

Managing the Local Manager: A Comparative Study of Core HRM Functions in Multinationals

Authors : Maria Khan

Abstract : Framing good core Human Resource Management (HRM) functions like recruitment, selection, training and development, which if executed effectively, can become a strategic advantage for a company. HRM policies related to mid-level managers can depend on the type of top management. This may be due to the difference in perception of effective HRM policies of an expatriate and local leadership. This comparative case study assesses how local mid-level managers are managed in leading multinational telecom companies in Pakistan. Core HRM functions related to managers were analysed through field research based on semi-structured interviews with relevant Human Resource Managers. Results suggest that recruitment and selection practices are not too different and are in compliance with best HRM practices. However, there is a difference in the effective implementation of Training and Development policies. Changing global management trends and skill development dictate that MNCs continuously develop the local talent effectively for local and international success.

Keywords : recruitment, selection, training, development, core HRM, human resource management, subsidiary, international staffing, managers, MNC, expatriate

Conference Title : ICHRMPD 2016 : International Conference on Human Resource Management and Professional Development

Conference Location : Singapore, Singapore

Conference Dates : March 03-04, 2016