



The Human Resource Challenge of International Joint Ventures

Dianne J. Cyr

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Human Resource Management (HRM) plays an important and strategic role in the success of international joint ventures. Based on information collected from progressive, successful international joint ventures involving companies such as Chrysler, Ciba-Geigy, Corning, Mitsubishi, and Siemens, the author delivers chapters rich in verbatim quotations from executives and other joint venture employees. Each chapter concludes with a summary of key points that are a guide for attaining excellence in joint ventures. The book will be of special interest to both managers and scholars who seek a fuller view of HRM in international joint ventures.

Evaluating effective joint ventures, the author considers the subtle people dimensions involved in these operations. A special feature of the book is the treatment of human resource management from the interorganizational viewpoint of parent corporations and the joint venture firm. The author addresses such interesting issues as (1) how parent strategic goals influence HRM in the venture, (2) the importance of HRM operational assignments within the JV management contract, (3) the strengths and limitations of various HRM policies and practices, (4) the role of culture, and (5) organizational learning at strategic and operational levels in each venture. Valuable knowledge into best practices for strategic HRM allows practitioners to enhance their joint venture success.

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