A/ ASSIGNMENT RECAP

- Write a **1500-word essay** answering 2 main questions
    - Critically discuss key IHRM frameworks, models, or theories, comparing differences, similarities, pros, and cons
    - Examine the influence of cultural and institutional distance on MNCs' international staffing approaches, especially the use of expatriates

Suggested Structure:

   I. Introduction (Suggested 150 words)
  II. Question 1
      A. Concept Analysis (Suggested 500 words)
         1. IHRM Concept 1
         2. IHRM Concept 2
      B. Comparison of Concepts (Suggested 250 words)
  III. Question 2
      A. Cultural Distance (Suggested 300 words)
      B. Institutional Distance (Suggested 300 words)
  IV. Conclusion (Suggested 100 words)

B/ KEYWORD EXPLANATIONS

Essential keywords relating to Internation Human Resources Management:

1. **Institutional Distance (ID):** Refers to the differences between the regulatory, cognitive, and normative institutions of two countries. It encompasses disparities in legal systems, financial regulations, labor laws, and business practices.
2. **Cultural Distance (CD):** The extent of differences in cultural values, traditions, language, lifestyles, attitudes toward time, and social behaviors between countries.
3. **Parent-Country Nationals (PCNs):** Employees who are citizens of the country where the multinational company (MNC) is headquartered.
    - Example: An American working in a Chinese subsidiary of an American MNC.
4. **Host-Country Nationals (HCNs):** Employees who are citizens of the country where the MNC subsidiary is located.
    - Example: Chinese employees working in the China-based subsidiary of an American MNC.
5. **Strategic International Human Resource Management (SIHRM):** A branch of IHRM that focuses on aligning human resource strategies with the overall strategic goals of the MNC, emphasizing global efficiency and competitiveness.
6. **Ethnocentric Approach:** A staffing policy in international HRM where key positions in foreign subsidiaries are filled by parent-country nationals.
7. **Polycentric Staffing Approach:** An international staffing strategy where the MNC staffs its foreign subsidiaries with host-country nationals.

- Example: An American MNC employing Indian managers for its operations in India.
8. **Expatriates**: Employees of a multinational company who are sent to work in a foreign country, typically for a temporary period, e.g.: A British manager working temporarily in the Indian branch of a UK-based MNC.
9. **Multinational Enterprise (MNE):** A corporation that owns and controls production or service facilities in one or more countries other than its home country.
    - Example: Toyota, a Japanese company, has manufacturing plants in various countries including the United States and the United Kingdom.

C/ References:

❖ **Question 1: Critically Discuss Key IHRM Frameworks, Models, or Theories**
  a. Academic Resources:
     i. Boxall, P. F., & Purcell, J. (2016). [Strategy and human resource management.](#) Palgrave Macmillan. (Classic text on IHRM frameworks)
     ii. Dowling, P. J., Welch, D. E., & Schuler, R. S. (2023). [International human resource management: Managing people in a globalized world.](#) Routledge. (Comprehensive textbook on IHRM)
     iii. Collings, D.G., Wood, G.T. and Szamosi, L.T. (2018). Human Resource Management. [online] Routledge. Available at: https://www.routledge.com/Human-Resource-Management-A-Critical-Approach/Collings-Wood-Szamosi/p/book/9781138237551 (Offers critical perspective on IHRM concepts)
  b. Websites:
     i. Society for Human Resource Management (SHRM): [SHRM](#) (Offers resources and articles on IHRM)
     ii. World Business Council for Sustainable Development (WBCSD): [World Business Council For Sustainable Development (WBCSD)](#) (Provides insights into sustainable IHRM practices)
     iii. International Labour Organization (ILO): [ILO](#) (Offers information on global labor standards and fair employment practices)

❖ **Question 2: Influence of Cultural and Institutional Distance on MNCs' Staffing Approaches**
  c. Academic Resources:
     i. Ghoshal, V., & Bartlett, C. A. (2015). [The differentiating dilemma: Managing the multinational corporation in the world's most complex markets.](#) Harvard Business Review Press. (Examines the challenges of managing cultural differences in MNCs)
     ii. [Hofstede, G. H. (2011). Culture's consequences: International differences in work-related values. Sage Publications.](#) (Provides a framework for understanding cultural differences)
     iii. North, D. C. (1990). [Institutions, institutional change and economic performance.](#) Cambridge University Press. (Explores the impact of institutions on economic development)

  iv. Dowling, P. J., Welch, D. E., & Schuler, R. S. (2023). [International human resource management: Managing people in a globalized worl](#)d. Routledge. (Discusses the influence of cultural and institutional distance on staffing decisions)

d. Websites:

  i. The Hofstede Centre: [Hofstede Insights](#) (Provides information on Hofstede's cultural dimensions and their applications)