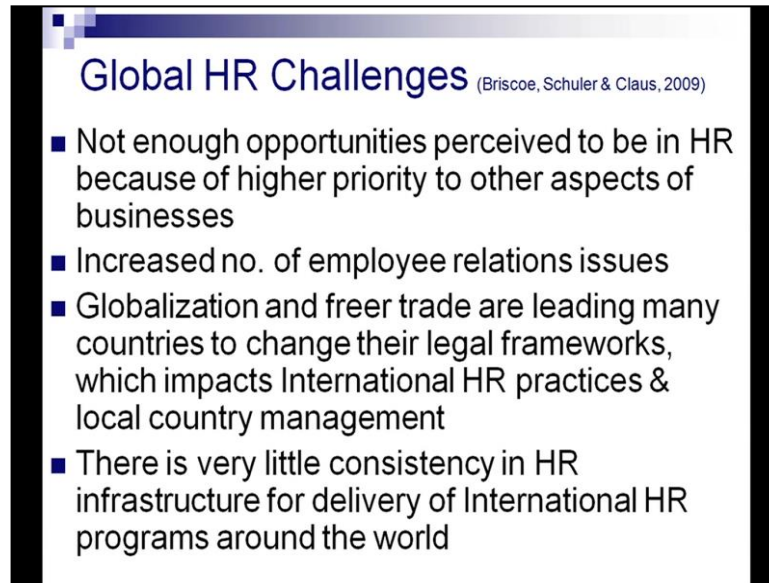
International job postings - locations, timing, job responsibilities, applicable employment contracts, you know, how do you match the time, when people need to talk to their clients, etcetera. Terms and conditions of employment, variances from, country to country. Keeping track of all the firms, union contracts and their variances. Now, if you are a multinational company, and you have unions, in different places.

Their requirements, their contracts, your understanding with them, your strategies for dealing with them, will vary from, country to country. And, all this has to be managed, in a central location. Data privacy laws, that protect personal information, residing in HR information systems, and the backup systems, which are often in another country.

So, your actual information is in one country, and the backup information is in another country. And, the data privacy laws, could vary from, country to country. So, how do you, account for these variations. Laws regarding, the transfer of personal data, from one country to another. An employee gets transferred from, say, India to Srilanka. Now, that personal data, has to be transferred, somehow.

How do you transfer, that personal data. Do you give a disk, to the person concerned? You transfer it online. You know, this personal data could be, stolen by somebody else. I mean, it is a big liability, to transfer this data, safely. So, all that has to be done, through the information system. Does it have, to be entered into the new system. Now how do you do, all that. So, that becomes an issue.

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Global HR Challenges (Briscoe, Schuler & Claus, 2009)

- Not enough opportunities perceived to be in HR because of higher priority to other aspects of businesses
- Increased no. of employee relations issues
- Globalization and freer trade are leading many countries to change their legal frameworks, which impacts International HR practices & local country management
- There is very little consistency in HR infrastructure for delivery of International HR programs around the world

Okay. Some challenges for human resources, globally. There are not enough opportunities, perceived to be in the human resources arena. Because of higher priority, to other aspects of businesses, like operations, like finance, like production, like marketing, like sales. So, all of the other aspect of the business, take a higher priority.

And people, unfortunately businesses, do not place a very high priority, on human resources, in the international arena. Increased number of employee relations issues. People are becoming, much more aware of their rights. They are becoming, much more involved, and engaged, in their jobs. And, the employee relations issues, are coming to the fore-front.

So, people are more, you know, demanding more, giving more of themselves, to the organization, and demanding more, from the organization, in terms of, taking care of its employees. So, the bond between the employee and the organization, has become much stronger, over time. And, that becomes a challenge, because of people, become more aware.

Then, you have to be, ten steps ahead of them, to advise them, as to how, this relationship can be managed, as best as possible. Globalization and freer trade are leading, many countries to change their legal frameworks, which impacts international HR practices, and local country management. There is freer trade. People are becoming more open, to hiring people, from

other countries. Suitable employment can be taken, you know, suitable employees can be taken, from any country.

But, that brings with it, a whole slew of challenges, that we just discussed. So, we need to be careful. We need to keep the laws, of the parent country, of the employee, also in mind, while hiring, people from other countries. So, and that needs to be merged, or that needs to be aligned, with the local laws of the country, within which, we are operating. So, that becomes a challenge.

There is very little consistency in human resource infrastructure, for delivery of international HR programs, around the world. HR systems, vary from country to country, for the simple reason that, people are coming from, very different mindsets. They are bringing, very different skill sets. They are bringing, very different expectations, to the table.

For example, in mostly, primarily, community oriented cultures, people are more used to, a bureaucratic style of functioning. For them, creativity, a flatter organization, is a new thing. And, it takes some, getting used to. On the other hand, people coming from very individualistic societies, very goal oriented societies, with very little power distance, or with a smaller power distance, a shorter power distance, are now, are may feel cramped, and may feel restricted.

In a very well-defined bureaucratic structure, where they are expected, to follow orders, where there is, very strict chain of command. So, i mean, adjustment of different employees, to different kinds of systems, becomes a problem. And, even if the, an attempt is made, to maintain the culture of the local of the parent organization.

The local culture, does creep in. Because, we are all, sort of functioning, in that culture. So, balance needs to be maintained. And, i do not know, if i have the liberty, to mention it here. But, a very nice example of this, is a TV series called, outsourced. And, you know, if you are interested, you might like to watch it. It is quite an interesting picturization, quite an interesting depiction of, what happens, when people from one country, come and try and run the show, in another country.

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Global HR Challenges (Contd.)

(Briscoe, Schuler & Claus, 2009)

- What employees want in various locations around the world is constantly changing & often creates new & difficult challenges:
 - Global work forces want top level leadership from within their own countries not just from headquarters
 - Local work forces & local HR staffs want their local office dynamics to be respected by corporate headquarters
 - Local subsidiary & joint venture managements want expatriates to take ownership of becoming part of the country they are assigned to.

So, what employees want, in various locations, around the world, is constantly changing, and often creates new and difficult challenges. So, you know, the expectations, people bring to the table, change from country to country. And, that becomes a challenge. Global workforces, want top-level leadership, from within their own countries, not just from headquarters. I mean, what kind of leadership, to people want. That also, becomes an issue.

If you are functioning in one country, you do not want somebody sitting in another country, who does not have any knowledge of your country, telling you, what to do. You need somebody to, from within your own milieu, to come and head the organization. Because, you feel that, they will know your situation, better. Local workforces and local HR staffs, want the local office dynamics, to be respected by corporate headquarters.

They need, people want, the corporate headquarters to understand, to appreciate the challenges, that locals face. And, everybody wants a representation, in the top management. Local subsidiary and joint venture managements, want expatriates to take ownership of, becoming a part of the country, they are assigned to.

Now, the expectations of the employees are that, people that they are, they want somebody, to accept them, as they are. The organization expects its employees, to take ownership, and become a part of the milieu, that they are a part of.

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Continuous change in needs of employees worldwide (Contd.) (Briscoe, Schuler & Claus, 2009)

- Local employees want defined career paths for themselves & want to be included in corporate career planning, as well. They expect the parent firm to initiate development opportunities for local employees.
- Local offices often feel left out of corporate planning
- Local business units expect to be included in executive visits from headquarters, not to be taken for granted
- Employees in foreign subsidiaries around the globe want:
 - Variable compensation schemes to include them
 - To be included in parent company decisions regarding total rewards planning

Continuous change, in the needs of employees, worldwide. Employees want, very clearly defined career path, for themselves. Local offices, often feel, left out of corporate planning. They want the corporate planning, to include them. Local business units expect, to be included in executive visits from headquarters, not to be taken for granted.

They want people from the headquarters, to come and see, what is really going on. Employees in foreign subsidiaries, around the globe, want variable compensation schemes, to include them. To be included, in parent company decisions, regarding total rewards planning. So, they want to have a, say, in the final decision making process, of the organization.

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Challenges to IHR functions in evolving multinational enterprises (Briscoe, Schuler & Claus, 2009)

- True globalization and standardization of IHR functions
- Global redistribution & relocation of work due to changing organizational design
- Absorption of acquired businesses, merging of existing operations on a global scale, staffing of strategic integration teams, & attempts to develop & harmonize core HR processes within these merged businesses
- Rapid start-up of international operations & organization development as they mature through different stages of the business cycle
- Changing capabilities of international operations with increased needs for up-skilling of local operations & greater complexity

Challenges to international human resource functions, in evolving multinational enterprises. True globalization and standardization of international human resource functions. Very, very, important. And, very difficult, because of the differences, in culture, in different countries. Global redistribution and relocation of work, due to changing organizational design mean, if you are a multinational company, people will want to move, from one office to another.

They would like the opportunity, to be transferred, internationally. And, absorption of acquired businesses, merging of existing operations on a global scale, staffing attempts to develop and harmonize core HR processes. So, i mean, just a restructuring, and a feeling of being one, with all the different units, of an international organization.

Rapid start-up of international operations and organization development, as they mature through, different stages of the business cycle, where the stage, that yours add, will also determine, how you deal with these challenges. Changing capabilities of international operations, with increased needs for, up-skilling of local operations and greater complexity.

You know, needs to capitalize, on the potential of technology, to facilitate human resource functions, etcetera. I mean, there are whole bunch of challenges. I will not go through, each one, independently. Because, it is all self-explanatory. You will be given the slides. But, it is, i mean, the complexity of functioning in different countries, makes our lives as HR professionals, very, very, complex.

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Challenges to IHR functions in evolving MNEs (Contd.)

(Briscoe, Schuler & Claus, 2009)

- Offering a compelling value proposition to the employees of the firm, & understanding & then marketing the brand that the firm represents across global labor markets that in practice have different values & different perceptions
- Identification of problems faced by HR professionals as they experience changes in the level of decentralization/ centralization across constituent international businesses.

This is very important. Offering, a compelling value proposition, to the employees of the firm, and understanding, and then marketing the brand, that the firm represents, across global labor markets, that in practice, have different values and different perceptions. So, really understanding, how to market the brand, as a whole, as an international brand, and not as a local brand.

And still appeal to the taste, and integrating the needs and expectations of the employees, with the processes, that the organization is involved in. Identification of problems faced by HR professionals, as they experience changes, in the level of decentralization and centralization. How do you decide, what to decentralize, what to pass on to the local offices, what to control centrally, etcetera. All that, is a big challenge.

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Opportunities for strengthening International HR

(Briscoe, Schuler & Claus, 2009)

- Professionalization of International HR
 - Global HR certification: Human Resource Certification Institute (HRCI) - <http://www.hrci.org/>
 - Society for Human Resource Management: <http://www.shrm.org/pages/default.aspx>
- Narrowing the international HR competency gap
- Development of organizational initiatives that can effectively attract, retain, & engage employees on a global scale who can achieve the organization's strategic global objectives
- Developing international HR sustainability

Some opportunities for strengthening, international HR. Professionalization of international HR. There is a way, to do that. There is a global HR certification organization, the society for human resource management, narrowing international HR competency gap. So, increasing our competencies.

Development of organizational initiatives, that can effectively attract, retain, and engage employees, on a global scale, who can achieve, the organization's strategic global perspective. So, the organization, can actively take initiatives, can actively develop programs, to get the best talent, and retain it, and help the employees, develop their skills. Developing international HR sustainability.

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International HR Jobs of the future
(Briscoe, Schuler & Claus, 2009)

- Ability to educate & influence line managers on IHR policies, practices & importance
- Being computer & technology-literate, so as to be able to create & use global databases for IHR advice & decision making & delivery worldwide of IHR transactional services
- Being able to anticipate internal & external changes, particularly of importance to the availability & qualification of HR talent around the world
- Exhibiting leadership for the IHR function & within the corporation, at headquarters level & at the business unit level

Some jobs, that you can undertake. Okay. Ability to educate and influence, line managers on HR policies. So, education of employees, enhancing the technology, literacy, or technology



International HR Jobs of the future (Contd.)
(Briscoe, Schuler & Claus, 2009)

- Focusing on the quality of IHR services within the enterprise
- Defining an IHR vision of the future & communicating that to the IHR department & to the organization
- Developing broad knowledge of many IHR functions
- Being willing to take appropriate risks in the development & implementation of innovative IHR policies & practices
- Being able to demonstrate the financial impact of IHR policies & practices

capabilities, of the employee's technical capabilities. Being able to anticipate the changes, you know, being perceptive, being receptive to the changes, that are occurring. Leadership is another thing, that you can enhance.

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Focusing on the quality of IHR services, within the enterprise. Just looking for opportunities, and improving the quality of services, offered by the human resources professionals, that defining a vision for the future, and communicating it to the department. Developing broad knowledge of, many functions of HRM, excelling in them. Being willing to take appropriate risks, in development and implementation of, innovative HR policies

Being able to demonstrate, the financial impact of IHR policies, is another very important thing. Because, everything we do, has an impact on the input, that goes into the organization, and the output of the organization. So, just finding out, how the financial implications of everything, we do as professionals.



What must the IHR department do
(Briscoe, Schuler & Claus, 2009)

- Hire people with international experience as far as possible
- Disperse people with international experience throughout the firm
- Learn how to recruit and assign on a global basis
- Increase the firm's international information inputs
- Train everyone in cross-cultural communication, etiquette, protocol, negotiation styles & ethics
- Ensure international developmental assignments
- Pursue Global Programs in HR certification
- Understand and appreciate the importance of developing themselves to better carry out the global objectives of the organization

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What can the IHR department do. Hire people, with international experience, as far as possible. So, they know, what they are dealing with. Disperse people with international experience, throughout the firm. Let them go, let them take their experience, and let them help the others, learn from this experience. Learn, how to recruit and assign, on a global basis, and keep employees are satisfied, as possible.

Increase the firm's international information inputs, in order to know, what is required in the international arena. We need to know, what is happening, there. So, we need to enhance, you know, we need to keep our antennas up, and keep our information channels, clear. Train everyone, in cross-cultural communication, etiquette, protocol, negotiation styles and ethics. Ensure, international development assignments.

Pursue global programs in HR certification, that will help you learn, even more. Understand and appreciate, the importance of developing themselves, to better carry out the global objectives, of the organization.

And, that is all, i have for you today, in this part of, international human resource challenges, to international human resources. We will continue with, some more human resource learning, in the next session. Thank you very much, for listening.