**Global Business Plan Project**

**9. Identifying Human Resources for Global Business Activities**

**Learning Goals**

1. To assess human resource needs for international operations
2. To identify appropriate global recruitment, selection, training, and retention activities

**Purpose**

In every organization, people are the resource that makes things happen. Without employees and managers an enterprise is nothing more than raw materials, supplies, unfinished goods, and unsold inventory. In this module, your goal is to gather information related to staffing, training, and managing workers for international business operations.

**Resources**

Web links:

* Global Edge CyberSite: <http://globaledge.msu.edu/>
* Business Around the World Atlas: <https://highered.mcgraw-hill.com/sites/0078137217/student_view0/business_around_the_world.html>

**Conduct Research**

Based on the country (or countries) you are analyzing for your global business enterprise, research information related to the following areas:

1. STAFFING

Identify needed skills of employees and managers. Compare the use of ethnocentric, polycentric, and geocentric approaches to staffing. (Most organizations need employees skilled in clerical work, marketing and sales, and financial planning. Also identify needed technical skills for production, research, and maintenance.)

1. TRAINING AND DEVELOPMENT

List needed topics and instructional methods for ongoing training and management development related to technical skills, interpersonal skills, language, and cultural awareness.

1. PERFORMANCE APPRAISAL

Suggest performance guidelines that would balance organizational goals and individual needs, and which would reflect the cultural and legal situation.

1. COMPENSATION

Determine suggested wages and salary levels for various job positions based on company and country factors. Propose an employee benefits package based on economic and cultural factors.

**Supplementary Activity**

Develop a video or in-class presentation that communicates differences in behaviors for various aspects of human resource management. Present examples from different cultures contrasting the hiring process, training activities, performance appraisals, and compensation methods.

**E-Commerce Application**

Suggest employee competencies and training methods that would be appropriate when planning and implementing e-commerce activities in foreign markets.

**Prepare Summary**

In a separate Word document, prepare a summary report consisting of the following components:

1. An overview of employment positions, including required skills, which would be necessary for the proposed global enterprise.
2. A description of training topics and methods for this international business situation.
3. A synopsis of performance appraisal and compensation guidelines that reflect the economic, cultural, and legal environment of the country (or countries) in which business operations will occur.

**View Sample Report**

The following project segments are EXAMPLES and SAMPLE MATERIALS. Please note:

1. These samples were selected from several student team projects at one school and are not intended to represent a particular level of quality, and DO NOT represent a complete project.
2. The accuracy of content, data, and clarity of writing are NOT guaranteed; and
3. These samples may NOT BE DUPLICATED.

The Happy Harbor Company plans to employ a management staff that will have the ability to take over the harbor once our staff has left. The Happy Harbor Company will bring in a management staff from American harbors to train qualified harbormasters from other Peruvian harbors. The employees under the management staff will be Peruvian citizens that will endure an intense one-year training period teaching them the logistic of a quality harbor.

Nearly 30,000 direct and indirect jobs are expected to be generated by the activity at our harbors. Of these employees, 10,000 jobs will be directly generated by Port activity. As the result of the local purchases by these individuals, 5,000 induced jobs will be supported in our harbor area. Finally, as the result of the purchases by the firms directly dependent upon our harbor, 15,000 indirect jobs will be created.

Technical skills that the staff must have in order to work for the Happy Harbor Company are 1-5 years of harbor experience, depending on the level of employment they are seeking. The harbormasters who apply must be knowledgeable of shipping patterns, able to set complex shipping schedules, and must have knowledge of at least three languages.

*MANAGERIAL TEAM*

Ms. E. serves as the Chief Executive Officer of El Coche Libro. With a 100% commitment to building the company from the ground up, she took on the role of team leader. As team leader, she has lead the company by delegating roles to the most appropriate team member as she has evaluated the team roles and has adjusted them accordingly. Her background includes a BA from Lake Forest College and her future plans consist of attending Harvard for graduate school to obtain her Masters of Business Administration. Her ultimate goal is to be the proprietor of a photographic art gallery in New York.

Mr. M holds the position of Chief Financial Officer. With his analytically based background, he controlled the money matters while consulting with key business leaders of Ford, Apple, and Amazon.com. He took the initiative to forecast our financial plan and took a key role in developing our e-commerce department. His background includes a BA from Lake Forest College and he plans to attend Yale for graduate school. His ultimate goal is to utilize his political background and obtain the role of President of the United States.

Mr. B serves as El Coche Libros’ Chief Operations Officer. With his IT background and Latin American upbringing, he served an important role in ensuring the operations of company in Latin America were running smoothly. His future plans consist of attending graduate school at Dartmouth. His ultimate goal is to lead a consulting firm.

*HUMAN RESOURCES*

We believe that success is heavily contingent upon the performance of our employees. In an effort to gain the best of the best we have put together a very enticing benefit plan for the SUBWAY employee. Our benefits will include health insurance, dental, vacation time, 401k, help with student loans, and a $100 signing bonus. The founding team and store management staff will do the hiring and firing. There is not a benefit package or employment opportunity comparable to this in this industry.

*THE MANAGERIAL APPROACH*

The approach that most suits our business’s needs is as follows: We will insist that our managers will be young, energetic, and POSITIVE! Our business opportunity relies immensely upon the availability of our employees to consistently offer a high level of customer service. The founding management team has identified the fact that if this is to happen it has to come from top to down. In order for our employees to be successful, they must be happy with their jobs. The management team has taken it upon itself to ensure a quality work environment that is professional, clean, safe, and fun. The SUBWAY work environment will be very team-oriented to reduce the high level of turnover at the entry level. We believe this management approach will help us keep our employees, which will in turn lead to a more efficient business.