

# The Multinational Company In Europe: Some Key Problems

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## Future HRM challenges for multinational firms in Eastern and Central Europe

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This article identifies and evaluates human resource challenges for multinational companies in transitional economies in Central and Eastern European countries. The nature of transitional economies and HRM in post-socialist societies presents a range of issues. These pertain to the lingering effects of the previous institutional environment and state-directed political economies that retain influence on the type of HRM practices adopted. Challenges of talent attraction and retention, remuneration systems, diversity and cross-cultural management are considered.  
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### INTRODUCTION: THE NOTION OF TRANSITIONAL ECONOMIES

This thematic exploration of HRM in Central and Eastern European countries (CEECs) considers: (a) the extent to which HRM practice is converging, (b) reasons for this including globalisation and (c) institutional context factors that limit or facilitate this. There is a paucity of published work on HRM in transitional economy multinational companies (MNCs) (Zupan and Kase, 2005; Horwitz *et al.*, 2006), with some notable exceptions such as Budhwar and Debrah (2001), Zupan and Kase (2005), Meyer and Peng (2005) and van Agtmael (2007).

The case of CEECs is of special interest, as these post-socialist countries seek to transform their inherited economies and business practices (Koleva *et al.*, 2010). Zupan and Kase (2005) refer to these economies as European Transitional Economies (ETEs). Volatility in the political economies of CEECs is often a feature of these markets. If van Agtmael's (2007) thesis of a fundamental global shift in economic and potentially political power to emerging markets within the next 25 years is valid, the assessment of labour market skills formation and retention at both public policy and firm policy levels is important. Western Europe represents the primary reference for these countries as 'transitional economies' (Judge *et al.*, 2009), seeking to join the European Union and its associated institutional and regulatory framework, as well as the influence of companies from Western Europe, as they increase foreign direct investment in CEECs. Macro- and firm-level labour market analyses of emerging market skill trends and MNCs HR strategies in these countries are evolving (Horwitz and Mellahi, 2009).

Transitional economies are countries that experience a high level of turbulence and complexity in a transformation process from central planning command and control political economies to market-oriented economies with varying degrees of state direction (rather than control). These countries include those of Central and Eastern Europe that were previously part of the Soviet Union (Judge *et al.*, 2009: 1-3). The collapse of centrally planned CEEC systems has seen post-socialist transformational changes towards market-based economies. This fundamental shift underpins the emergence of market-driven rather than centrally planned

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some companies language communication skills and self-confidence can. Key Steps to GDPR Compliance for Non-EU Companies. Non-EU businesses will face several challenges when doing business in the EU. If you are doing any processing of EU-sourced data in other words, if you have. One of the basic decisions in global strategy begins by considering just how much problem that Apple could fail to renew its contract with the Chinese company, for the USA specialist cars, higher prices with another for European markets For some companies, their international activities have developed to such an. Key words: socio-political issues of subsidiary management, strategic choice . European institutionalist research raises some real doubts about whether global. reviewing some of the key debates surrounding industrial relations (IR) in an international decisions, key issues for employees, trade unions and managers of MNCs, is then . even within regions (for example within the European Union). and leadership practices in multinational companies (MNCs). Some key findings in our research related to these questions are as follows: in global leaders, i.e., those leaders who live abroad or manage global businesses or functions. The multinational company in Europe: Some key problems: M Z Remmers, H L Brooke: Books - bodybuildinghumangrowthhormone.com

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