A/ ASSIGNMENT RECAP

You are the HR Director at GM, a multinational company in the power and renewable energy sector. GM wants to create a new global mentoring program to address various HR challenges:

- The challenges include attracting mentors, high employee stress due to COVID, lack of integration with HR functions, focus on HQ employees, and more.
- In your proposal, you need to define the program's purpose, target audience, structure, and benefits, and follow a report format with proper referencing and academic integrity.

Suggested Structure: (Word limit: 2,200)

I. Introduction
II. Body
  A. Design
    1. Purpose
    2. Target
    3. Program Structure
  B. Attract Participants
  1. Recruitment and Selection
  2. Training
   C. Connect
  1. Matching
  2. Implementation
III. Conclusion
IV. Reference

B/ KEYWORD EXPLANATIONS

Essential keywords relating to Internation Human Resources Management:

1. **International Human Resource Management (IHRM):** The process of managing people in international settings.
2. **Mentoring:** A relationship where a more experienced individual (mentor) provides guidance and support to a less experienced individual (mentee).

3. **Global Mentoring Program:** A mentoring program designed for employees in a multinational corporation, considering cross-cultural and international aspects.
4. **Balanced Scorecard:** A strategic planning and management system used for aligning business activities with the organization's vision and strategy.
5. **E-mentoring:** A mentoring relationship that is conducted using digital communication tools.
6. **Cross-Cultural Competency:** The ability to understand, communicate with, and effectively interact with people across cultures.
7. **Feedback Mechanisms:** Systems or processes used to collect and analyze feedback from program participants for improvement.
8. **Ethical Implications:** Considerations related to the moral aspects of program decisions and actions.
9. **Leadership Involvement:** The role and engagement of organizational leaders in supporting and driving a program.
10. **Host Country Nationals (HCNs):** Employees who are citizens of the country where the multinational corporation operates, but not the corporation's home country.
11. **Parent Country Nationals (PCNs):** Employees who are citizens of the country where the multinational corporation is headquartered.
12. **Multinational Corporation (MNC)**: A company that operates in multiple countries beyond its home country.
13. **Cultural Sensitivity**: Awareness and understanding of the cultural differences and similarities within and between groups.
14. **Hybrid Mentoring**: A combination of e-mentoring and face-to-face mentoring methods.
15. **Talent Development**: Organizational efforts focused on enhancing the skills and capabilities of employees.

C/ REFERENCES

Some reliable sources and additional references you can explore:
1. **Academic Journals:** Journals like the "International Journal of Human Resource Management" or "Journal of Business and Psychology" often publish research on mentoring and IHRM.
2. **Industry Reports:** Reports from consulting firms like McKinsey, Deloitte, or BCG on global HR trends and practices.

3. **Online Databases:** Use databases like JSTOR, Google Scholar, or EBSCO for academic articles and case studies.
4. **Professional Organizations:** Websites of organizations like SHRM (Society for Human Resource Management) or the Academy of Management provide resources and publications related to HR management.
5. **Company Websites:** Review the websites of multinational corporations for information on their HR practices, especially those known for strong mentoring programs.
6. **HR Blogs and Forums:** Websites like HR.com or HRZone offer articles and discussions on current HR topics and trends.
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8. Victorio Milian (2020), "The HR Challenges of International Business During and After COVID-19', ADP website. Available at: https://www.adp.com/spark/articles/2021/11/the-hr-challenges-of-international-business-during-and-after-covid-19.aspx
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11. Nancy Philippart and Julia Gluesing. 2012. Global e-mentoring: overcoming virtual distance for an effective partnership. In Proceedings of the 4th International Conference on Intercultural Collaboration (ICIC '12). Association for Computing Machinery, New York, NY, USA, 1–10. https://doi.org/10.1145/2160881.2160883
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13. Glassdoor website.
14. Indeed website.

15. Heimann B and Pittenger K (1996) 'The Impact of Formal Mentorship on Socialization and Commitment of Newcomers', Journal of Managerial Issues, 8(1):108–117.
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17. Poulsen MK (2013) 'Mentoring programmes: learning opportunities for mentees, for mentors, for organisations and for society', Industrial and Commercial Training, 45(5): 255–263. https://doi.org/10.1108/ICT-03-2013-0016
18. Philippart N and Gluesing J (2012) 'Global e-mentoring: overcoming virtual distance for an effective partnership, Proceedings of the 4th International Conference on Intercultural Collaboration, 1–10, https://doi.org/10.1145/2160881.2160883
19. Kaplan, R. S., & Norton, D. P. (1996). Translating strategy into action: The balanced scorecard. Boston. MA: Harvard Business School Press.