

The Cs: What International Human Resource Management (IHRM) Is All About?

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Abstract: American companies are increasingly doing business abroad. And with globalization, so also are the companies of other countries. International and global companies indeed have the challenge of managing operations and diverse people in many different countries. And **what is important is that Human Resources (HR) issues are essential to a leader's (manager's) effectiveness regardless of the influence of the HR function in a company (Ulrich and Sutton, 2011). The spheres of skills and knowledge encompassed by HR are among the key elements for building and sustaining an excellent company or a successful business (Stone, 2013; Ulrich and Sutton, 2011).**

Abstract (cont'd):

International Human Resource Management (IHRM), in some ways similar, and in some ways differs from domestic Human Resource Management (HRM). And here in this paper, **as the title suggests, IHRM is being examined, and the authors explain the key IHRM features while categorizing them in the form of the Cs or more specifically, the 10Cs.**

International Human Resource Management: IHRM can be shown by its **10 Cs**:



1 Culture



There is often the issue of **“multiculture” versus “Company Culture”** (Jenkins, 2011: 210-218). As advised by Machiavelli, cited in Brennan (2014: 43), **“Establish your own company or corporate culture.”** Of paramount importance is the questions: **“Do we do the right thing or the wrong thing?”** and **“What is our standing? How is our integrity? What makes us stand tall?”**



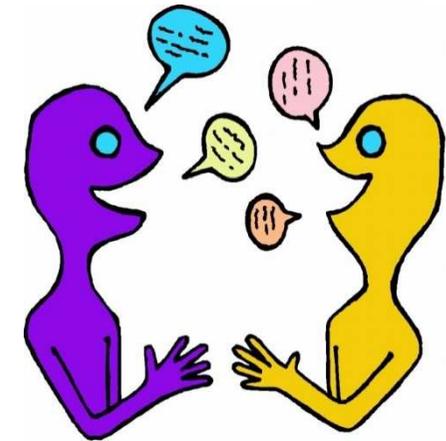
2 Cosmopolitan

Cosmopolitan in outlook, international managers need to have a **“back-pack” mentality**. What is meant here is that international managers need to be flexible, ready to move and be quickly adjusted to the countries of their employment.

Adaptability with a sense of optimism is an important skill, particularly so, for success in IHRM (Low, 2006; Low, 2006a).

The global *mind growth*

3 Coordination, Collaboration and Communications



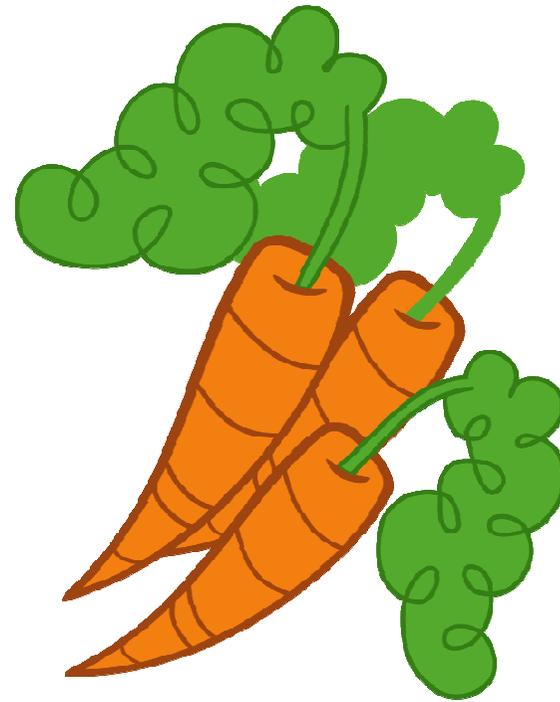
Coordination, collaboration and communications here means that **leaders need to collaborate** (Zenger and Folkman, 2004; Low, 2003), **be team-players** (Price and Price, 2013) and **communicate well** (Baltoni, 2003; Maxwell, 1993). And these need to be done in spite of the fact that cross-cultural communications can be “a minefield” (Stone, 2013)

4 Contributions



Going forward, leaders too must generate themselves; leaders must be committed to **grow leaders** (Ulrich and Sutton, 2011a). **Human capital or employees – whether in HRM and/or IHRM – are important**, and they are critical assets (Stone, 2013; Maxwell, 1993)

5 Compensation and Benefits



Not to mention the global scenario, even in unified Europe, wages and benefits also differ substantially across countries throughout Europe. Workers in industrialized countries such as Germany and Switzerland receive higher wages than workers in Greece and Portugal (Bohlander and Snell, 2004). The benefits and perks may also differ. Even if these were so, in IHRM, **the HR managers indeed need to work to show, communicate or convey a sense of fairness and equity to all the employees within the organization.**

HR must be understood to reward its people fairly well across the world. Citing Machiavelli [*The Prince*, Brennan (2014: 40-41) spoke of, “**Treat(ing) your people well** or kick them down the stairs.”



6 Competition and Costs



7 Contacts and Networking



Business is about **people, building or growing relationships and contacts** (<http://www.virgin.com/entrepreneur/8-tips-relationship-building-business>; Goudreau, 2014; Low, 2010; Niven, 2006; Low, 2001), and particularly so in Asia, there is a need to network like a local (Backman and Butler, 2003: 63-75).

International managers/ HR leaders certainly **need “allies” and “supporters”** and pragmatically, one should approach one’s work relationships with an “ally mindset,” transforming the people around one into allies who want to help one (Goudreau, 2014).

8 Corporate Social Responsibility (CSR)



There is now increasing emphasis that focuses on the basic responsibility of business, being a corporate citizen and in fact, beyond maximizing profits and shareholder interests. Corporate Social Responsibility (CSR) is fast becoming increasingly important not only in the world, but also progressively in Asia (Low, Idowu and Ang, 2014; Okpara and Idowu, 2013; Gupta, 2011; Wong, 2009 (ed.).

9 Confucianism

Work hard and gain:

“To gain a high position and great wealth, one must make great efforts.” (No trials, no triumph.)

(Chen and Li, 2002: 100)

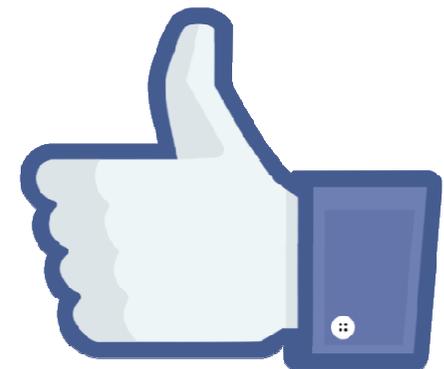


There's indeed a **Confucian Asia** (Confucianism is Japan's "unofficial religion"; DK 2015: 23); and one can see the relevance of Confucianism in Asia, be it in China, Japan (though it is also influenced by Buddhism and Shintoism; Hirschmeyer and Yui, 2006; DK, 2015), Taiwan (Chang, 2014), South Korea (Rowley and Bae, 2014; Backman and Butler, 2003: 115), Singapore (Low, 2002) and Vietnam (Cox, 2014; Quang and Vuong, 2002); after all, there are many overseas Chinese community living in Asia such as in Brunei (Low and Ang, 2012), Indonesia, Malaysia and Thailand. Thus one can see of the other Cs in HRM and IHRM, that is, Confucianism.

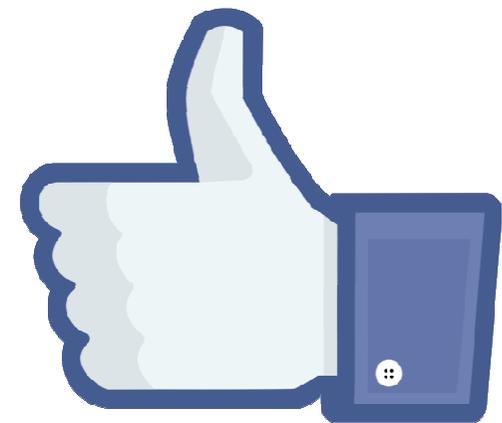
10 Corruption (and Dealing with It)



What the world needs are people who are **both good and honest leaders and leaders for good** (Stone, 2013; Low, 2013; Adair, 2011; Kothari, 2010). Here, integrity with example or modelling normally cascaded downwards; without integrity and example at the top as well as the bottom of a company; as a whole, a business is usually short-lived; and it cannot survive in the long term.



In fact, when business integrity is present throughout the deepest layers of a company (with HR in example and action) and not just at its surface, it becomes the core, the heart and soul of the company's culture and values



Q & A Session