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HR Selection and Developmt. Across Cultures
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MNCs use four basic sources for filling overseas positions. Discuss.

1. **Home-Country nationals (Expatriates):** *Expatriate managers who are citizens of the country where the multinational corporation is headquartered. Expatriates: Managers who live and work outside their home country. They are citizens of the country where the multinational corporation is headquartered.*
 - a. *Used to get the overseas operation under way.*
2. **Host-Country Nationals:** *Local managers who are hired by the MNC;*
 - a. *Used because host-country nationals are familiar with the culture and language and get lower salaries than home-country nationals.*
3. **Third-Country Nationals:** *Managers who are citizens of countries other than the country in which the MNC is headquartered or the one in which the managers are assigned to work by the MNC;*
 - a. *The reason of using this is that these people have the necessary expertise for the job.*
4. **Inpatriate:** *Individuals from a host country or third-country nationals who are assigned to work in the home country;*
 - a. *Used to implement diversification at the home office. This builds a transnational core competency for MNCs.*
5. **And Subcontracting and Outsourcing;**

Many criteria are used in selecting managers for overseas assignments. Discuss.

1. **Adaptability to Culture Change;**
2. **Physical and Emotional Health;**
3. **Age, Experience, and Education;**
4. **Language Training;**
5. **Motivation for a Foreign Assignment;**
6. **Leadership Ability;**
7. **And Spouses and Dependents or Work-Family Issues.**

Compensating expatriates can be a difficult problem. Discuss.

It is difficult because there are many variables to consider. However, most compensation packages are designed around four common elements: base salary, benefits, allowances, and taxes. Working within these elements, the MNC will tailor the package to fit the specific situation. In doing so, there are six different approaches that can be used: balance-sheet approach, complementary approach, localization, lump-sum method, cafeteria approach, and regional method. Whichever one (or combination) is used, the package must be both cost-effective and fair.



Why would a manager take an international assignment?

For increased pay, promotion potentials, the opportunity for greater responsibility, the change to travel, and the ability to use his or her talents and skills.

Why would a manager return from an international assignment? What does happen when it occur?

They want to return either because they want to leave early or due to their poor performance on their part. At any event, readjustment problems can arise back home, and the longer a manager has been gone, the bigger the problems usually are. Some firms are developing transition strategies to help expatriates adjust to their new environment.

What is training?

It is the process of altering employee behavior and attitudes to increase the probability of goal attainment.

What are the primary reasons for training?

- **Organizational Reasons:** reasons that lead to the benefit of the organization, like improving communication, overcoming, and validating the effectiveness of training.
- **Personal Reasons:** reasons that lead to the benefit of the trainee, like improving skills and talents.