

A decorative graphic on the right side of the page. It features three blue circles of varying sizes, each composed of concentric circles in different shades of blue. Two thin blue lines intersect at the top right, forming a large 'V' shape that frames the circles. The largest circle is at the top right, a smaller one is in the middle, and another large one is at the bottom right.

Recruitment and Selection for Sainsbury

International HRM

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Executive Summary:

Efficient hiring and deploying right candidates to right positions is the HR goal of every organization whether it has domestic business or international presence. The Human resource Planning (HRP) is linked closely to the business plan of any MNC and it helps the organization in meeting its objective of deploying the right employees in right numbers in the job positions available worldwide in the organization (Hall, 2005).

The organization Sainsbury is a MNC and is a strong FTSE 100 organization. This study is a report to the managing director of the organization for the recruitment and selection of CFO (Chief Finance Officer) who can oversee the new operations of the organization in Far East i.e. Australia and Japan. The report will assess the different cultural models and their assistance will be taken in developing the international recruitment and selection strategy for MNC Sainsbury and in selection of CFO to oversee the Far East business operations of the organization.

This is a report to the Managing Director of the organization Sainsbury for the recruitment and selection of new CFO for the organization that needs to be done for the new operations of the organization in Australia and Japan.

1. Introduction

1.0 Organizational Background: Sainsbury

J Sainsbury Plc which is also known as Sainsbury is the parent organization for Sainsbury's Supermarket Ltd. And it is the third largest supermarket chain in UK and the organization has a share of more than 16 percent in the supermarket sector. The organization has its head quarter in Holborn Circus, London and is known as Sainsbury's Store support center. The organization is listed on LSE (London Stock Exchange) and is present in FTSE 100 index. The organization also has business interest in property and banking apart from supermarket sector (Potter and Mark, 2004)

The organization was founded by John James Sainsbury in the year 1869 with his wife Mary Ann Sainsbury in England. The business of the organization grew rapidly during the period of reign of Victoria. The organization became the largest supermarket chain store of UK in the year 1922. The organization had supremacy in supermarket chain store till 1980. However, at present the organization stands at third rank in supermarket sector as Tesco overtook and became the leader in 1995 and Asda became the second largest supermarket of UK in the year 2003. (Butler and Sarah, 2007).

The turnover of the organization has increased from £6.9 billion in 1990 to £21.4 billion in 2010. The organization has a significant PBT (Profit before Tax) and PAT (Profit after Tax). The organization had an average PBT of £500–700 million and average PAT of £300–500 million (Tesco PLC, 2012).

1.1 Recruitment

Recruitment is the process in which persons eligible and qualified for a job are attracted, screened, selected and taken onboard of the organization. The organizations need to develop effective employer brand and prepare efficient employee offering so that the right candidate can be recruited and selected for the job. The recruitment process includes analysis of job, developing the sources of candidates which can be done by advertising and marketing and other methods such as taking the aid of recruitment and selection web portals. The candidates who match the requirements of the job profile are then screened. The assessment of the screened candidates is done with the aid of various recruitment and selection tools and techniques such as interviews, group discussions, tests and exams. The final job offer, induction of the new employee to organization and taking the new employee onboard is also part of the recruitment procedure (Ferraro,2002).

The recruitment can be done in house by the HR staff of the organization, recruitment specialists and human resource generalists in the organization. The recruitment process can be outsourced with the aid of the commercial recruitment agencies, special HR recruitment consultancies and public sector agencies of employment (Hall, 2005).

1.2 Selection

Selection is an important HRM activity, it is the process in which the individuals who have skills, education and experience relevant to the job offering are identified. The selection is the process of selecting the best candidate from the pool of applicants for a job. It is very important from the perspective of organization that the right employees are selected because the performance of the organization is dependent on the employees. Employees who have right attitude and skills do good job and add to the performance of the organization. It is important that selection procedures are efficient because hiring and training of the new employee is costly for any organization. The incompetent hiring and selection strategies can affect the organization adversely as a wrongful act of a new

employee who is not fit for the job may do wrongful acts and may adversely affect the reputation of the organization or may cause losses to organization (Fang, 2001).

1.4 Aims and Objectives

The report will aim at assessing the various cultural models that can aid in developing the international recruitment and selection strategies for the MNC Sainsbury. The aim of the report will be to select a new CFO for the organization who can handle the newly commenced business activities of the organization in Far East including Australia and Japan. The report will have the objectives as stated below:

- ✓ To identify the importance and significance of recruitment and selection for MNC companies.
- ✓ To identify the approaches and HR policies which are suitable for recruitment and selection of international staff for Sainsbury in Australia and Japan
- ✓ To analyze the problems and issues of international recruitment and selection and suggest steps to eliminate these problems and issues for Sainsbury in Australia and Japan

1.5 Scope of the research

The study focuses on the HRM activities of international recruitment and selection for the MNC organization Sainsbury. The research focuses on the Far East countries Japan and Australia and their international recruitment and selection strategy are framed for appointing a new CFO for the organization. The research is based on the secondary data collected by the researcher. The research is relevant only for the organization Sainsbury and is organization specific.

1.6 Research Structure and Time Horizon:

The first chapter of the research will define the aims and objectives of the research. The second chapter will do the literature review on the topics that are relevant to the research, so that proper and ample data can be collected for discussions and recommendations. The third chapter will do the analysis and discussions on the topic and also it will include the case study on the topic. The fourth chapter of research will provide the conclusions for the research and fifth chapter will provide the recommendations and identify the scope for future research.

This research work required for recruitment and selection of CFO for Sainsbury for operations in Far East will be conducted in a time span of two months. The time period of two months will be taken to ensure that the ample data is collected for the research work and data analysis is done properly to reach to the conclusions for the research. The introduction and background study of the research work will be done in a time period of ten days. Literature review of the secondary data will be done in a span of thirty days. The data analysis will be done in time period of ten days. The research conclusions and recommendations will be made in time period of ten days.

2 Literature Review:

This part of the report will deal with the study of the secondary resources available on international recruitment and selection. The researcher will focus on the review of the literature available on recruitment and selection, international HRM, cross cultural management, factors that affect the international recruitment and selection such as Hofstede theory. The literature review will provide the researcher the knowledge required to do the case study on international recruitment and selection for Sainsbury and appoint CFO for the organization for Far East operations.

2.1 International Human Resource Management

It is important to understand the IHRM strategies employed by the MNCs so that proper and effective international recruitment and selection strategies can be formed for the organization recruitment of new CFO in Far East and Australia. With the continuous growth of the work market, increase in globalization and technological advancement and innovation in different countries along with advancement in telecommunication facilities and modes of transportation, the organization now are looking for global business. The organizations are entering new market segments and new countries for their business expansion. Hence, it is the need of hour that organizations must frame their HRM policies in the context of global business scenario of the organization (Kelly, 2003).

IHRM is the process of procurement allocation and effective utilization of the human resources in the MNC. The HR managers of the MNC corporations need to integrate the HR practices and policies in the various subsidiaries of the organization in different countries. However, this integration of HR policies shall be done with allowance for flexibility so that the HR policies can cater to the business environment conditions within the host country. The HR managers hence have to handle the typical situation of integration and differentiation of the HR policies of the organization. The global HR

managers have to handle heterogeneous functions, cater to changing global and local perspectives and they need to assess the internal and external environments of the organization on regular basis (Fang, 2001).

2.2 Cross Cultural Management

For MNC organization it is very important to ensure that cross culture management analysis is done so that the cultural analysis for the various countries can be done so that recruitment and selection strategies are made properly.

Ulrich and Dave (1996) states that the Cross Cultural Management is the management in the cross culture for the MNC organizations. The cross culture management has different implications from one culture to the other culture. It is a phenomenon that has come into existence due to globalization of market and companies doing business activities in different countries apart from home country. The organization hence has to deal with the culture and business practices of these countries and hence they need to have efficient cross cultural management. Each country has its own unique culture, which differs from the culture of other nations. The culture is constituted by various forms and contents. Ten percent of the culture is constituted by food, dressing, language and behavior which can be perceived, but ninety percent of the culture is constituted by values, beliefs and way of thinking of the people of country which cannot be easily seen. The organizations have to deal with the cross culture issues every time they start business activities in a new country. To ensure the success of the business in a new country, it becomes very important that the culture and business practices followed in the country are well understood by the organization. The organization hence needs to have an efficient cross cultural management to deal with the cross culture issues (Hall, 2005).

The organization must have an efficient decision making strategy in context of cross culture environment. The activities of planning, organizing, directing, coordination and control must be effectively handled by the cross cultural management strategies of the

organization. Hence, for effective planning and control the managers of the organization must clearly understand the differences and similarities in culture and business practices between the home country and host country so that the cultural conflicts and issues can be overcome by effective management (Kelly, 2003).

2.3 International recruitment and selection

This section of the research will identify the various recruitment and selection processes and recruitment and selection orientations that are employed by the MNC organizations.

The recruitment and selection procedure of MNC companies can lead to success or failure of the organization. The organization needs to decide whether the international recruitment is to be done from the home country, host country or from any other third country. The organization needs to decide the recruitment techniques which must be implemented for efficient international recruitment and selection. The organization also needs to choose between the centralized recruitment from the home country and decentralized recruitment done by the foreign subsidiaries (Lawrence, 2004).

The international selection of the employees relies on the four important issues of global business staffing.

1. Link plans of staffing with MNC evolution:

The staffing strategies for the MNC depend upon the lifecycle stage of the MNC. There are various lifecycle states in the life of MNC such as establishment of the host unit, commencement of the core functional and operational activities of the organization, fully fledged operations of MNC in host country where host country is a major contributor to the global business of the organization etc. The staffing strategies for the organization

need to be chosen and developed keeping in mind the evolution and lifecycle stage of the MNC in the host country (Selmer, 2001).

2. Orientation of staffing: ethnocentric, polycentric, geocentric, re-geocentric

Ethno centric: In ethno centric staffing orientation the key and primary positions are held by the employees of the home country of organization. For ethno centric staffing orientation to be successful, the employees of home country must be able to adjust to the new culture and should get acquainted to the local environment. The home country employee must develop relations with locals and the local employees. The home country employee must have an open attitude to accept the culture of host country and must take training to understand the culture and ethics of host country (Harvey and Novicevic, 2001).

Poly centric: In the poly centric staffing orientation the primary positions of the organization are hold by the employees of the host country. This has the advantage that employees at primary positions have a better local knowledge. They can interact efficiently within the organization and outside the organization. The organization can understand the government policies of the host country better and hence can adjust and respond accordingly. In poly centric staffing some autonomy is provided to the subsidiary, however the financial control is kept the home country (Lawrence, 2004).

Regio-centric: In region centric staffing the primary positions of the organization are held by the people who belong to countries which have culture and business practices similar to the host country. For instance, for positioning of employees in Sri Lanka, the south Indians can be provided the opportunity to take the primary positions (Selmer, 2001).

Geocentric: Geocentric staffing is a staffing orientation in which individuals are hired in the host country from across the globe regardless of the nationality. The geocentric approach has a global perspective and recruitment and selection for primary post is done across the globe to ensure that these positions are filled by best candidates suited for job (Harvey and Novicevic, 2001).

2.4 International Recruitment and Models of Culture

This part of the report will define the various cultural models that can be used for the cultural analysis of the countries. The culture of a nation has a major impact on the international recruitment and selection strategies of the organization. It is important the organization make the recruitment and selection keeping in mind the culture of the nation in which business operations are carried out. Hence, it becomes important for the organization to understand the culture of the nation. There are various culture models and definitions of culture which helps the organization in ascertaining the culture of the host nation. The cultures models help in systematically dividing the culture of nation into comparable and measurable parts. It is well known that different nations have different culture, but it becomes very typical to understand the culture of a nation due to complexity of concept for culture. For instance some definitions of culture describes culture is expressed from the values, attitude, symbols, rituals and religion of the citizen of the nation, however some definitions describes that culture is expressed from aesthetic taste, acceptance for change, technology and learning style of the people. Another definition of culture states that culture is a set of shared and learned knowledge that separates one society from the other society. Hence, it becomes important to understand the culture with the help of various culture models (Towers and David, 2007).

2.5 Halls culture model

Hall suggested that elemental units for culture need to be framed so that the different cultures can be compared with each other. Hall suggested that there is a need of a method which can help in identifying the building blocks for a culture so that the comparison of the various cultures can be done impartially. Hall described culture as a set of shared and learned behavior and as a way, by which people communicate with each other, understands different things and relates things with each other and perceives the world. The culture plays an important role in controlling the life, thinking and attitude of the people. Hall stated the culture is a form of communication that is beyond the awareness and consciousness of the mankind (Jonathan, 2010).

Hall established and identified ten Primary Message Systems (PMS) for comparison of the various cultures. These systems were made of non lingual human activity and forms of communications. To understand a culture with the aid of Hall Culture Model it is important to identify the PMS of the culture. Each PMS of the Hall Culture model refers to a different human activity and all PMS together frames the structure of culture. The ten PMS of Hall culture model are as stated below:

Interaction: People interact with each other in a society. Interaction plays a vital role in framing a culture.

Association: Association is the way the society is structured and organized and it also depicts how people interact in group.

Subsistence: This PMS is related to value of work, work status, economics and food culture of society.

Bisexuality: The Bisexuality PMS helps in understanding the behavior of men and women in the society. It also helps in understanding the concepts of femininity and

masculinity in the society and the acceptable behavior of men and women in the society.

Territoriality: This PMS deals with the relationship with the possessions and the defense strategies for possession.

Temporality: This PMS is related to importance of time and the cycles of life in the society.

Learning: This PMS focuses on the learning styles and techniques that are employed by the people of the society.

Play: The different societies have different ways of play, jokes and humor. The humor and play activities also play an important role in framing the culture of a society.

Defense – This PMS demonstrates the religion, medicine, war practices and tactics, and laws of the society.

Exploitation: This PMS is related to the use of environment and the extension of mankind to the environment which include tools, clothes and shelters.

These ten PMS helps in differentiating and comparing one culture with the other (Hall, 2005).

2.6 Trompenaars and Hampden-Turner Culture Model

Trompenaars and Hampden-Turner designed an operational model of culture which has seven different dimensions for culture. They defined culture as a system for shared beliefs, shared meaning which has a meaningful context. They defined culture as a way by which people solve their problem and the way in which the dilemmas are reconciled. They stated that culture has three layers or levels. The first layer is the explicit culture which can be observed easily in reality such as the art, architecture, food, language etc of the culture. The second layer of the culture is the norms and values of the culture. It is a shared sense in society about what is good and what is bad from the perspective of culture. The third layer of the culture is associated with the rituals, religion and beliefs of the people of the culture about how to organize their lives and how to solve the basic problems of survival. On the basis of a huge survey which had more than thirty thousand participants, Trompenaars and Hampden-Turner came out with seven fundamental dimensions for the culture. The initial five dimension of Trompenaars and Hampden-Turner culture model identify how the people of the culture relate to others, the sixth dimension is related to the perception of the culture towards time and the seventh dimension is related to the attitude of the culture towards environment. (Mendenhall and Oddou, 1985)

The seven dimensions for the culture of Trompenaars and Hampden-Turner culture model are as stated below:

1. **Universalism – particularism:** Universalism is the way in which right things are done. The universalism ways will always apply and are always deemed to be correct. Particularism defines that the various circumstances and relations play a vital role in deciding what needs to be done and how it needs to be done.

2. **Individualism – communitarianism:** This dimension defines and states what is more important in the society amongst the individual goal and the group. Individualist

culture has people which pay more importance to their personal goals and objective compared to the objective and goals of the group.

3. **Neutral – emotional:** The neutral approach does not pay much importance to emotions and relations for reaching an objective. The emotional approach on the other hand considers the human relationship and emotional expressions.

4. **Specific – diffuse:** Specific relations are the relations that are limited to the business relationships. The diffuse relationships are relations in which people tend to make personal contact and people get involved with each other to form cordial relations.

5. **Achievement – ascription:** The achievement based culture is in which the status of a person is built on the basis of the achievements and experiences. Ascription based cultures are cultures in which the status of the person is formed on the basis of connections in society or by birth right.

6. **Sequential – synchronic relation to time:** The different cultures have different importance for time. Some cultures value more for the present and future and some cultures give more value to their history and past. Some cultures have linear sense of time and some cultures have circular sense of time.

7. **Internal – external attitude towards nature:** The various culture vary from each other on the basis of their perception towards outside world. The motivation and influence in some culture comes from the outside environment and in some cultures it comes internally from the individual.

Hence, Trompenaars and Hampden-Turner culture model helps in understanding a culture with the aid of these seven culture dimensions and different cultures can be compared with each other by comparing the cultures on the basis of these seven elemental dimensions of culture. (Wright and Patrick, 2011)

2.7 Hofstede Five Culture Dimensions:

It is important to understand the five dimensions of culture as researched by Professor Geert Hofstede to understand the differences and similarities in culture of the various nations. The Hofstede five culture dimension analysis helps the organization in framing efficient and effective international Human resource Management strategies.

The Hofstede Five Cultural Dimensions have following elements:

- ✓ Power Distance Index (PDI)
- ✓ Individualism (IDV)
- ✓ Masculinity (MAS)
- ✓ Uncertainty Avoidance Index (UAI)
- ✓ Long-Term Orientation (LTO)

(Hofstede, 2010)

Power Distance Index:

Power distance index describes how much the less powerful people can accept the power and control of more powerful people in the country. It helps in understanding, how much the people of nation can understand and respect the unequally distributed power within an organization. Power distance index is related to centralization and decentralization of power, decision making and leadership in the organization. In the countries which have high power distance, the staff and the employees of the organization rely and trust more on the decision of the leaders and have a habit of obeying and rely more on the upper management. In the countries which have low power distance, the staff and employees are more self-reliable and keen to take important decisions themselves. Hence, it becomes important for the organization to

understand the power distance index of the country and frame the HR policies in accordance to the Power Distance Index of country (Selmer, 2001).

Individualism:

This element of the Hofstede five cultural dimensions describes the individualism and collectivism in the country. The countries which have individualistic citizen are more inclined on their own values and their own needs and depend more on their individual efforts for success. In these countries relations and teamwork is given less regard by the people.

However in countries where collectivism is given more importance, the people are more focused on developing strong social connections and the division is done on the basis of inside the group and outside the group in the organization and other social structures. People are more loyal to the organization in these countries and care for other people within the organization. The employees of the organization in these countries are emotionally and socially associated with the organization and are even ready to do sacrifice of their own preferences for the organizational welfare (Lawrence, 2004).

In individualist approach countries, employees like to prove their importance in the organization, and want to be centre of attraction; hence they strive hard to give their best performance. They have a strong desire to have upward mobility in the organization; however they are many times overconfident and overvalue their abilities and underestimate the significance of the teamwork. Collectivists however focus more on the team work rather than the individual efforts; they have hence weaker upward mobility and generally underestimate the individual contribution they make to the organization (Selmer, 2001).

Masculinity:

This element of the Hofstede five cultural dimensions shows the differences and the roles of genders in the society as well as in organization. The countries which have a high masculinity, the men are supposed to be tough, assertive and are supposed to be the bread winners of the family. The women in masculine society are deemed to be tender, soft and they need to lay focus on improving the quality of life for family. In a feminine society however, both men and women are supposed to lay focus to improve the quality of life for family. (Lawrence, 2004)

In masculine society, men have to obligatory work and earn money for the family. The men are supposed to work hard to ensure success, the more hard he works, the more is the respect he is provided from the society and his own family. This makes the competition in masculine societies tough and fierce and men may a lot of attention to their job performance and are more focused on their work life and sometimes may even fail to maintain the work life balance. In masculine societies, the women play the role of taking care of the household work such as taking care of children, household chores such as cooking, washing and cleaning to ensure that their husbands do not have to take care of these things and can focus on earning money for the family. In feminine society the division of the work is not clear between the two genders. Both men and women can share the responsibilities of the family equally. Both men and women can work to earn money and take care of the household activities or they may mutually divide the responsibilities between themselves. India is a good example of a masculine society where men need to work and earn for the family and women take care of household activities. USA is on the other hand a feminine society where the overall responsibilities are mutually distributed between the men and women (Harvey and Novicevic, 2001).

Uncertainty Avoidance Index:

This dimension of the five cultural dimensions focuses on the basic human fact that uncertainty can cause anxieties, and hence human have a general tendency to avoid the uncertainty. For instance mankind takes the help of technology to avoid the uncertainties of nature. The religion and religious beliefs help the people to avoid and accept the uncertainties which cannot be controlled by them. Different countries and their societies have different ways in which they respond and adapt to the uncertainty. The uncertainty avoidance index demonstrates how tolerant the people of society are towards uncertainty in their lives. The societies which have high uncertainty index are more worried for their future and try hard to avoid any uncertainty in their life and jobs. The societies that have low uncertainty index are less worried for their future and do not care much for the rules and regulations laid down by the social structure and are more open to accept the challenges of uncertainty (Hart, 2007).

Long term orientation:

According to Hofstede (2001) the fifth dimension of the Hofstede was added after thinking and analyzing the differences in the culture between East and West countries. The long term orientation has the virtues that are oriented towards the rewards in future and have the principles of thrift and perseverance. On the other hand the short term orientations have virtues of past and present, and have the principles of fulfilling the obligations of society and preservation of the face. The long term orientation has importance of personal adaptability. It emphasizes on persistence, leisure activities are not given much importance. People in long term orientation society prefer to make investment in real estate. Relationships and market positions are important in long term orientation. In short term orientation, people put more emphasis on quick results. Status is not given much importance in the relationships. The people in short term orientation are more inclined to make investment in the mutual funds. . The personal stability and steadfastness is important for short term orientation society. In short term

orientation society leisure time is given due importance and people believe in the strategy of earn and spend (Hall, 2005).

2.8 Importance of Hofstede theory for IHRM

For international recruitment and selection in MNC companies the consideration of cross cultural management and hofstede theory is very important. The hofstede theory helps the HR managers to understand the internal and external environment of the organization in the host nation and hence frame the HR policies effectively. The hofstede theory helps the HR managers to understand the perception and behavior of the people of the host nation and hence helps HR managers to evaluate the candidates efficiently and helps in ensuring right recruitment and selection in foreign country (Minkov and Michael, 2007).

2.9 Recruitment and Selection Process

There are various recruitment and selection processes that are used by HR managers for efficient recruitment and selection for MNC companies. This part of the literature review will identify the various recruitment and selection processes implemented by MNC organizations.

Job analysis

Job analysis is required in cases where the organization creates new jobs and the recruitment is done for the first time for the job. The documentation is done for the requirement of the intended and the actual job work. The relevant information is then taken from these documents to get the job specification and job description. The organizations have proper job descriptions of the jobs that are available in the

organization since long time, however these job descriptions and job specifications need to be updated from time to time as per the changing requirements of job. Before the recruitment stage is commenced for a job, job analysis is must so that the recruiters can understand the objective and requirement of the job and make the recruitment effectively (Fang, 2001).

Sourcing

Sourcing is a HRM strategy which is used to identify and attract the right candidates for the vacant job post in the organization. Sourcing for the vacant job post is done with the aid of media, internal as well as external advertisement, publications, job centers, window advertising and by providing information about the vacancy of the internet. The employers of organization may also take the help of the various recruitment agencies to find the candidates for the job who are satisfied with their current organization and positions in their respective organization. The research for such kind of passive candidates is known as generation and helps the organization to get the contact information of potential candidates for the job and tap them for recruitment and selection process (Lawrence, 2004).

Screening & selection

The candidates are screened and scrutinized for their job fitness and they are assessed on the basis of their educational qualification, professional experience, aptitude, relevant skills and competencies and knowledge. This is done with the help of screening of the resumes and job applications. Many employers now use the applicant track systems so that the filtering and screening process can be done easily along with psychometric testing software tools and various performance assessment tools. The performance based assessment is the process by which the employers find whether the job applicant can perform the responsibilities and duties of the job effectively. However, it is also important that employers keep in mind that the screening and selection

process of the organization is fair and it provides equal opportunities to all right candidates and ethical standards of recruitment and selection are maintained.

The employers also look for the soft skills in the candidates such as the team leadership qualities, interpersonal abilities, behavior of the applicants in front of the customers and clients of the organization so that the brand image of the organization remains intact.

The MNC organizations such as Sainsbury also ensures that when the recruitment is done from a range of countries then the employee who is selected can fit into the country's culture and organizational culture (Selmer, 2001).

Lateral hiring

Lateral hiring is done in many organizations and it is done in two forms. In first form of lateral hiring, the organizations target the employee of other organizations who have same business model and who are the competitors of the organization in market. The employees of other organization are attracted by providing them better salaries, better facilities and higher responsibilities and designations. For example Sainsbury can do lateral hiring by recruiting the current employees of Volkswagen. This lateral hiring has advantage that the recruit has a knowledge of the job as well as can add value to the organization by providing the knowledge and technology know how from the past organization experience. Hence, such lateral hiring is becoming prevalent.

The other form of lateral hiring is where the employee is hired from a completely different background and for whom the job offered will be a new career challenge and will be radical change for his/her career. For example a university dean is recruited to become the chairman of a company board (Harvey and Novicevic, 2001).

On boarding

On boarding is the process by which the new employees of the organization are encouraged to become more efficient and more productive members of the organization. The organization provides a planned introduction to the organization and

the job requirements so that new employee can become acquainted to his/her responsibilities and duties. On boarding also helps the organization in long term employee retention. The on boarding is done by the organization to retain the top talent in the organization, and the process of on boarding may be done from one week to six month (Hall, 2005).

2.10 Recruitment Approaches:

The organizations now use various recruitment approaches for the recruitment of new employees. Most of the organizations use two or more than two recruitment approach to frame their recruitment strategy. Some of the important recruitment approaches are as mentioned below:

In-house recruitment

Most of the employers use in house recruitment approach to recruit their employees. The organizations use their HR department, recruitment managers, and front line managers for hiring for in house recruitment. The organization may also use strategies such as advertisement of job vacancies on their own website and other job portals and work with external agencies for internal recruitment within the organization. Internal recruitment is the process in which the current employees of the organization are assessed for filling the vacant job vacancies in the organization. When in house recruitment is done, the current employee of the organization is given new position in the organization and may be promoted or given internal transfer (Scullion and Starkey, 2000).

Employee referral

Employee referral is a recruitment approach in which the existing employees of the organization recommend potential and prospective candidates for the job vacancies in the organization. The employee referral has benefit that it reduces the cost and energy spent for searching potential candidates for the job offerings. Hence many of the organizations promote internal employee referral programs by providing cash bonus and benefits to employees who referred prospective candidate and candidate is selected for the job. However many organization provide employee referral bonus when the referred employees stays in organization for significant time period in organization. The bonus for the referral depends upon the grade and post of the referred employee (Delios and Bjorkman, 2000).

Outsourcing

Outsourcing is the recruitment approach in which the organization uses external recruiters. External recruitment is very suitable for small organization which do not have efficient and dedicated HR department. However, large organization also uses the facility of outsourcing for recruitment and selection and they enter into a formal contract with recruitment consultancies for using their services (Yan, 2004).

On-Campus Recruitment

The organization also uses the recruitment approach of on campus recruitment. Fresh graduates are interviewed and assessed for the job offerings of the organization in their

college campuses. The on campus recruitment has advantage that organization can avail a large number of eligible candidates and also the candidates selected from on campus recruitment can be retained in organization for longer time span (Legge and Ackroyd, 1995).

Executive search firms -Headhunters

A headhunter of executive search firm is organizations which are third party recruiters and provide aid to the organizations in recruitment where normal recruitment strategies and approaches have failed. The headhunter organizations have aggressive recruitment strategies and they maintain a list of candidates who have various industry experience, qualification and knowledge to cater to the recruitment needs of various organizations. They use various advances techniques of sales and recruitment to tap and attract the attention of candidates seeking new job opportunities. They may generate their own list of candidates for various types of job posts and may also purchase data with list of candidates, job title and their experience (Keeley, 2001).

They generally arrange a formal interview or meeting between the candidate seeking new job opportunities and the organization looking for recruitment of new employees for job offerings. These agencies also play a vital role in negotiation of salaries and compensation for the new employee that is recruited by the organization. Head hunters generally make their presence felt in market by attending various trade shows, job fairs and providing time to time advertisement of their organization on internet and other media resources. These organizations are increasingly using social media and social internet websites such as Facebook and LinkedIn to attract the attention of candidates seeking job opportunities (Yan, 2004).

These organizations generally take high profit margins sometimes even up to 30 percent of the recruited employees' annual compensation. Headhunter organizations are involved more in recruitment of the employees at senior management levels and

executive level. Headhunter organizations also help the companies in recruitment of specialized individuals such as employees who are from the field of research and development, top notch professionals in their fields (Zhang, 2001).

Recruitment websites

There are various sites available on internet for providing assistance to companies in recruitment. These websites have two major features that are CV (Curriculum Vitae) database and job boards. The job board helps the various organizations to post their job offerings and vacancies. The candidates can also upload their CV for consideration by the recruiters of the organization. These websites take charges from the organization for posting their job offerings and from candidates for posting their CV on their website. The recruitment websites have evolved significantly since 1990 and now play a very important role in end to end recruitment for organizations. These websites also maintain the pool data of various candidates which can also assessed and screened by the HR department of the organizations. Now key players of the sector also provide software of e-recruitment so that the recruitment procedure of the organization can be enhanced and the overall business performance of the organization can be improved.

The online e-recruitment software helps the organization to attract, screen, test, select, employ as well as retain the potential and quality staff in the organization with minimum cost and minimum administration involvement. These recruitment websites also helps the candidates who are actively and aggressively looking for new job opportunities or a job shift in meeting their goals in short span of time (Malhotra, 2007).

Job search engines

The emergence of job search engines has helped the job seekers and organization to search through multiple recruitment websites. These job search engines are meta-search engines exclusively designed for job search. They act as a one stop shop for employers and for the job seekers. Some job search engines also use the data directly from the employers' websites and hence bypass the job boards. This also helps the job

seekers to find the job offerings that may not be listed on the traditional recruitment websites and online job boards (Huang, 2005).

Talent acquisition

Talent acquisition is the recruitment approach where the targeted acquisition or recruitment is done for teams of high performance such as finance management and sales management into the organization from another organization which has same business model or is a competitor of the organization. The organizations who have previously taken the aid of external recruitment facilities and headhunting firms are now using the talent acquisition strategies. The organizations now employ talent acquisition specialists whose role is to search, attract and tap the talented and potential employees from other organizations. Hence the talent acquisition specialist plays a vital role and removes the need of headhunters and external recruitment agencies for the organization. The talent acquisition specialists are linked to the executive management of the organization. The talent acquisition from competitor organization provides the double benefit of availing high performing employee for the organization and at the same time removing the high performing employee from the competitor organization (Yan, 2004).

2.11 Role of a CFO

It is important to understand and describe the role of CFO before the organization commences the activity of recruitment and selection of new CFO.

The CFO (Chief financial officer) or CFOO (Chief financial and operating officer) of an organization is responsible for the management of the financial risk and financial operations of the organization. The CFO of the organization is a corporate officer. The CFO of the organization is also responsible for financial record maintenance and

financial planning for the organization. The CFO of the organization is also responsible for preparing annual financial reports and presenting them to stakeholders of the organization and the board of directors of the organization. The CFO also has the responsibility of analysis of financial data with the aid of various tools such as Financial Ratio analysis and other financial tools. The CFO of the organization has his reporting directly to the Board of Directors of the company and may also be a part of Board of Directors. Hence the CFO of the company supervises and looks the finance department of the organization and is also the representative and spokesperson of the organization for financial matters. The CFO also plans and looks on matters such as capital budgeting, cost management, cost benefit analysis, financial risk management.

CFOs of most of the organizations have good financial qualifications and have good educational qualification of MBA or have strong accounting background with rich corporate financial management experience (Zhang, 2001).

2.12 Changing role of CFO

The role of CFO has emerged and evolved significantly in the recent few years. Now the CFO of the organization is not just a financial gatekeeper but he is a strategic advisor and partner to the CEO of the organization. A study done by the McKinsey revealed that 88 percent of CFOs surveyed stated that CEO of their organization wants them to play key role in framing the strategies of the organization (Yan, 2004).

The CFO of the organizations have more challenging roles to play, they have to keep in mind the highly uncertain economic environment, manage the financial risk and volatilities and at the same time frame the important strategies for the organization. The CFOs also have to play the role of managing and keeping the important business information and help the organization in operating efficiently and effectively. The CFOs of the organization play a very important strategic role in taking important decision for the organization (York, 2008).

The responsibilities and duties of a CFO of this era not only involve the traditional financial stewardship but they also have to handle the areas of progressive business

and strategic leadership. They also have to take the direct responsibility of the operations of the organizations and help the organization in increasing their business activities exponentially. In fact CFOs of the many organizations are now CEO in waiting i.e. they are looked forward as the future CEO of the organization (Malhotra, 2007).

2.13 Japanese Culture

The Japanese culture has evolved and emerged significantly in the last few centuries. The culture of Japan is greatly influenced by Asia, North America and Europe. Japanese is primary language of the people of Japan. Japanese language is written with combination of three scripts: katakana, hiragana and Kanji. The Japanese use Hindu-Arabic numerals, however Sino-Japanese numerals are also commonly used. The country has four traditional theaters named noh, kyogen, kabuki and bunraku. The architecture of Japan has a long history and is closely related to Japanese culture. The Shinto shrines and temples depict the architectural art of the country (Legewie, 2002).

2.14 Australian Culture

Nile and Richard (2002) identifies that the Australia has its culture greatly influenced from the western culture. The country has no official language but English is greatly followed as national language. Australian English is quite distinguishable from British English and American English. English is spoken by more than 80 percent of the Australian population. Humor also plays an important part in the Australian culture. The Australian humor is generally characterized by dry, ironic, irrelevant and exemplified work of artists such as Paul Hogan and Barry Humphries. The Australian art which include film, music, theatre, painting and dance have achieved the international recognition. The country has no official religion. The country has its 64 percent of population following Christian religion and 19 percent of population of country describe themselves as irreligious that is not associated with any religion (Hernández and Ramona, 2004).

3. Discussion:

3.0 Research Strategy for task of appointment of new CFO

The research for the task needed to recruit new CFO for the organization for operations in Far East i.e. Australia and Japan will use the collection of secondary data. Secondary data is collected for attaining the information about the culture, corporate environment of organizations in Japan and Australia. The secondary data is also collected for recruitment and selection strategies used by other organizations in both countries. Secondary data is collected for taking decision on recruitment and selection strategies and approaches to be implemented for the organization. The objective of the research is to analyze the recruitment and selection strategies and approaches for Sainsbury in Japan and Australia for recruitment of CFO. The advantage of collection of secondary data is that secondary data can be collected easily. The secondary data provides the relevant data to the researcher in small span of time. The secondary data also provides direction to the researcher for the collection of primary data if required. The collection of secondary data is of great use when the researcher cannot collect the primary data due to constraints (Cohen & Arieli, 2011).

The research work that is done for recruitment and selection strategies and approaches is exploratory in nature. The data is collected from various secondary data sources available for recruitment and selection strategies and approaches of the both countries. The various statistical tools such as Excel sheet are used as required for the analysis of data collected and measure the degree of correctness of the responses. The research work will follow the watchful and methodical process for the completion of research (Hoffman, 2003).

For a research work to be effective and relevant to the research objective it is very important that the analysis of data collected is done efficiently. For this research, the researcher will use various statistical tools such as Excel sheet and statistical tools such as bar graphs, line charts and histograms may be used as required for the representation and analysis of the data collected. This will aid the researcher in understanding and interpreting the data collected efficiently and hence come out with conclusive results for the research (Cohen & Arieli, 2011).

It is important for any research work that the data is collected from reliable sources and data collected is relevant. For this research work done for recruitment and selection of CFO for the organization Sainsbury in Australia and Japan, the researcher has used the secondary data resources such as journals, magazines, newspapers, articles and internet resources. The secondary data available for recruitment and selection strategies and corporate culture of Japan and Australia were rigorously searched and studied. Secondary data that are collected on corporate culture of Japan and Australia were also looked for data validation and reliability by the researcher.

The research has also conducted a case study on the recruitment and selection strategies of its competitor Tesco for international recruitment. Tesco has its operation in twelve nations outside UK which include Japan, Turkey and China. Hence, the case study of international recruitment strategies of Tesco provides useful and relevant information required for the given task.

3.1 Case Study: Tesco International recruitment and selection

This case study will identify the various recruitment and selection strategies of Tesco and hence help the organization Sainsbury to form effective recruitment and selection strategies.

The Tesco has operations in many countries like Sainsbury; hence it needs to have efficient international recruitment and selection strategies. Tesco has its operations in

Japan as well, where Sainsbury is planning to commence its operation, hence the organization Sainsbury can gain significantly by analyzing the recruitment and selection strategies of Tesco.

The Tesco uses work force planning techniques for analysis of recruitment and selection requirements of the organization and to plan the future needs of people required in terms of location, number and the skills. The workforce planning helps the organization to plan how the future recruitment and selection requirements of the organization can be met. Tesco recruits regularly for the food and non food business part of the organization. The vacancies in organization are created when a new market segment is targeted or a new market location is tapped by the organization. The new vacancies are also created when new processes and technologies are used and implemented by the organization (Harvey and Oliver, 2007).

Specifying the job description for the vacant jobs in the organization is an important aspect of workforce planning of Tesco for recruitment and selection. The company describes the job title, the duties and responsibilities of the job holder for the new vacant post effectively through various communication channels. The organization also provides the personal specification for the job post i.e. the required skills and competencies for the applicants and candidates along with the characteristics and attributes required by the person to meet the job responsibilities (Harvey and Oliver, 2007).

The recruitment for Tesco involves attracting the right candidates and applicants for the vacant job post in the organization. Tesco ensures that the job is advertised in many ways so that the information can reach to the potential candidates. The process and techniques for job advertisement depends upon the number of the vacant posts and job specifications of the vacant post. Tesco does both internal and external recruitment. The organization looks for an internal talent plan to see how vacancy can be filled internally. The organization forms a list of the employees of the organization who are

looking for a shift with -in the organization at same post or looking for promotion. Suitable employees who match the new vacant job profile are selected from the Talent Plan for consideration of new vacant post. However, if the talent pool does not have any suitable employee for the new vacant post, then the new vacant post is posted on the intranet of the organization, so that the employees can see the new vacant job posts and the interested and keen employees can submit their candidature. The organization also does external recruitment and the organization advertises for external recruitment on its websites and other media sources and communication medium. The applicants who are chosen for interview are required to report to the assessment center where the selection process is conducted. The people who are interested in store based job can submit their CVs in store directly. Tesco does the external advertisement of the vacancies through websites, online media, television, radio, placing the advertisements on job search engines and job search websites (Finch and Julia, 2010).

The selection process of the organization involves selecting the right candidate from the candidates who have appeared for the recruitment and selection procedure. This is done with the help of screening of the candidates and other selection processes. The selected candidates are called for the interview and interviewed. The candidates who clear the interview round attend the assessment center. The candidates are further assessed for their candidature and successful candidates are called for second interview. The candidates who clear the second round are sent the offer letter from the organization (O'Grady and Sean, 2001).

3.2 Tesco Case Study Analyses:

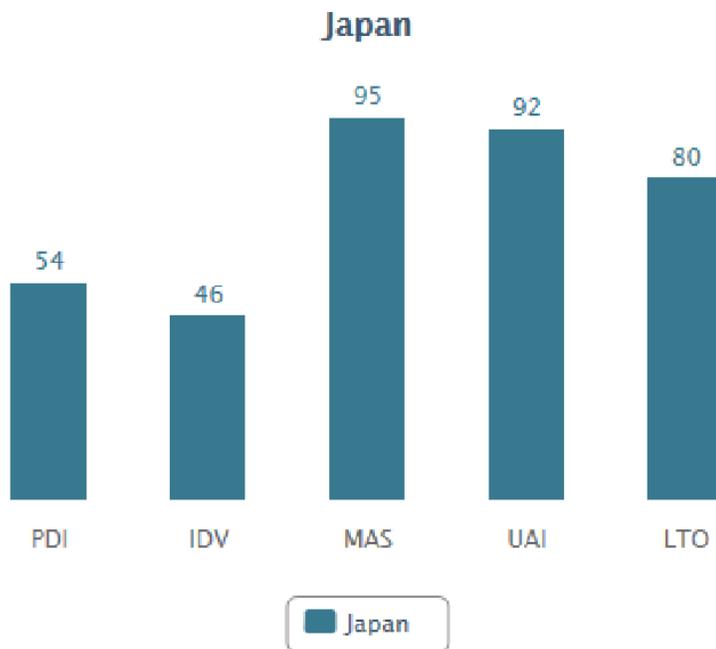
The case study of the Tesco recruitment and selection strategies provides insights into efficient recruitment and selection for international HRM. The case study of Tesco recruitment and selection has provided various important conclusions for the organization Sainsbury. The Sainsbury shall build a strong and effective work force

planning strategy so that the organization can plan for the future recruitment and selection requirements for international operations. This work force planning system must efficiently plan the number of employees and type of employees that the organization may need when expansion is done, a new market segment is tapped or the organization is opening its business in new location. As at present, the organization is opening its new business operations in Japan and Australia, hence the organization will need to do the work force planning for the stores that will be opened in the countries apart from recruitment and selection of the new CFO. The organization Sainsbury also needs to ensure that it implements efficient and effective recruitment and selection strategies in Australia and Japan. The organization needs to do the proper communication of the new vacant job post, so that the information can reach to Japanese and Australian people who can be potential candidates for the vacant job post.

3.3 Discussion on Hofstede Cultural Analysis for Japan and Australia

The hofstede cultural analysis of both countries will help in understanding the culture and business environment of both countries.

3.3.1 Japan's Hofstede Cultural Analysis.



The exploration of Japanese culture with 5-D model of Hofstede Culture Model will help us understand the Japanese culture and ensure that recruitment and selection is done in accordance to the culture of nation (Keeley, 2001).

Power distance

Japan has a score of 54 on Power distance and hence it has a mild hierarchy in its society. Japanese are well aware of their positions and act and behave in the society accordingly. However, the hierarchy in the system is not strong as in other Asian countries. But the decision making process in Japanese system is very slow, because each decision has to pass through the various hierarchy layers and at last from the top management. The Japanese believe that everyone is born as equal and it is the hard work which brings success and make people achieve. (Dale, 1990)

Individualism

The country has a score of 46 on the dimension of individualism. The country has the

characteristic of collective society. The people of the nation put group harmony above the individualistic opinions and people do have a fear of shame for losing face in society. But the Asian neighbor countries are more collectivistic than Japan. The country does not have extended family system as in neighboring countries China and Korea. The country is dominated by paternalistic society. The name of the family and the assets of the family are inherited by the eldest son of the family (Coutu, 2002)

Japanese are world famous for their loyalty to their organization. Japanese like to remain private and reserved compared to other Asian people. According to western standards, Japan is considered as collectivistic but according to Asian standards Japan is individualistic.

Masculinity / Femininity

The Japan has a very high masculine score of 95 which means that the society of Japan is driven by competition, success and achievement. As the country has mild collectivism, the competition is more between groups rather than individuals. The habit of competition is inherited in people from their childhood when they compete with each other in sports activities in schools, generally competition occur between red team and white team.

The Japanese employees feel more motivated when they are fighting with competitors knowing the fact that they have been the winning team in past. The Japanese people also have a drive for perfection and excellence in every aspect of their life. Japanese are amongst the most workaholic people in the world which indicates their masculine characteristics (Legewie, 2002).

Uncertainty avoidance

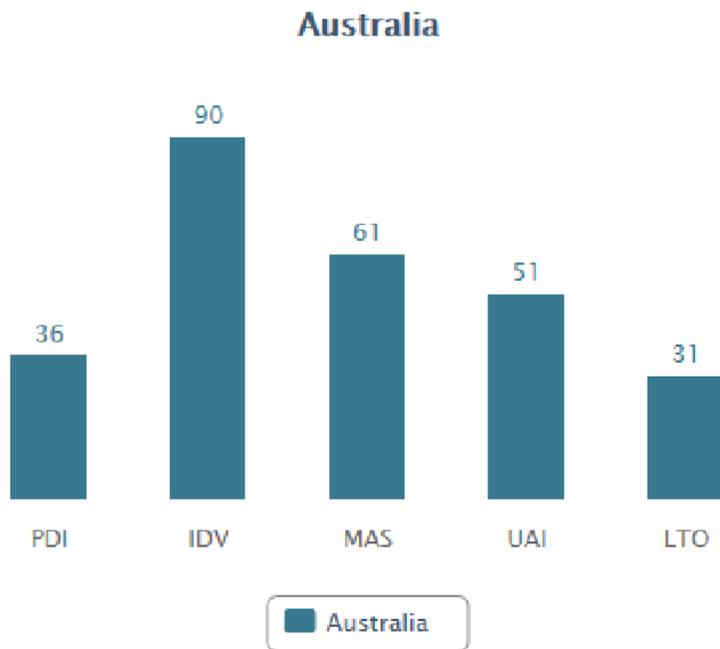
Japan has very high score in avoiding uncertainty. This characteristic of the Japanese people is seen linked to the constant threats that the country gets from Mother Nature in form of Tsunamis, earthquakes, volcanic eruptions and typhoons. Hence, Japanese

people tend to prepare themselves against uncertain situations. They prepare themselves to avoid uncertainties from natural disasters as well as from every uncertainty aspect of life. The Japanese like to do things with maximum predictability. Every aspect of life is ritualized and there are a lot of ceremonies. Proper description is provided in etiquette book for how people should behave and what they should wear on events such as funeral, weddings and other social events. Teachers and public servants do things with precedence. In corporate world of Japan, organizations put a lot of efforts to calculate and ascertain all the risk factors and they undertake in depth feasibility studies. Detailed facts and figures are used for analysis before any decision is taken. Due to high uncertainty avoidance needs it becomes very difficult to realize new changes in the country (Coutu, 2002).

Long term orientation

Japan has a long term orientation score of 80 which is significant. Japanese view their personal lives as a very short span of time compared to the history of mankind. Hence, Japanese culture shows the traits of fatalism. Japanese tend to do best possible things in best possible ways in their lives. People focus on living their lives on good examples of virtues and on practical and logical reasoning. In corporate world of Japan, long term orientation can also be seen by the fact that Japanese make high investment in R&D even in tough economic times. The Japanese companies firmly believe that they are not just there to make money for a quarter or year, but they believe in adding value and worth to the lives of stakeholders for generations (Legewie, 2002).

3.3.2 Australia's Hofstede Cultural Analysis:



The analysis of Australian culture under the 5-D model of Hofstede Culture Model will provide the useful information to ascertain the Australian culture and it will also help in ensuring that the recruitment and selection for the organization is done efficiently and effectively.

Power distance

Australia has a low score on power distance of 36. Hence it can be understood that hierarchy in Australian organizations is done for convenience. The top management is available and accessible to sub ordinates. Top management and managers consider the opinion of individual employees and expertise team. The information is shared frequently between employees and managers. The communication between top management and employees is direct, participative and informal (Horton and David, 2001).

Individualism

Australia has a score of 90 on the individualism dimension; hence the Australian culture is highly individualistic in nature. The society in Australian culture is loosely tied and people only look for themselves and their immediate family. The Australian business world, the employees need to be self dependent, self reliant and need to display initiative. The decisions of hiring and promotion are done in the organization based on merit, skills and competencies and the past performance (Malhotra, 2007).

Masculinity / Femininity

The country has a score of 61 on the masculinity. Hence Australian culture is moderately masculine. The behavior of people in schools, work and play are motivated by the practice of strive for the best motive and the notion that winner takes all. The conflicts in Australian culture are addressed at the individualistic level and the aim of the people is to win. Australian people give importance to success and achievement. Hiring and promotion decisions are done on the basis of past achievements and successes (Yan, 2004).

Uncertainty avoidance

The country has a moderate score of 51 on the dimension of uncertainty avoidance. The Australian culture is fairly practical in uncertainty avoidance. The Australian people lay focus on proper planning; they are also open to amendments and changes in their plans. People of Australia have a fair appetite for risk and do not hesitate in taking calculated risks. Emotions are not given much importance in taking important decisions. Hence the people of country are more open to new ideas, innovation and new technology. Australian culture also promotes people to try and strive for something new and different in technology and business practices (Malhotra, 2007).

Long-term orientation

The Australia has a very low score of 31 on long term orientation. Hence the people of the country are basically short term oriented. The country focuses on following the traditions and fulfillment of social obligations. Similarly the Australian business world is short term oriented and the profit and loss of the organization are issued on quarterly basis. The organizations look for the quick results in the work place (Horton and David, 2001).

4. Conclusions & Recommendations:

The literature review and discussion on international recruitment and selection strategies along with the cultural and business environment study of Japan and Australian paves the path for appointment of new CFO for the organization Sainsbury in Far East.

Recruitment and Selection of New CFO for Japan & Australia:

4.1 New CFO job requirements and responsibilities:

The cross cultural management with-in the organization needs to be studied by the HR department of the organization, so that the new business venture in Australia and Japan can be synchronized with the current business activities of the organization. The new CFO appointed for operations in Australia and Japan need to look over the financial and operational matters of the organization in both countries. The new CFO for Far East will act as a representative of the organization for operations and business activities that will be carried out in both countries. The organization shall use a mix of region centric and ethno centric international recruitment and selection strategies. The organization shall

recruit the new CFO from either Japan or Australia so that he/she can understand the business environment of both countries. However, the other top management posts can be filled by using the ethno strategic IHRM strategies so that organization can keep a better control on the local operations of organization in both countries. The Hofstede analysis of the culture of Japan and Australia depicts that both countries have different business environments for example Japan has high masculinity index of 95 whereas Australia has a moderate Masculinity index of 61. The Japan has an uncertainty avoidance index of 92 which is very high whereas Australia has uncertainty avoidance index of 51 which is low. Japan has long term orientation index of 80 whereas Australia has long term orientation index of 31 which is very low. Hence, even both these countries have different business culture and different business environment. The new CFO that shall be appointed shall keep in mind that different business policies and different business strategies need to be implemented in both countries due to huge business environment and culture difference in both countries.

The new CFO appointed can be appointed efficiently and effectively by the organization when the job analysis and job description of the CFO is done meticulously by the organization. The organization need to ensure that the duties, roles and responsibilities for the new CFO for Far East are properly planned and illustrated. The organization then needs to do proper sourcing of the new vacant CFO post for the operations in Far East. This can be done with the help of internal and external advertisement for the new post of CFO. The organization need to screen and select the possible candidates for the post of CFO. As CFO is a key post for any organization, hence proper and rigorous background study of the candidates need to be done which shall include the assessment of past performance, educational qualifications, skills and competencies of the eligible candidates and knowledge assessment of the potential candidates. The organization shall also look for the presence of required soft skills in the candidates who can be considered for the post of new CFO.

4.2 CFO recruitment and selection Process:

Lateral hiring can be a key strategy for Sainsbury in hiring the new CFO. The competitor organization Tesco has its operations in Japan. The organization Sainsbury can lure the existing CFO of the Tesco, if he is eligible and fit for the new business venture of the organization in Far East. The Sainsbury can tap the CFO of Japan for Tesco by providing him higher compensation, better facilities and providing better job responsibilities and power. However, if the organization Sainsbury does not recruit CFO of Japan for Tesco or any other CFO from supermarket chain organizations in Japan and Australia, then organization need to look for possible potential candidates that may be available in Japan and Australia. The Hofstede culture study of both the countries indicate that it will be better if CFO appointed is of Japanese origin rather than Australian origin as Japan has high masculinity and high uncertainty avoidance index. Hence, Japanese CFO for the organization can handle the business operations for Japan as well as for Australia easily.

4.3 Recruitment approach for new CFO:

The organization can use the recruitment approach of outsourcing where in the external recruitment agencies present in the Australia and Japan can be informed about the new vacancy of CFO and other vacancies that will be created with the commencement of new operations of the organization in the region. Executive searching firms and headhunter organization that are present to help the organizations in recruitment of specialized employees in the organization can help the organization in recruitment and selection of the new CFO for the organization. Talent acquisition from other firms such as Tesco can also help the organization in appointed new CFO for the organization. The organization hence needs to use all these research approaches so that it can avail and find potential candidates for the post of CFO and a good new CFO for the organization can be recruited and selected.

4.4 On boarding of new CFO

For the appointment for new CFO for the organization will face various problems and hindrances. The problems of the organization can be reduced significantly if the organization Sainsbury ensures that the cultural and business environment of the both countries is properly studied. Also the organization needs to form an effective workforce planning strategy. The organization also needs to ensure that proper IHRM policies are implemented by the organization to support the new business operations in Far East. The post of a CFO is very crucial for any organization and here it will represent the business operations of Far East for the organization. Hence, to ensure that appropriate candidate is selected, the organization need to follow relevant recruitment and selection processes along with implementation of effective recruitment approaches as identified earlier in the report. The organization also needs to provide on boarding for new CFO.

Once the new CFO for the Far East operations are selected and recruited, even then the job of the organization is not completed. The organization needs to ensure that the on boarding of the CFO is done efficiently. For this the new CFO needs to be properly informed about the new business plan of the organization in far East as well as he needs to get acquainted with the business policies and business ethics of the organization.

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