

**COVENANT UNIVERSITY
NIGERIA**

*TUTORIAL KIT
OMEGA SEMESTER*

**PROGRAMME: INDUSTRIAL
RELATIONS & HUMAN
RESOURCE MGT.**

COURSE: IRH 428

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IRH428: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

- a. Define the term 'Multinational Corporation.

A multinational corporation is defined as an enterprise „that in more than one country owns or controls production or service facilities and activities that add value“ (Leat, 2003). It is also one that is primarily located and managed from the country of its origin but produces goods or services in relatively autonomous overseas subsidiaries to meet the demands of local markets (Rollinson, 2005; Hill, 2005).

2. Describe the relationship between globalization and International Human Resource Management.
3. What is International Human Resource Management?

International Human Resource Management can be defined as a set of activities aimed at managing organizational human resource at the international level to achieve competitive advantage over competitors at the national and international level. It involves recruitment, selection, training & development, performance appraisal, expatriate management, skills management, dismissal and other issues at the international level. It is also the process of procuring, allocating and effectively utilizing human resources in a multinational corporation while balancing the integration and differentiation of human resource activities in foreign locations. Boxall (1995) all defines IHRM as being concerned with the human resource problems of multinational organizations in foreign subsidiaries with the unfolding of HR issues that are associated with the various stages of the international process.

4. What are the objectives of multinational corporations?
5. What differentiates International Human Resource Management from Human Resource Management?
 - i. IHRM deals with expatriates
 - ii. The latter is domestic whilst the former is international
 - iii. IHRM deals with international labour laws
 - iv. IHRM has more human resource activities involved
 - v. Different cultures involved in IHRM
 - vi. In IHRM there is more involvement with the personal lives of staff
 - vii. IHRM is more complicated than HRM
 - viii. Broader external influence in IHRM
 - ix. There is more risk involved in IHRM
6. List five (5) strategies to manage stereotyping in the workplace?

7. Discuss Hofstede's five (5) cultural models.
- (i) **Power distance** is the extent to which the less powerful members of organizations and institutions accept and expect that power is distributed unequally.
 - (ii) **Uncertainty avoidance** is the extent to which a culture programs its members to feel either uncomfortable or comfortable in unstructured situations (Unstructured situations are novel, unknown, surprising, different from usual.)
 - (iii) **Individualism** on the one side versus its opposite, collectivism, is the degree to which individuals are supposed to look after themselves or remain integrated into groups, usually around the family.
 - (iv) **Masculinity**, which stands for a preference for achievement, heroism, assertiveness, and material success; as opposed to femininity, which stands for a preference for relationships, modesty, caring for the weak, and the quality of life.
 - (v) **Long-term versus short-term orientation** refers to the extent to which a culture programs its members to accept delayed gratification of their material, social and emotional needs.
8. What are the levels of culture in multinational management?
9. Why is it important to study culture and cultural differences?
1. The knowledge of various cultures gives a better understanding of individuals and promotes an atmosphere of harmony and acceptance.
 2. Team work is bound to be more productive and organizational performance is increased.
 3. An appreciation of differences and diversity is gained.
 4. Gained knowledge eliminates ignorance and stereotypes.
 5. Different cultural experiences can be leveraged upon in decision making.
10. What is your perspective on the positives and negatives of globalization?
11. What are the major contributions of Hofstede's Cultural Model?
- i. Identifies cultural dimensions with hard data
 - ii. Makes comparisons across countries
 - iii. Shows culture's consequences in managerial behaviours

✓ What are the major criticisms of Hofstede's Cultural Model?

13. Define the terms 'Home and Host Country Effects'.

Home Country Effect: the greatest influence on the MNC is the national culture and institutions of the country from which it originated.

Host Country Effect: the greatest influence on the MNC is the national culture and institutions of the country from which it is located.

3. Explain the following approaches: Ethnocentric, Polycentric, Geocentric and Regiocentric.

4. What is Culture? Culture is:

'the collective programming of the mind that distinguishes the members of one group or category of people from another' (Hofstede, 2001).

'Culture is the characteristic way of behaving and believing that a group of people in a country or region (or organization) have evolved over time and share' (Briscoe and Schuler, 2004).

'Culture is a fuzzy set of basic assumptions and values orientations to life, beliefs, policies, procedures and behavioural conventions that are shared by a group of people, and that influence (but do not determine) each member's behaviour and his/her interpretations of the 'meaning' of other people's behaviour' (Spencer-Oatey, 2008).

20) According to Hofstede's Cultural Model, Nigeria has a high power distance. What is the implication of this on the following practices: Management Style, Management Selection and Remuneration.

21) State five (5) qualities an international human resource manager should possess.

- i. Awareness of many cultures
- ii. Awareness of current trends in IHRM
- iii. Emotional intelligence
- iv. Must create cultural synergy
- v. Able to work with different types of people
- vi. Integrity

7. What are the challenges facing IHRM?

8. Explain the importance of cultural orientation for expatriates.

20. Hans works for a company whose headquarters is in France and has foreign operations in Germany only. Hans is a citizen of the Netherlands. How would you categorize the organization Hans works for? I.e. Host, Parent or Third country.