I. Selecting case studies and researching

Tips:

- **Where to find** the organizations and its IHRM system:
    + **Online News Outlets:** Use search engines like Google to find news articles about the company. Keywords like "[Company Name] HR system/ IHRM strategies" or "[Company Name] HR process/practices" can be useful.
    + **MNE's Official Website:** On the "About us" site, click on the HR system to find more information about its IHRM strategies and practices
    + **Academic Databases**: JSTOR, Business Source Premier, or Google Scholar, and business databases like Bloomberg or Business Insider for in-depth information and case studies on multinational companies and their HR practices.
- **Some example cases might include:** Samsung, McDonald, Apple, Nike, Coca Cola,....

II. Content

1. Introduction

Suggested Flow:

- **Slide 1: Title Slide**
    ○ Title: "International HRM Strategies: [Your MNE's Name]"
    ○ Subtitle: "An Analysis of Global HR Policies and Practices"
    ○ Your Team Name and Members (with Student Number and/or Member Roles)

- **Slide 2: Agenda:**
    ○ Include an agenda/structure for your presentation
  Example:
    1. **Company Background**
    2. **Functions Introduction**

3. **[Function 1] Analysis**
4. **[Function 2] Analysis**
5. **Conclusion**
6. **References**
7. **Appendices**

Tips:
- Use a **clear, easy-to-read bullet list** or a numbered list for the agenda items.
- Consider using **icons next to each agenda** item for visual appeal.
- Keep the design **simple** and the text **concise**.

2. Function Analysis

- **Slide 3: Introduction to the MNE**
  - Brief overview of the MNE (name, industry, size, number of employees)
  - Global presence (countries of operation). Visualization for this detail could be a global map or numbers
  - Importance of HRM in the MNE's success

=> For visualization:
  - ❖ **Incorporate a global map** highlighting the countries of operation.
  - ❖ **Use infographics** to show company size, number of employees, and other key statistics.
  - ❖ Include the MNE's **logo** and a **brief tagline** or **mission statement**.

Example: Samsung Electronics
Stories:
  - Samsung Electronics (SE) is a multinational high-tech company headquartered in Suwon, Korea. It was founded in 1969 and operates three main business divisions: Consumer Electronics, IT and Mobile Communication, and Device Solutions, and has a vast product spectrum (SamsungElectronics, n.d.).
  - In 2022, Samsung Ranks First on Forbes 'The World's Best Employers' for Third Consecutive Year (Forbes, 2022)
  - The company's flagship product is smartphones. Based on the number of smartphone users, the largest smartphone markets are China, India, and the U.S. (O'Dea, 2021), and SE's market share in these countries is 2 percent, 20 percent, and 25 percent respectively (Stat Counter, 2021).

- The company has 268,000 employees, and 244 subsidiaries globally. The major subsidiaries are Harman International Industries, Smart Things, and SEMES ([Samsung Newsroom, 2021](); [Samsung Electronics, 2020]().)
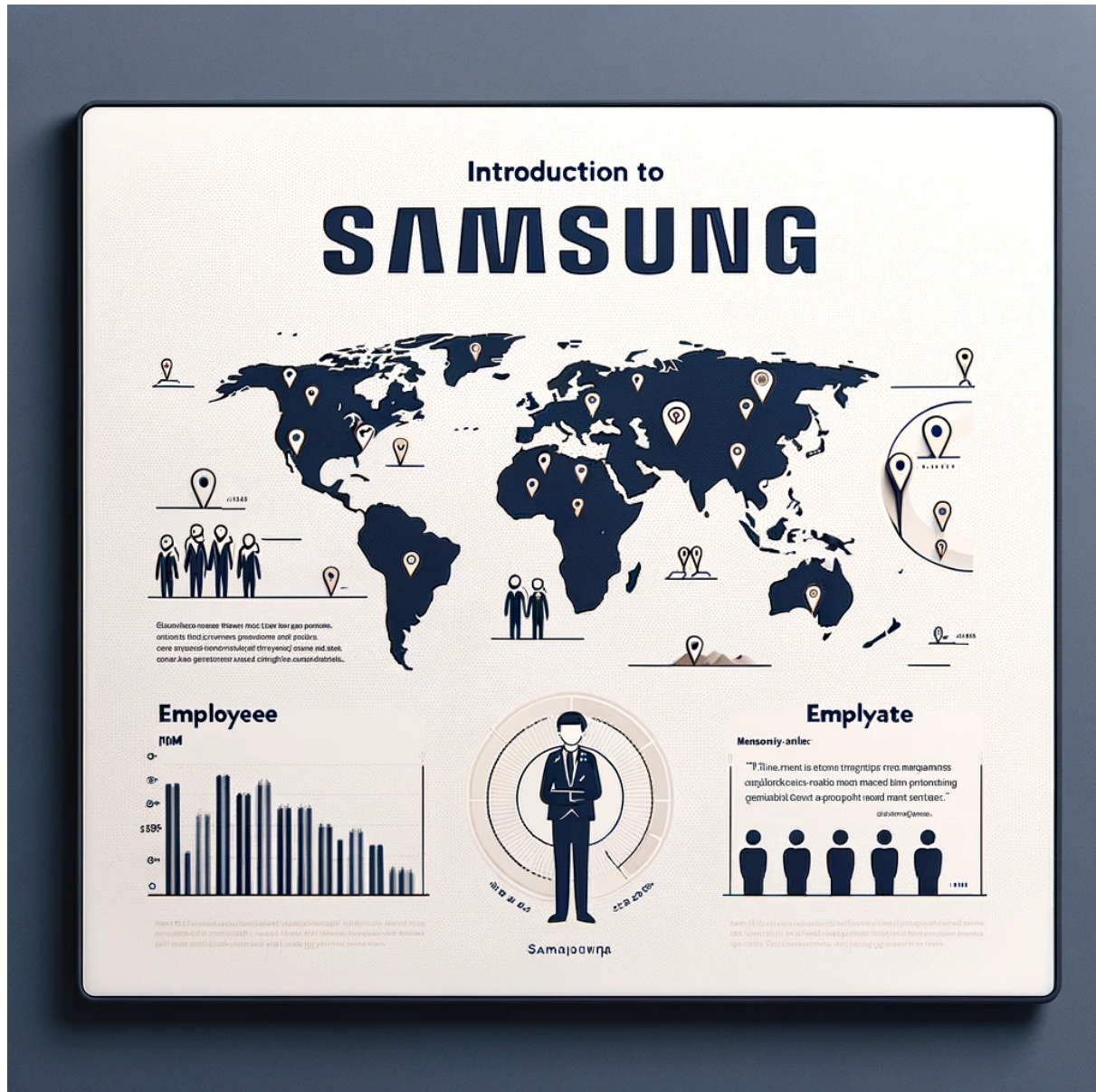
Tips: Sources to find data or statistics to provide on the slides:

1. **Company Website & Annual Reports:** These are great for official information on the company's structure, culture, and global operations. Look for sections like "About Us", "Careers", or "Investor Relations".

2. **Business Databases & Academic Journals:** Use platforms like JSTOR, Google Scholar, Bloomberg, or Business Insider for in-depth analyses. Search for articles or studies on your chosen MNE's HR practices.
3. **News Outlets:** Websites like BBC, CNBC, or business sections of major newspapers can provide recent updates or case studies on the company.

- **Slide 4: Overview of International HRM (IHRM)**
  - Definition of IHRM with scholarly reference
    Example: International human resource management (IHRM) is defined as "the set of distinct activities, functions, and processes that are directed at attracting, developing, and maintaining multinational enterprises' human resources" (Taylor, Beechler, & Napier, 1996, p. 960)
  - List about 3-4 key functions of IHRM in an MNE context (for example, international recruitment and selection, training and development, performance management and reward and compensation)
  - The script for this part should emphasize on the importance of IHRM for multinational enterprises

  => For visualization:
- Display a simple definition of IHRM at the top of the slide.
- Use a list or a flowchart to present key functions of IHRM.
- Include icons or images that represent each function (e.g., a globe for international recruitment).

- **Slide 5: Key Factors Influencing MNE Location Choice:**
  - **Costs**
    - Operational, Labor, and Production Costs: MNEs aim for locations with favorable cost structures to ensure competitive pricing and margins.
      Example: Samsung has been actively managing its production costs, particularly in the smartphone segment. They've focused on reducing manufacturing costs of various components and stepping up production outsourcing. However, this cost-cutting approach also poses risks to Samsung's competitiveness, particularly in the smartphone sector (Baek Byung-yeul, 2022).
  - **Infrastructure**
    - Transportation, Utilities, and Telecommunication Systems: Robust infrastructure is essential for operational efficiency.
      Example: The United States offers advanced technological infrastructure, which is beneficial for Samsung's operations, especially given its focus on high-tech products.
  - **Labor Characteristics**
    - Availability, Quality, Motivation, and Wage Rates of the Workforce: Access to a skilled and motivated labor force is key to innovation and productivity.

Example: In South Korea, Samsung benefits from a highly skilled labor force, particularly in the technology sector. This has been instrumental in facilitating innovation and high-quality production. However, rising labor costs in countries like Vietnam have led Samsung to diversify its production base to other countries such as India and Indonesia, where labor costs are comparatively lower (Baek Byung-yeul, 2022).

- **Government and Political Stability**
  - Stability, Industrial Relations Laws, and Government Incentives: Political stability and favorable government policies can significantly attract MNEs.
    Example: Both South Korea and the United States provide stable political environments and supportive government policies, which are advantageous for Samsung's operations.
- **Economic Factors**
  - Market Size, Growth Potential, and Economic Stability: MNEs prefer countries with significant market potential and stable economic conditions.
    Example: The U.S. offers a large consumer base and economic stability, making it an attractive market for Samsung.

- **Slide 6: MNEs 'Implementation Differences in Different Destinations**
  - ❖ Briefly introduce the key factors that influence how MNEs implement their functions in different countries and analyze the differences of the application among differnet locations of the MNEs
  - ❖ Below are some angles you could consider:
    - ➢ **Global Strategy:** Explain how the MNE's overall global strategy, whether it's global standardization or localization, affects the implementation of functions in various locations.
    - ➢ **Organizational Structure:** Discuss how the structure of the MNE, whether it's centralized or decentralized, influences function implementation in different countries.
    - ➢ **Economic Conditions**: Describe how economic stability, growth rates, and market size in a country can influence the way MNEs structure their marketing, investment, or production functions.
    - ➢ **Regulatory Environment:** Illustrate how legal and regulatory frameworks in different countries impact functions like compliance, operations, and HR.
      Example: The case of Samsung placement at the US and Korea

- ○ Selection Process Differences
  - ■ Korea: Emphasizes job suitability tests, reflecting a high uncertainty avoidance rate. The selection process is highly systematic and includes a job sustainability test, specific to the Korean context (Jung & Lee, 2022).
  - ■ USA: Focuses on global aptitude tests and interviews for entry-level positions, highlighting an individualistic culture with a low power distance rate (Bryan et al., 2022; Dianna et al., 2007; Samer, 2011).
- ○ Training & Development (T&D) Differences
  - ■ Korea:
    - ● Management decisions shape training programs.
    - ● Emphasizes seniority-based career development and group-based training (Lee & Yu, 2020; Park & Kim, 2018).
    - ● Programs are often theoretical and policy-based, reflecting a collectivistic culture and high uncertainty avoidance (Sung & Choi, 2016; Self Self & Bell-Haynes, 2011).
  - ■ USA:
    - ● Employee-authorized training programs focus on merit-based career development (Froese et al., 2018; Bianchi & Giorcelli, 2022).
    - ● Individual-based training with an emphasis on outcome and diversity (Hu et al., 2018; Nadarajah Atif & Gull, 2021).
    - ● Practices are flexible and adaptable, encouraging career ownership, aligning with an individualistic culture and low uncertainty avoidance.
- ○ Adaptation to Local Contexts
  - ● Influenced by a fragmented market and free-market approach in government policy (Tivnan, 2020; OECD, 2014).
  - ● Emphasizes diversity and individualism (Tivnan, 2020; OECD, 2014).
  - ● Decentralized approach in policy formation, adapting to local industry, government policies, and workforce.
- ○ **Examples of Specific Practices**
  - ● Korea: Training programs include digital transformation training, leadership training for managerial levels, and

privacy protection training (Samsung n.d.; Samsung Engineering n.d.).
- USA: Includes foundational compulsory programs like the Global Code of Conduct and Human Rights training, along with flexible, self-regulated functional training and customized upskilling courses (Samsung US n.d.a; Samsung Global, 2016; Samsung Semiconductor n.d.a).

- **Slide 7: Selecting the 2 IHRM functions for further analysis**
  - Select two HRM functions (e.g., recruitment and training)
  - Add a brief definition of those functions with scholar reference
    Example:
    1. **International recruitment and selection** is the process of choosing from a group of applicants the individual best suited for a particular position and organization (Myrna, 2008)
    2. **Training and development** are educational activities within an organization that are designed to improve the job performance of an individual or group (Ibm.com, 2023)
    3. **Performance management** is a process by which managers and employees work together to plan, monitor, and review an employee's work objectives and overall contribution to the organization, including its operational and strategic performance (HR Intervals, 2021)
    4. **Reward and compensation**: "Reward systems consist of the interrelated processes and practices which combine to ensure that reward management is carried out effectively to the benefit of the organization and the people who work there." (Armstrong, 2010)

choose 2 functions only

For each function, here is a suggested flow of slides:
Function 1
- **1st Slide - Comparative Analysis of HRM in Home vs. Host Country**
  - Show the contrast between home country and host country HRM practices, as well as how cultural, legal, and economic factors influencing these differences.

- For visualization:
    - Design a two-sided comparison chart or a table.
    - Use flags or maps to represent the home and host countries.
    - List about 3 key differences on each side, with icons or images for visual representation.

Tips:
1. Since some HRM practices might be kept discreet or used among internal workplaces only => If possible, conduct interviews or surveys with current or former employees of the MNE for deeper insights.
2. In the meantime, websites like Glassdoor or Indeed can offer insights into employee experiences and HR practices in different countries.

Example: Selection Process in Samsung: Korea vs. the USA
Sample Script:

In our comparative analysis of Samsung's selection process in Korea and the USA, we observe nuanced differences shaped by cultural and business norms. In both countries, Samsung's selection procedure follows a structured pattern, beginning with application submission, followed by screening, interviews, and reference checks (Robin et al, 2011). However, in Korea, there is a greater emphasis on standardized tests, including job aptitude and personality tests, reflecting the cultural value placed on academic achievement and conformity (Robin et al, 2011). In contrast, the selection process in the USA places more importance on the candidate's educational background, relevant skills, and working experience, highlighting the American emphasis on practical skills and individual accomplishments (Robin et al, 2011).

Furthermore, when evaluating a candidate's competencies, Samsung in Korea prioritizes traits that align with collectivistic values, such as teamwork and adaptability (Robin et al, 2011). Meanwhile, in the USA, competencies like innovation and leadership are highly valued, resonating with the individualistic and competitive business environment (Robin et al, 2011). This comparison illustrates how Samsung adapts its HR strategies to align with the cultural and business contexts of different countries.

- **2nd Slide: Advantages and Impact of HRM Policies in MNEs**
  - Possible Advantages of HRM Policies:
    - Effective Talent Management: Highlights how HRM policies identify and nurture talent globally.
    - Global Workforce Integration: Emphasizes the role of HRM in integrating a diverse global workforce.
    - Adaptability to Diverse Environments: Focuses on the flexibility of HRM policies in different cultural and legal settings.
  - Possible Disadvantages of HRM Policies:
    - Resource Intensiveness: Addresses the significant investment of time and resources required.

- Cultural Misalignment Risks: Discusses the challenges in creating universally applicable policies across cultures.
- Implementation Complexity: Highlights the complexities in applying uniform policies globally.

Example: For Samsung's Selection Process Advantages

=> Advantages:
- Comprehensive and consistent selection process in both countries
  - Maintaining consistency in Samsung's Hiring practices across different regions
  - Samsung takes cultural control by transferring its home country's organizational practice. (Martina & Birgit 2018; Saba & Paula 2008)

- Performance and result oriented through selecting criteria
  - Ensure the working results through the expected performance quality of competent employees
  - Samsung has aggressively embraced US practices with a strong focus on high-performance culture (Froese et al, 2018)

Tips:
1. It is suggested that you **provide 2 pros and 2 cons** for each function to ensure detailed analysis and spacious visualization
2. **Provide the pros and cons** with relevant data and reference, like how the advantages are ranked among the best IHRM systems, or how the disadvantages could be costly of over billions of dollars.
3. **Benchmarking**: Compare the MNE's practices with industry standards or leading practices in HRM.

- **3rd Slide: Challenges in IHRM**
  - Identifying key issues faced in managing an international workforce from the cons on the previous slides.
  - Suggest improvements in HR policies for the according disadvantages
  - Ensure your suggestions are practical, actionable, and tailored to the MNE
  - For visualization:
    - Utilize a problem-solution flowchart to outline key IHRM issues and proposed solutions.
    - Use bold, attention-grabbing colors or shapes to highlight major challenges.

■ Incorporate brief case studies or examples to illustrate these challenges in a real-world context.

Tips: It is notable to add theories from the curriculum slides to show an understanding of course concepts

- **4th Slide: Suggest Solutions**
  - Create a sectioned layout for challenges and suggestions side by side.
  - Use arrows or connecting lines to link challenges to specific suggestions.
  - Incorporate visual elements like light bulbs for ideas or caution signs for challenges.
  - Point out the flaws, room for improvement point of the function
  - Possible Recommendations for Improvement:
    - Enhanced Cultural Integration: Suggests more nuanced cultural sensitivity in policy formulation.
    - Optimization of Resources: Recommends strategies for efficient resource use in HRM policy implementation.
    - Balancing Global and Local Needs: Proposes a more balanced approach between global standardization and local customization.

Tips: If possible, add a real-life application case by searching the prompt "[your solution keywords] + real case study/application"

Example: For Samsung's Selection process
=> Solutions: Group Interview
  - Open-forum style with open-ended questions

- The group is free to answer in any order
+ Add-in: Real Life Application Case - Apple
Apple can know how candidates interact with not only the interviewers but also their competitors (Kelly, 2022; Vaughn et al, 1996)

- **5th Slide: Possible Impacts of Suggested Solutions**
  - List out about 2-3 stakeholders to be affected by the solution, e.g. the employees, the HR Department, the MNEs, the public,...
  - Discuss how these recommendations align with organizational goals and structures
  - Point out the benefits to be earned by about 2-3 stakeholders

Function 2
Now apply the same structure to the other function

3. Conclusion
- Penultimate Slide: Conclusion
  - Summarize the key points of the presentation
  - Restate the importance of effective IHRM in achieving organizational goals
  - The future outlook for IHRM in the MNE

  Tips:
1. **Future Trends:** Discuss emerging trends in IHRM and how they might impact the MNE. This shows forward-thinking and understanding of the dynamic nature of HRM.
2. **Personal Reflection**: Add a brief personal reflection on what you learned about IHRM and its complexities. This adds a personal touch to the presentation.

- **Last Slide: Reference**
  Provide all reference for the presentation in alphabetical order and one type of citation only, e.g. Harvard, MLA, APA.

D/ TIPS & TRICKS

- **Selecting Case Studies and Researching**
  - **Leverage Multiple Sources:** Combine academic theories with real-world examples from diverse sources like industry reports,

employee testimonials, and expert interviews to provide a rich, multi-faceted view of the MNE's IHRM practices.

- **Cross-Cultural Insights:** Incorporate cross-cultural management theories to explain differences in HR practices across countries. This adds depth to your comparative analysis.
- **Data-Driven Insights:** Support your pros and cons with quantitative data where possible. Use graphs and charts for visual representation of this data.
- **Theory Application:** When applying IHRM theories, link them directly to how they influence current practices. Use case studies or research to demonstrate these links.
- **Actionable Recommendations:** Ensure your suggestions are practical, actionable, and tailored to the MNE. Avoid generic or overly broad recommendations.
- **Consistency**: Ensure all references are in the same format and correctly cited. This shows attention to detail and academic rigor.
- **Presentation Design:** Keep slides visually engaging but not cluttered. Use charts, graphs, and images where appropriate.
- **Rehearsal:** Practice the presentation multiple times to ensure smooth delivery and timing.
- **Team Coordination:** If this is a group project, coordinate well with your team members. Assign roles and sections based on each member's strengths.