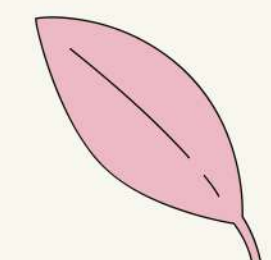




International Human Resource Management

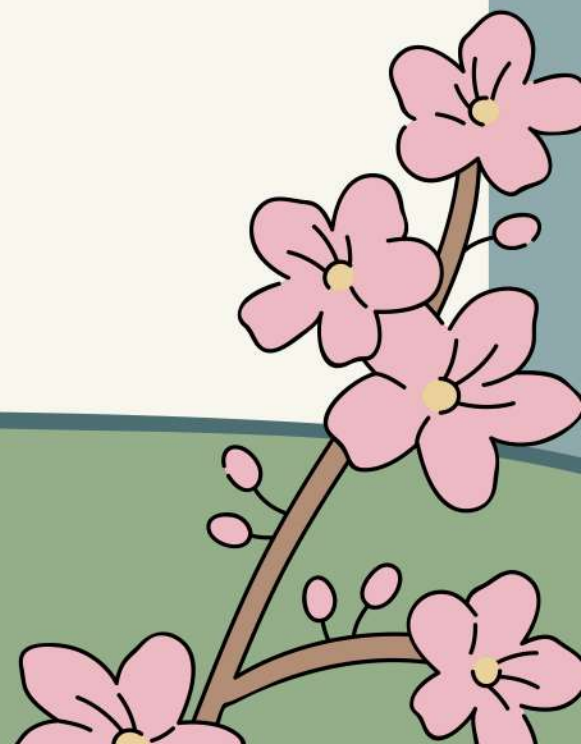
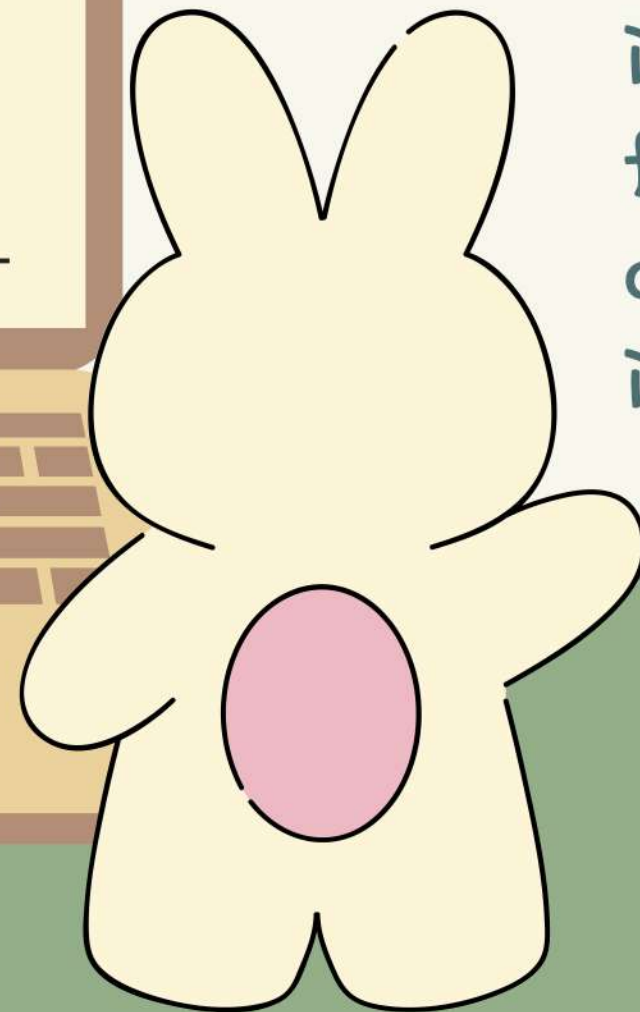
Recruitment and Selection of International Managers

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Definition

Recruitment is the process of identifying a company's needs and attracting the most suitable candidate for a job. It involves identifying key traits and finding suitable candidates through advertising or approaching suitable individuals.

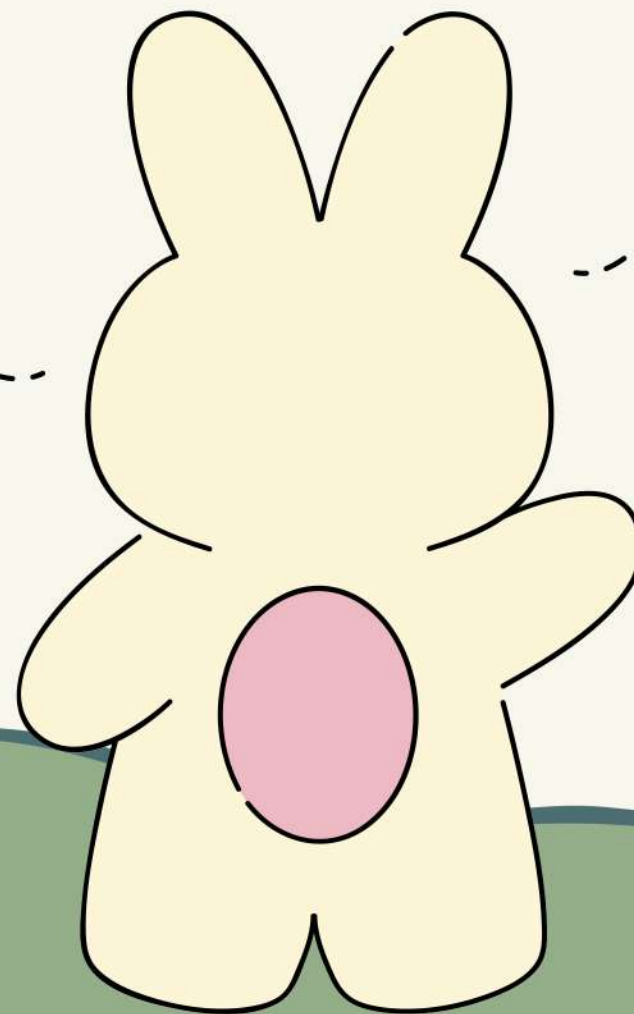


Selection Methods

Choosing the right candidate involves various methods, each with its advantages and disadvantages

Methods:

- Informal Methods
- Formal Methods
- Tests and Examinations
- Third-Country Nationals



Selecting for Specific Abilities and Competencies

Beyond the basics, specific skills are crucial for international managers:

- Effective cross-cultural communication
- Non-judgementalness, empathy, and flexibility
- Tolerance for ambiguity and adaptability
- Entrepreneurial skills for certain assignments

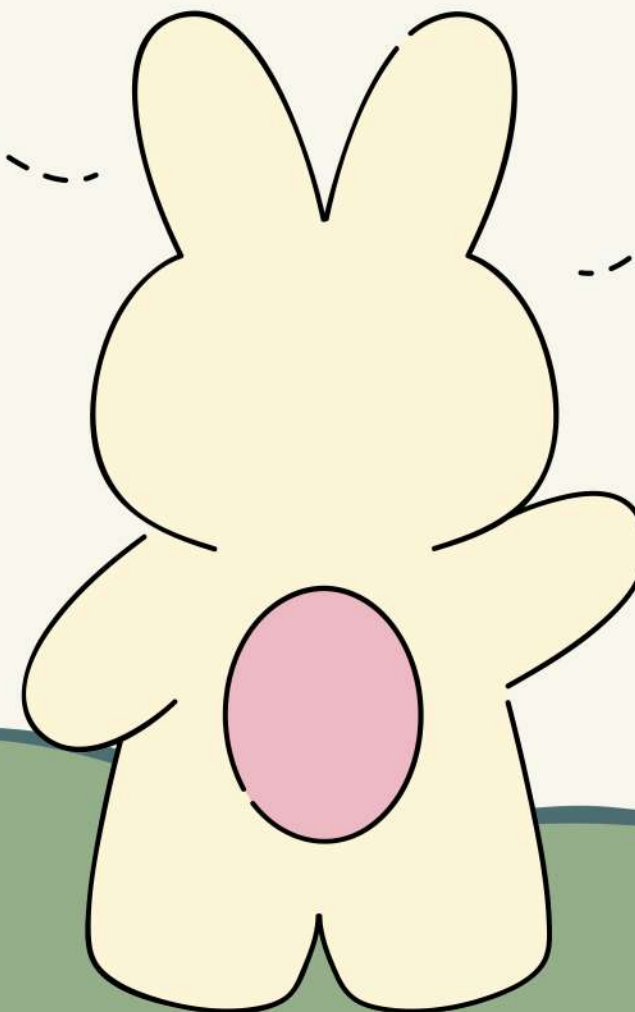
Diversity Issues in International Recruitment and Selection

Reasons Diversity Matters

Traditionally, international management has lacked diversity, despite advancements in equal opportunity initiatives.

Reasons why diversity matters

- The problem
- Hiring women and ethnic minorities
- Family



The Changing International Manager

The future of international management might involve:

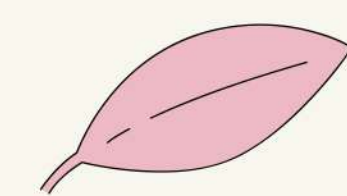
- A Cadre of Specialized Professionals: Similar to diplomats, a group dedicated to international assignments could emerge.
- Focus on Individual Development: While long-term career paths are important, prioritizing the specific needs of each assignment is crucial.



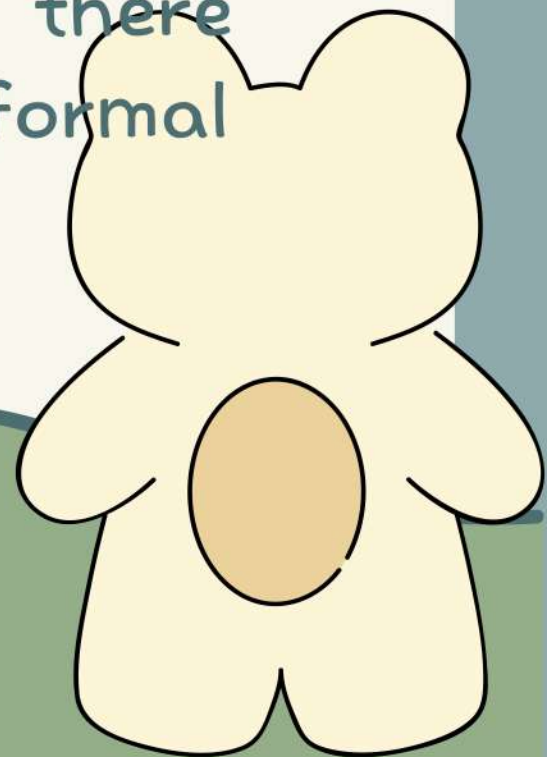
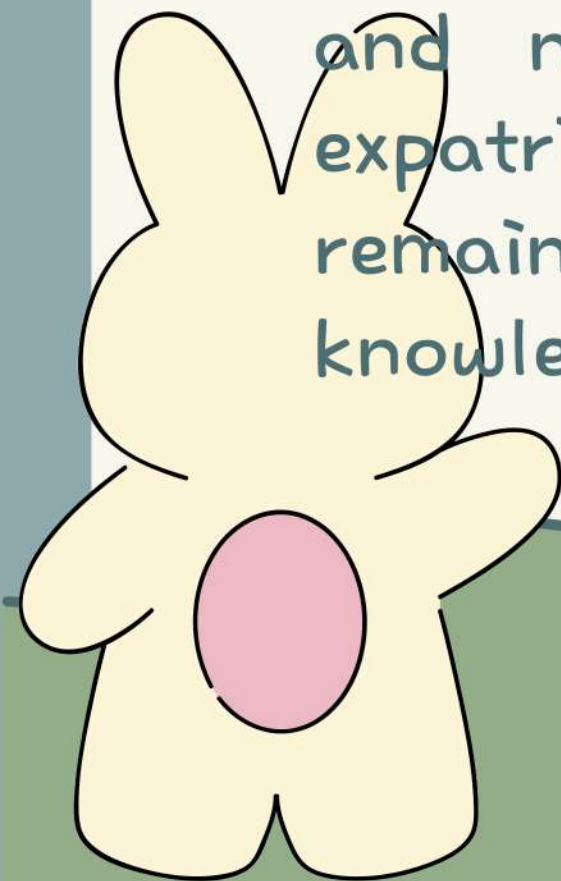
Case Study

Japanese Expatriates

Through The Decades



Over the past 30 years, Japanese international managers have evolved significantly, transitioning from a focus on company loyalty and centralized structures to embracing more flexible approaches to international management. Influenced by economic shifts, globalization, and the emergence of an "international youth" cohort, Japanese managers now display greater openness to overseas assignments and non-traditional employment patterns. Despite renewed conservatism in expatriate staffing due to global competition and economic downturns, there remains a persistent emphasis on flexible international careers and informal knowledge networks among Japanese multinational companies.



Conclusion

International recruitment and selection face uncertainty due to globalization and political manipulation. Hard-and-fast criteria for international managers and assignments cannot be identified. Each situation must be considered, considering the company's strategy, cultural relationships, global and local interests, and candidate agendas. The goal is to leverage the knowledge and expertise each organizational member brings to the company, rather than forcing individuals to conform to company policies.

