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International entities gain a competitive advantage when they have an efficient pool of human resources. According to Luthans & Doh (2018), many businesses have a global presence, making it essential to promptly manage their global human resources because the effective management of human resources is a determinant for international ventures' success or failure. Furthermore, it is increasingly becoming a challenge for global entities to recruit top executives because. In contrast, many people show interest in such positions; many change their minds once they are offered the job. In this regard, it is vital to come up with a ranking of potential candidates such that when one declines the job offer, there is an option in the second, third and fourth candidate, as evident in this case study.

At position one is Saya K from Malaysia. Saya is not only well-educated but has published articles in the field of international marketing. Besides, she has worked for a marketing department of a Fortune 500 company, where she gained ten years of experience on the job. Saya is currently a professor, meaning she has achieved the highest education level in the field and has extensive experience in active consulting practice around South East Asia. She is also fluent in five languages, Malay, Japanese, English, Spanish, and German. She speaks and writes well. This is an added advantage to an individual seeking a global entity position because there will be instances where they will be forced to engage clients from different backgrounds speaking different advantages.

In the second position is Mr. Park, who is currently the vice president in marketing at a major South Korean technology firm. Though his reputation as an international marketing expert cannot be rivaled, he only possesses an undergraduate degree. He has no advanced education in the field of marketing, management, or technology. Also, Park speaks his native language

fluently but has minimal knowledge in French and Germany, which might prove detrimental to his job in the international business arena.

Peter is third. He previously worked in the global marketing division of an American Fortune 500 company until the business operations in his home country of South Africa ceased. Peter's education and experience are outstanding. For many people seeking positions like that of vice president or chief executive officer in a global organization, they must have a postgraduate degree or doctorate in their respective fields. Additionally, their academic qualifications must come from a recognized institution of higher learning. In this regard, Peter has a Ph.D. in Computer Science from one of the higher learning institutions in South Africa. In addition to that, he has an MBA from Purdue's Krannert School of business, meaning his academic credentials cannot be questioned. Moreover, he speaks and reads four languages; Swahili, Dutch, English, Afrikaans, and German, which is a huge plus for an individual seeking employment in the global context. However, his years of experience are questionable because many people spend a lot of time in university studying while overlooking job experience.

In fourth and last position is Joe. Though Joe is currently job hunting, he beforehand led the marketing department for a solitary product in a high-technology establishment. In this regard, he, like the top two candidates, has had experience with leadership. Besides, he has an MBA from Stanford University and is a Rhodes Scholar who earned the Fulbright grant. That sustained him while conducting research. Joe is a typical hardworking and brilliant individual, going by his achievements in winning the scholarship and being the head of marketing in the company he previously worked for. The only disadvantage Joe has is that he is only fluent in English. He has a minimal understanding of French that he has not spoken since leaving college.

Moreover, my ranking of the four candidates included culturally-based biases like my personal feelings. For instance, in many organizations with an international presence, it is common knowledge that the top leadership must have a certain level of education. The majority of global entities recruit chief executive officers and other senior-level managers based on their academic qualifications first, then the years of experience. However, presently that is not happening in many businesses. For instance, the cost of higher education has increased over the years and many people are thinking twice about attending university over favoring workplace experience. In this regard, many opt for workplace experience as opposed to having academic credentials. For example, take someone with four years of experience with industry qualifications and a newly recruited graduate who has barely stepped inside an office building. When hired, the former is likely to quickly grasp the business operations, hence settling in faster than the fresh graduate.

According to Brown (2016), academic credentials were once considered crucial in determining who gets the job. However, in the 21st century, where more and more people have gained higher education levels, employers are no longer impressed with papers only and are focused more on a candidate's experience. In addition to that, theory is great, but experience gives one a true understanding of a business's workings. Furthermore, experience indicates many attributes that a potential employer is looking for. For instance, it isn't easy to build up experience if one is not a good employee to remain in a specific role. Experience is an indicator that a potential candidate can work well in groups, under pressure, single-handedly, is on time, trustworthy and possess the skill to work in a real-life work setting.

The political side of my ranking is based on levels of education in different jurisdictions. For instance, at position one is Saya K from Malaysia, a country with one of the best education

systems. for that reason, a degree from Malaysia will earn you employment anywhere in the world. In the second position is Park, from South Korea, a country that has invested heavily in technology and produces brilliant minds. Peter from South Africa is third on the list because his education and experience, being a South African native, cannot match Malaysia and South Korea. In the last position is Joe, who is currently job hunting. Although Joe has the necessary academic qualifications, the fact that he is presently jobless might work against him.

Also, I have made an observation that I feel is acceptable but would not be embraced in other cultures. The vacant position is for vice president for global marketing, with significant compensation in salary and benefits. Also, the successful candidate will lead the company's operations in the Middle East. One of the applicants is female, and the job opportunity is in the Middle East, where female business leaders' position is minimal (Bhatt et al., 2020). In many Middle East countries, it rare to find a woman leading a business. Still, in Europe and other Latin American countries, women's rights are no longer an issue because they have been accorded equal workplace opportunities. Furthermore, they have risen to top management positions where they are tasked with policymaking and strategic leadership.

Notably, the four applicants come from different cultural backgrounds and this factor is likely to have implications in business dealings in the international arena. Also, whereas there are different meanings of culture, in the international business context, culture which is common and acceptable practice to an individual from one country is different to a colleague from another nation. Appreciating how different cultures affect international business practice in etiquette, communication, and structural pyramid can help the applicants avoid confusion with customers and associates overseas and prosper in the global business environment.

For instance, communication is crucial, especially in the global business perspective where there is a risk of misinformation during translation (Luthans and Doh, 2018). In many international entities, English is the de facto business language. In addition to that, whereas fluent English gives the candidates a professional boost globally, comprehending important non-verbal communication between different cultures is crucial when leading a global business entity. Common practice is one culture, be it making direct eye contact, a firm handshake, or a kiss on the cheek that could prove offensive to a foreigner. Szkudlarek et al. (2020) suggest that while navigating cross-cultural communication, it is crucial for parties to be sensitive, open, curious but more open to asking for clarification when in doubt.

Another cultural factor to consider is the formality of addressing someone, either clients, business partners, or colleagues. The four candidates will have to find out whether the people they are addressing prefer surnames or titles. This practice varies according to different nationalities. For instance, Asian nations like South Korea and Singapore are inclined towards formal. Meaning business associates and colleagues address each other using titles like Mister or Miss, or any title like director, chief executive officer, among others. African countries also use titles when addressing others. However, American business culture allows people to address colleagues or clients using their first names. However, it is usually advised to incline towards the formal approach of addressing people when in doubt (Szkudlarek et al., 2020). On the same note, cultural differences would affect business dealings in attitudes, especially rules and regulations at the workplace. For example, countries in Europe consider extended working hours a sign of commitment, but other cultures consider long working periods a lack of efficiency.

Also, managerial hierarchy and attitude to senior managers differ between individuals from dissimilar backgrounds. In Asian countries, those in subordinate or intermediate

management positions find it difficult to speak during meetings or question resolutions made by those above them or even offer a divergent opinion dictated by their social norms. Often, these attitudes reflect a nation's level of social equality and societal values. For example, countries like China and Japan that have embraced traditional social hierarchies and respect for authority bring this culture to the workplace. In the end, this hierarchy helps define responsibilities in the business setup. This means that those in high echelons of the organization command respect from their juniors. However, nations like the Netherlands, the United States, and Norway, where societal equality is embraced, tend to have a flat hierarchy, which means informal communication and cooperation in these organizations. These cultural differences may pose a challenge to the successful candidate, but business dealings will not be affected by training and adjustments.

Also, before the successful candidate takes the job, there must be adjustments to prepare them for the international market. Preparation is crucial for the candidates when moving to work internationally. The company can handle this via training. For instance, training is essential to understand different cultures since the expatriate will be working in a different country, which is in the Middle East. Also, the training prepares the candidate to anticipate possible challenges, adopt strategies to overcome the encounters, and better understand the Middle Eastern societal and business norms. Through its human resource department, the business can arrange for training with industry experts to prepare the successful candidate for international duty.

In conclusion, the decision-making process followed when determining the best candidate for this role is as follows; first, I ranked the candidates based on different factors like years of experience, academic qualification, language fluency, and country of origin. In determining the best candidate, who happens to be Saya from Malaysia, I looked at the academic

credentials. More critical are the years of experience in an executive position and the fluency in different languages. Saya represents the ideal candidate for the vacant position because she is an intellectual and a lecturer who can use her exposure when dealing with students from different cultural backgrounds to understand better and manage the company's operations in the Middle East. Also, she is a lady and she will inspire many women in the Middle Eastern countries to aspire to lead business entities in the region.

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