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1. INTRODUCTION

As a result of the rapid globalization of the world's economy, more and more companies are conducting business on an international scale. Consequently, an increasing number of corporate employees are being sent abroad on global assignments designed to serve a variety of corporate objectives. This trend has, in turn, led to the rise of an elite group of global employees characterized by their international mobility and intercultural competencies as well as to the development of an international relocation industry that offers an extensive range of services through a system of far-reaching networks and partnerships.

1.1 Subject of Thesis

The subject of this terminological thesis is the international relocation of corporate employees and the industry that has sprung up in recent years to meet the needs of transferees and their employers. These needs cover many fields of activities and bodies of knowledge: from human resources to real estate, from immigration legislation to shipping, from taxation to cultural psychology. As disparate as these subjects may appear, they are nevertheless all integral components of the process of international relocation.

I chose this subject, despite the obvious difficulties it presents, for a variety of personal and professional reasons. As a translator, I have received much of my work from internationally active businesses. As a teacher of English as a second or foreign language, I have trained many globally mobile professionals. As a real estate agent, I became certified as a global representative for international relocation. Having also relocated internationally myself, I know first-hand how much work is involved in the process.

The principal reasons for choosing this subject, however, are neither my background nor experience, but rather my realization that effective translators and successful global transferees have much in common and my belief that the field of international relocation offers language professionals a new world of opportunities.

For the globally active employee, professional competency is not enough; it must be complemented by cultural competency (Van der Boon, Assessment). To be truly successful abroad, transferees must possess not only the professional abilities and technical knowledge—the so-called “hard” skills required for the job at hand—but also the cultural adaptability and sensitivity, or “soft” skills that enable them to work productively in a new environment. Similarly, for translators, fluency in a foreign language is not enough but must be complemented by cultural fluency. To attain true proficiency in a foreign language, one must gain insight into the culture and mindset of its native speakers, since much can be lost in translation if the supporting cultural structure of a language is neglected.

Good translators necessarily share many of the personal characteristics, or “soft” skills of successful global assignees. Though professional competence remains a pre-requisite, success in both fields often depends much more on personal attributes than on professional qualifications. Both groups are distinguished by their openness, cultural awareness, and cultural empathy. Both are able to “go local” by seeing things from different cultural perspectives, exhibiting flexibility in problem-solving and adaptability to new situations. These soft skills often mean the difference between occupational success and failure.

Just as international assignments open wider professional vistas to transferees, the growing global mobility industry offers language specialists many career opportunities. Apart from the obvious need for traditional translation and interpreting services, employment opportunities for candidates with suitable linguistic skills and intercultural competencies abound in the field of international relocation. Relocation professionals help transferees in various ways: providing intercultural and language training, area orientation tours and settling-in services, assistance with local administrative formalities, country-specific career and educational counseling, and a host of other support services. Graduates with translation, interpreting, or language degrees would be well advised to familiarize themselves with this relatively little known but fascinating new field.

1.2 Subject-specific Difficulties

Corporate global relocation, though a long-standing human resources deployment strategy, has undergone far-reaching changes in recent years. A global mobility industry has developed to cater to the needs of internationally active companies. This relatively young industry is largely unfamiliar to outsiders and its services are highly disparate. The major difficulties presented in choosing global relocation as a subject for a terminological thesis are directly linked to these two facts.

Unlike medicine, architecture, music, and other specialized terminological bodies of knowledge, the field of relocation, domestic or global, is not widely known outside industry circles. When confronted with the term “international relocation,” the layperson has difficulty understanding just what exactly is meant. Therefore, in this thesis, I will present a detailed and thorough overview of the process, development, and underlying considerations of international relocation to explain its practices and the industry. Due to the wide range of subject areas involved, the overview and list of possible terminological entries on this subject inevitably becomes lengthy.

Though there is a large amount of literature available on the subject of relocation, much of it is specific to particular aspects, regions, or periods of international corporate expansion. This is the case with the majority of academic works such as recent articles in business management and human resources journals as well as often less current books written on the subject. From these types of works, I was able to gather background knowledge of the business theories and strategies involved in global relocation.

For the terminological study, however, I relied less on academic theoreticians and more on industry practitioners. I found international relocation service providers and industry associations to be highly accessible, authoritative, and qualitatively valuable sources of information for both the overview and terminological sections of this thesis.

Relocation service providers stand at the heart of the industry and measure its pulse. Industry publications in print and electronic media, though often laced

with elements of self-promoting marketing, provide both general information and highly detailed descriptions of the transfer process and its related issues.

Moreover, since many leading providers offer consultancy services, including benchmarking and policy development, they are necessarily in a position to analyze and describe the latest industry developments in order to keep their competitive edge. Their work entails a great deal of research conducted regularly either on their own or in conjunction with industry organizations. Research results, such as surveys, benchmarking exercises, and trend reports are frequently made available online.

One further testament to the reliability of international relocation professionals as terminological sources for translation is the fact that they stake their reputations on their global and cultural competencies. For this reason, it is of the utmost importance that the information found in their publications, regardless of the language, be accurate and up to industry standards. Because of the inherently international nature of the industry, brochures and websites are often translated very well into several languages, making it relatively simple to find parallel texts. The difficulty here lies in determining whether terms are being used in a company-specific or industry-wide manner. Along similar lines, it is essential to ascertain whether terms are country specific and used only in relation to the governmental, tax, or legal systems of one particular country rather than internationally applicable.

Despite their use of company or country-specific terms and their commercial tenor, industry publications remain a reliable source of up-to-date information; more so perhaps, for terminological purposes, than after-the-fact, analytical academic publications whose viewpoint and vocabulary are often colored by the concepts of their specific fields. Finally, in this new field, industry-generated publications win out by sheer numbers alone and provide a wealth of text for comparative text analysis.

1.3 Purpose of Thesis

This thesis will provide a broad but thorough overview of the considerations, processes, and service sectors involved in the international relocation of corporate employees and serve as a terminological aid to those who need to familiarize themselves with the concepts and terms of this field. The background information provided in the general overview section and the terms chosen for the terminological section of this work were selected with this in mind.

It is not the purpose of this thesis to delve into the minute details of each of the subject areas involved in the relocation process. Each of these taken separately could provide sufficient material for a terminological study of its own. Nor is it the purpose of this work to discuss the transfer of employees of any particular nationality to any particular target country, with emphasis on the specific regulations of the countries involved. Nor was this thesis intended to deal with any type of relocation other than the relocation of corporate employees. Neither the forced relocation of populations (Bevölkerungsumsiedlung, Zwangsumsiedlung), nor the distinct relocation practices of the military, diplomatic corps, or religious missions are the focus of this work.

1.4 Organization of Thesis

In the overview section, the history, recent developments, cost and personnel considerations, administrative and procedural phases, as well as the related service industries of international relocation will be examined. The glossary represents the terminological section of this thesis. Here, English and German terms that are found consistently in print or electronic media publications pertaining to international relocation have been collected, defined and/or used in context, along with any synonyms, and useful related terms and phrases.

As previously mentioned, many terms come from disparate fields of knowledge, but without these terms, any work on relocation would be incomplete. Though the terms included could have been divided into subcategories according to their subject area, for example, real estate or human resources, no such subcategories were formed. Terms appear in simple

alphabetical order to facilitate their retrieval. Since most industry publications are written in English, this language serves as the source language. Regional differences will be pointed out as necessary.

In choosing definitions and/or foreign language equivalents, great efforts were made to ensure the reliability of the source. Dictionaries and glossaries were used whenever available. However, very few qualitatively good glossaries exist for this subject area. Most relocation glossaries are the products of service providers and often contain company-specific references. Nevertheless, the terms included are of value when purged of internal references and verified against standardized reference works in overlapping fields.

Since the global relocation industry is relatively young in the German-speaking markets, industry publications and/or their translations, often the only source materials available, borrow heavily from English terminology. This is the case in many areas of business terminology. Though suitable German equivalents exist, English terms are often preferred in industry publications for their perceived insider cachet. Whenever possible, notes on the degree of a term's equivalence were included in the entries.

All entries are industry-specific, unless otherwise noted. For example, the term "assignment" will be considered in this work in relation to its most common meaning within the field of international relocation, i.e., expatriate assignment, *Auslandseinsatz*. No information concerning possible usage of this term in other unrelated fields is included. For example, the usage of the term "assignment" as in "assignment statements for variables" in computations is for obvious reasons not included in this work. However, an entry dealing with the assignment of a right, a debt, a lease, or a property to another party in the related field of real estate may be considered an appropriate and desirable addition. The danger here lies in adding too many, too varied entries and delving too deeply into any one of the subcategories.

In choosing entries for the terminological portion of this work, the guiding selection criteria were a term's overall relevance to the field of international relocation and its informational value to the industry layman. Which terms would a person unfamiliar with international relocation need to know to be able to comprehend the process and the industry? The answer to this question

determined entry selection. This terminological work will provide the most relevant general and terminological information about the field of international relocation in a thorough but concise and accessible manner.

2. INTERNATIONAL EMPLOYEE RELOCATION: AN OVERVIEW

2.1 Developmental Overview: A (Not So) Brief History

In recent years, globalization has become a commonplace term. Yet, in spite of the widespread use of the term, there seems to be a degree of uncertainty as to what globalization actually means. Nor is there a consensus as to whether or not globalization should be considered a positive development in world history.

The various definitions of the word often directly reflect the divergent opinions on globalization as an historical development. While some view globalization as “the consolidation of a new global society” (Lechner and Boli, 2003, p. 1), others see it as a “loss of the degree of control exercised locally” (Mittelman, 2000, p.6). One fairly neutral definition calls globalization “*[t]he inexorable integration of markets, nation-states, and technologies to a degree never witnessed before-in a way that is enabling individuals, corporations and nation-states to reach around the world farther, faster, deeper and cheaper than ever before*” . . . (Friedman, 1999, p.7—8). Whatever globalization may or may not be, clearly, it is here to stay.

Individuals, corporations, and nation-states are increasingly reaching around the world through a variety of channels. Advances in telecommunications and transportation have made it possible to overcome physical distance with relative ease, condensing the once wide world into a global village and making neighbors of us all. One method corporations use to reach around the world is international employee relocation, wherein employees are transferred abroad by their employers for a variety of reasons.

The practice of sending employees abroad to conduct business is by no means a recent phenomenon or one confined to the business world. Diplomats have journeyed to foreign lands to manage their governments’ affairs throughout history. For centuries, missionaries have been sent abroad to do the work of their churches. Hundreds of thousands of military personnel have been stationed abroad to serve their countries’ strategic interests.

The overseas experience of those sent abroad by diplomatic corps, missionaries, and the armed services is, however, molded by the established relocation practices and self-contained nature of such organizations and differs

inherently from the experience of their private-sector counterparts. Corporate transferees are frequently left much more to their own devices as they explore the often uncharted waters of international business (Frazee, 1998).

Although the greatest growth in corporate global transfers has occurred in recent years, international business relocation is not a new development either (Tzeng, 1995). According to Immanuel Wallerstein's world system theory, today's globally linked but hierarchical economic system was initially established in the sixteenth century in the course of European capitalist expansion (1974). Strong European nation-states established themselves as the core of the global system gaining both economic and political influence over the weaker states of the periphery and semi-periphery. In such a world system, all things have a quantifiable market value. Human resources—just as natural resources—are reduced to marketable commodities with a calculable price.

Globally active enterprises—from seventeenth century English trading companies, which contracted with settlers in the New World, to nineteenth century railroad companies, which induced scores of Chinese workers to immigrate to the United States—have long played an important role in the process of international migration (Tzeng). Through foreign direct investment, modern multinational enterprises have come to play a major, albeit different role in global migration. Whereas in the past, migrants were predominantly low-skilled workers, today's multinational transferees are overwhelmingly highly skilled technical or managerial specialists.

As studies on the role of business organizations in modern global migration have shown, transferees have traditionally possessed one of two types of expertise: technical or administrative (Tzeng). Technical specialists are frequently involved as consultants in establishing foreign operations or in periods of technical upgrading or correction. Such transferees are relocated when and as long as needed. Administrative assignees, on the other hand, may stay in their host country on a long-term basis wielding great decision-making power in upper-level positions.

Over time, however, globally active corporations have come to realize that administrative and cultural distance is not as easily overcome as mere physical distance (Ghemawat, 2001). When it is not absolutely necessary to transfer

employees abroad, it is generally much wiser, cheaper, and fairer to fill crucial posts with local or even third-country nationals who are often better at recognizing and catering to the peculiarities of regional markets, more adroit at dealing with the local workforce, and much cheaper to employ than expatriates who receive large relocation assistance packages. Moreover, head offices which insist on sending expatriate managers to foreign satellites risk offending and discouraging local employees who, for their part, may come to feel that higher positions are reserved for foreigners (Van der Boon, *Going Where You're Not Wanted*). Added to these considerations are concerns about the safety and security of expatriate employees due to increased terrorist activity and global instability (GMAC, 2002). Considering all of the arguments against posting home-country employees abroad, it would seem only logical that the number of international transfers will decline in the future, as companies eventually phase out the expensive and problem-ridden practice of global relocation.

Yet despite a recognizable trend toward a higher degree of corporate decentralization and local independence, international relocation is certainly not a thing of the past. In fact, according to industry experts, global relocation of corporate employees is the field of relocation experiencing the most rapid growth (Leonard, 1994). In a recent survey, sixty-eight percent of the human resources managers polled foresaw an increase in foreign assignments (GMAC, 2008). Though this statistic does signify a downward adjustment of expectations since the late nineties, when more than eighty percent of polled HR managers believed that a rise in the number of foreign postings was inevitable (RRI Global Best Practices, 2001), it still gives a healthy prognosis for the future growth of the industry.

2.2 The Case for Continued Employee Relocation: International Relocation in Modern Corporate Strategy

It seems that companies will continue to use employee relocation as a means of reaching around the world whenever, wherever, and however they deem necessary. In order to understand why the problematic practice of employee relocation is still pursued when so many other viable alternatives exist, certain aspects of the increasingly internationalized business world must be highlighted.

In a call for deeper research into the role of expatriation in corporate global strategy, Bonache, Brewster, and Suutari sum up earlier theoretical works that view international relocation as a corporate technique of global control, coordination, and knowledge transfer (2001). As a corporate strategy, global relocation ensures that assignees are given the opportunity to gain valuable experience and a deeper understanding of a company's workings while enterprises are provided with a method of monitoring overseas operations closely, building market presence rapidly, spreading corporate culture and policies, and transferring skills among branches.

Thus, though it is true that in today's business world local employees of multinationals often hold high-level positions, and local firms are frequently entrusted with the management of foreign operations, host-country independence and corporate decentralization do not preclude the need for international assignments.

Today's transfers are initiated in all directions and for a variety of reasons (Van der Boon, *The World of International Assignments*). Home-country staff may be posted abroad not only to set up or supervise operations but also to learn the ropes from the local employees of a certain region. Foreign employees may be transferred as inpatriates to the parent company for a thorough grounding in corporate culture (ASN, 2002). Specialists from any branch or region may be called upon to transfer knowledge, upgrade systems, or solve problems. In accordance with the corporate cultures of certain multinationals, high-level administrative and specialist posts abroad are still traditionally given to parent-country assignees. Thus, in spite of the high costs and risks involved, global

relocation remains a viable and attractive corporate practice because of the multiple purposes it serves in the development of corporate executives, the exchange of skills and knowledge, and the establishment of corporate culture in both domestic and overseas operations (Bonache et al.).

In weighing their global strategy options, how do companies identify the need to physically relocate employees, as opposed to selecting other less costly alternatives? The specifics of why, how, how often, and whom a company relocates may depend, it has been argued, on two corporate characteristics: corporate culture and degree of corporate globalization (Tzeng). “While the stage of corporate internationalization can affect the number of transferees, the structure and management style of a multinational can influence the direction of migration and the selection of personnel” (Tzeng, p. 142). Among globally active corporations, the two factors of corporate culture and corporate level of globalization have a direct influence on relocation decision making and must be discussed in more detail.

Corporate Culture

In their study of established global businesses, Sundaram and Black argue that multinationals can be divided into three groups according to their corporate culture: “global, multi-domestic, and transnational” (Sundaram/Black 1992). Global enterprises, “centralized and ethnocentric” in management style, often entrust home-country employees with foreign assignments in an attempt to maintain control over worldwide operations. Multi-domestic corporations, “decentralized and polycentric” in nature, rely more heavily on local managers and therefore relocate fewer employees. Both of these groups, however, tend to send global assignees from the parent company to subsidiaries or between subsidiaries. Transnational companies, on the other hand, are characteristically “network-like and geocentric.” This third group views relocation as a method of exchanging skills. For this reason, employees of transnational enterprises may be transferred in any direction: from subsidiary to subsidiary, from home company to subsidiary, or vice versa. As evidenced by this theory, the corporate culture of multinational enterprises often molds their global relocation strategies.

Degree of Corporate Globalization

The second factor that must be considered when analyzing the role of international relocation in business strategy is the degree of globalization of an enterprise (Tzeng). One revealing indicator of the already generally advanced stage of corporate globalization is the fact that internationally active companies of longer standing derive approximately half of their total revenues abroad (GMAC Trends, 2008). With such high financial stakes, it is likely that established multinationals will continue to implement the practice of international relocation to strengthen their global positions.

Furthermore, the growing interconnectedness of local, regional, national, and international economies as a result of recent technological and political developments may signal continued if not increased relocation activity, as this economic melding facilitates trade and opens the field of international business to more companies (Van der Boon, Making an Impact).

Huge multinational corporations, globally active for decades, are no longer the only players in the international business arena. Mid-sized and small businesses as well are sending employees abroad in growing numbers. All are more internationally active through the use of distance-bridging technology and a variety of flexible business structures that clear the path to global expansion. The number of international partnerships, affiliations, joint ventures, mergers, subsidiaries, and acquisitions is on the rise. Finally, the progressive regional integration of separate national economies, as for example in the European Union and NAFTA, will only lead to a greater and easier international exchange of resources, including human resources.

2.3 Shifts and Trends in International Relocation

Twenty years ago, the “typical” assignee would have been a married male employee in high-level management, accompanied by children and a non-working spouse, sent abroad without specific training on a “typical” foreign assignment from the home-country parent company to one foreign office for a period of two to three years (Collie, 1998). Though this traditional profile is still common, assignment and assignee profiles are now much more varied and flexible. New profiles have emerged in response to the varied role international relocation now plays in global corporate strategy. In this century, international transfers are actually likely to increase in number, while greatly varying in function, frequency, direction, and duration as they are tailored to meet specific business goals and needs (Van der Boon, Making an Impact).

Yet even as global transfers become more commonplace, their complexity seems to increase (Hays, 1999). As globalization continues to change the way business is conducted and corporations learn from past experience, there is increased awareness of the risks involved in the relocation process as well as greater effort to avoid foreseeable pitfalls.

Attempts to contain costs while tailoring transfers to meet more specific objectives have given rise to a greater variety of global assignment types, each of which presents specific difficulties (GMAC, Ten Years of Global Relocation Trends, 2004). Meanwhile, a greater focus has been placed on candidate assessment and selection procedures (Van der Boon, Assessment). This shift in focus has widened the pool of eligible transferees while underlining the importance of narrowly targeting those who are more likely to succeed abroad. The transfer process itself has become longer and more complex as extended support and counseling systems have been established to lower assignee failure and attrition rates and bolster chances of success.

These trends towards more involved transfer planning and execution have in turn led to the development of a highly specialized global mobility service industry. The growth of this support industry can itself be considered to be one of the most important trends in international corporate relocation today. Many international businesses now outsource some or all of their relocation tasks to third-party providers (GMAC, 2008). Industry benchmarking and research

activities of external service providers can, in turn, drive corporate relocation strategy and policymaking to set tomorrow's trends (RRI, Relocation Trends, 2001). In the next sections, some of the most significant recent developments in the field of global mobility will be examined in greater detail.

2.3.1 Changes in Assignment Profiles

In general, countries that offer economic and political stability and business-friendly environments are major relocation destinations. The United Kingdom, North America, and continental Europe, remain near the top of the list (Saunders, Benchmark Report, 2003). In recent years the United States, a leading transfer destination of long standing, has introduced national security measures that have complicated but not deterred relocation activity (GMAC, 2008). It still ranks among the top three global assignment locations but was also cited as a challenging destination for relocation administrators. China, India, and Russia head the list of emerging transfer destinations, as well as the list of most challenging locations (GMAC, 2008).

Global assignments are not only leading employees in **different geographical directions** but also in **different professional directions**. Today's assignments may not be promotional but educational in nature, resulting in a horizontal change of position for the assignee rather than a vertical one (Van der Boon, Making an Impact). Such assignments may bring professional rewards later in the employee's career but they are harder to sell to those selected for a difficult but perhaps not immediately rewarding transfer.

Today's trends and forecasts point to a **reduction in the number of assignments from headquarters countries to non-headquarters countries** (GMAC, 2008). This trend is offset, however, by a large **increase of movement among non-headquarters countries** and hence a dramatic **rise in the transfer of third-country nationals**. According to the Global Relocation Trends Survey (2008), before 2002 approximately 75% of all international transfers were made to or from the headquarters or home country. Starting in 2002, however, over 40% of global assignments have been conducted between non-headquarters locations. This development would indicate not only an attempt at cost control

but also a shift in the purpose of employee relocation in global corporate strategy. Assignments are increasingly undertaken in an effort to exchange skills among equally but diversely trained employees rather than to transfer knowledge from the highly skilled to the less skilled. Changes in the direction and function of international transfers come in part as a result of expanding networking alliances among firms, enabling small and mid-sized firms to participate in the international market, alongside huge multinationals (Van der Boon, *The World of International Assignments*). The rise in transfers among equally developed countries is likely to continue as markets are more tightly knit together through international organizations such as the European Union and NAFTA.

Another new development in assignment type is the **serial assignment**, whereby a transferee is sent to one foreign post after another without interim work stints at the home company (Van der Boon, *The World of International Assignments*). This trend toward an increased frequency of transfer activity is producing a group of extremely mobile and skilled expatriates, the so-called **glopats**. These global managers have proven themselves again and again in various international posts. Serial expatriates who possess highly developed multicultural competencies are often responsible for regional operations (ASN Services for Expatriates, 2002).

The duration of today's international assignments can also vary greatly but there is, in general, a marked trend away from long-term assignments in an effort to reduce costs (GMAC, 2008). This **trend towards transfers of shorter duration** has spawned a variety of new assignment types.

Breakthroughs in telecommunications have led to new patterns in scheduling and management, allowing people to work "virtually" in any location, at any time. This development has affected the nature of employment on the domestic as well as the international front (Van der Boon, *Networking Nomads*). **Telecommuting or teleworking**, defined as "the use of home computers, telephones, etc., to enable a person to work from home while maintaining contact with colleagues, customers, or a central office" (Collins, 1993, p. 1191) is gaining in popularity. In the case of foreign assignments, working from home can mean working from the home office or country on a "**virtual**" assignment,

utilizing teleconferencing, the Internet, and other technology to conduct business abroad (Reloglobal, Determining the Type of Assignment).

Although telecommuting offers a much less costly alternative to physical relocation, it does have drawbacks. Advances made in communications technology do not necessarily translate into advances in communication. Communication is much more than just an exchange of words, and mechanical interfacing cannot always satisfactorily replace in-person interaction. Telecommuters, domestic as well as global, face the problem of being “out of sight and out of mind,” no matter how frequently they are electronically in touch with their colleagues. Thus, visits to the physical office location whether in the home country or abroad are often unavoidable although they cut into the cost savings of telecommuting (Van der Boon, Networking Nomads).

“**Frequent fliers or mobile workers**” are stationed in the home country but travel routinely managing projects abroad (Van der Boon, Networking Nomads). Still another type of modern mobile employee is the **commuter expatriate** who stays in the host country during the workweek and returns home for the weekend. This form of foreign assignment is becoming more and more common in Europe as the European Union facilitates work and travel issues for “**Eurocommuters**”, who are citizens of its member-states, and as the countries of Eastern Europe become more economically integrated (Management Centre Europe, 2003).

Often tasks do not require full relocation and can be accomplished on **business trips** which may last **between one and thirty days**. This solution may be suited to one-time events, technology troubleshooting and/or updating work. However, if the job cannot be finished within the timeframe of the business trip, costly extended or multiple stays may become necessary, making this a penny-wise, pound-foolish solution (Weston, 2004).

Multinationals are increasingly choosing to send their foreign assignees on **short-term assignments**, usually **one to twelve months** in duration, in an effort to cut costs (GMAC, 2008). Short-term postings are less expensive than long-term assignments, since almost eighty percent of all short-term transferees leave their families at home and stay in hotels or apartments at company cost. The trend of sending transferees on basic short-term assignments is predicted to

grow in coming years, as companies attempt to contain relocation costs. However, the true cost-effectiveness of short-term assignments has been questioned in recent years. Assignments of relatively short durations are nevertheless very disruptive to the personal lives of expatriates who must leave their families at home. Moreover, short-term assignments still entail the high transfer costs associated with stays of longer duration without the extended time-frame that could make large relocation investments worthwhile (Pascoe, 2002).

Meanwhile traditional **long-term assignments** have grown increasingly longer. Once lasting for a period of **two or three years** in general, they are now often **extended to five or eight years** to maximize the company's return on investment (Reloglobal, Determining the Type of Assignment). Because the overwhelming majority of long-term transferees are accompanied by family members (Van der Boon, The New Expatriate), long-term assignments are extremely costly to all involved.

As corporations continue to search for alternatives to expensive long-term assignments, transferees are being localized, that is "converted from expatriate status to local standards" (GMAC, 2003) more often. According to the GMAC Global Relocation Trends Survey 2008, there has been a sharp **increase in localization** since 2003.

Still another form of relocation, the **permanent assignment**, or one-way move, may occur when whole operations are relocated abroad. In this case, a transferee may or may not be asked to remain at the foreign post as a local employee for all tax and work purposes (Reloglobal). The particular tax and legal systems of the countries involved usually determine such matters.

The duration of an assignment has far-reaching employment, benefit, and tax ramifications for the transferee. Depending on the type of assignment, transferees may keep home-country employee status or be considered employees of the host-country company. However, social security benefits and taxation may be negatively affected. These matters must be carefully weighed with the country-specific requirements and regulations in mind before relocation packages are worked out and assignments accepted.

2.3.2 Changes in Assignee Profiles

Just as the nature of the foreign assignment is changing, the profile of the typical international assignee is also changing, albeit gradually. The overwhelming majority of transferees are still **mid- to upper-level, male employees of the home-country company** who generally are **married and accompanied by their families** (GMAC, 2008). Nevertheless, there are many **younger, lower-level employees** among today's global assignees, as companies compete fiercely for skilled workers, especially in the high-tech branch (RRI, Relocation Trends 2001).

The global workforce is also becoming **more multicultural** and diverse. Corporations recognize that home-country nationals of particular ethnic backgrounds, as well as recent immigrants, may possess the cultural awareness and savvy needed for an assignment in certain host countries or regions (Tzeng, 1995).

While the number of women participating in these assignments has gone up, they are still very much underrepresented among international transferees. According to an industry survey conducted in 2007, **women make up only 19% of the expatriate population**. Still, this estimate is higher than the historical average of 15% (GMAC, 2008). Female employees may find themselves doubly disadvantaged at work for not having completed a global assignment since international transfers often lead to a faster track to professional advancement (Van der Boon, Forget the Myths).

The **family status** of today's transferees is also much more **varied** (GMAC, 2004). Many younger transferees are single or unmarried with partners. Others are single parents, stepparents, or members of the so-called sandwich generation, responsible for both dependent children and dependent parents. Whereas in the domestic job market, the family status of candidates is not (or should not be) relevant to their job assignment, the family status of a candidate for international relocation could be a decisive factor (Van der Boon, The World of International Assignments).

While assignees are still selected primarily on the basis of their professional or “hard” skills, specialized knowledge, or career development track, much greater emphasis is being placed on the “soft” skills, or personal characteristics that make certain candidates *and* their accompanying families better suited for life and work abroad (Fishman,1996). Thus the right candidate for the job at home may not necessarily be the right candidate for the same job abroad.

Host-country offices often lament the fact that they are not consulted in the transferee selection process (Van der Boon, *Going Where You’re Not Wanted*). Yet in view of the enormous attendant costs and risks of global assignments, companies cannot ignore the warning signs of possible failure among relocating candidates, such as personal or family inflexibility and cultural intolerance. **Candidates for foreign assignments as well as their accompanying family members are now increasingly assessed and selected on the basis of their soft skills, such as adaptability, tact and tolerance.**

One alternative to relocating employees or hiring locals through the host country office is **recruitment through international recruiting agencies**, or so-called headhunters (Reloglobal, *Working with Headhunters*, 2001). Businesses are turning to recruiting agencies to fill jobs abroad from a pool of candidates with international competencies. Personnel recruited in this manner may not necessarily be from either the host or the home country, but rather from a third country. Such **third-country nationals**, however, are also in need of relocation benefits and are usually in a position to drive a hard bargain. Professional ability, not nationality, is what matters in this type of candidate selection. Emphasis is placed not only on finding a candidate with the necessary skills and experience but also on finding one who will fit smoothly into the corporate culture of the organization.

One phenomenon that could have an impact on future expatriate profile trends is the increase of **self-initiated work experiences** (SFEs) as described by Inkson et al. (1997), as well as by Brewster and Suutari (2000) in their work on global mobility. A growing number of internationally mobile individuals, generally overlooked in studies on relocation, choose to go abroad and look for work of their own volition. Some leave their native countries because of economic circumstances, others from a sense of adventure and the desire to live

abroad; still others because of marriage or relationships with foreign partners. Their motives, though varied, are their own, not those of an employer.

These globally mobile individuals of diverse professional and educational backgrounds find employment on their own in the destination country and are usually hired as locals without the benefits of relocation packages. Not generally considered expatriates—a term more narrowly applied to staff transferred by a home country employer—this group of mobile individuals could prove to be a source of more adaptable and far less costly employees for foreign assignments in the future (Suutari and Brewster, 2000).

Whether corporate directed or self-initiated, work stints abroad are becoming an increasingly common feature on the resumes of today's employees. Often a matter of professional necessity for corporate assignees, and a matter of personal preference for those who venture abroad on their own, working in a foreign locale may have lost some of its former glamour and allure, as it becomes more commonplace.

The image of expatriates as high-level, jet-setting executives with lavish benefits and generous mobility premiums is changing (Gold, 1998). As the prestige of transferees and the size of relocation packages diminish, so does the willingness to relocate among well-suited candidates. As a result, attempts at corporate cost cutting are often counteracted by the pressing need for companies to entice ever more reluctant relocation candidates with comprehensive transfer support programs and financial incentives (Hasset, 2001)

In view of the rapid globalization of today's economies and the pressure on companies to become internationally active, it seems safe to assume that assignment and assignee profiles will become ever more numerous and varied in order to meet the specific challenges of the task at hand (Van der Boon, *The World of International Assignments*). This development places greater strain on corporate personnel and human resources management, resulting in turn in further shifts in the relocation process and growth in the global mobility industry.

2.3.3 The Global Relocation Service Industry

The international relocation of employees has become an integral part of corporate strategy in today's global market. The practice, however, poses numerous difficulties, many of which may require specific expertise to resolve. In addition, the trend in global relocation is towards ever more comprehensive transferee assistance programs that address both work and life issues and are not just limited to purely logistical or administrative concerns (Collie, 1998). Transferees are being provided with support before, during, and after assignments to increase their chances of success (RRI, Going Global Checklist, 2000). To further complicate matters, many companies have no official global relocation policies and deal with international transfers on a case-by-case basis (RRI, 2001). As the number and complexity of international transfers increase, it is not surprising that corporate human resources (HR) managers are relying more and more on the growing global mobility industry to help meet relocation needs.

2.3.3.1 Corporate HR Departments and Global Relocation

Corporate strategy and employee welfare converge in the human resources (HR) department. HR managers are responsible for meeting the needs of employees as well as meeting the company's bottom line and policy guidelines. Human resources professionals have come to play a major role in corporate life in general and play an essential role in the global relocation process in particular. Just as a company's personnel, or human resources, build the core component of corporate relocation, its human resources department is the central point of control and organization in the transfer process.

In spite of the wide range of their core responsibilities, HR departments are often small in relation to the size of the companies they serve and are frequently the target of corporate downsizing (RRI, Relocation Best Practices 2001). Most human resources departments, even in larger corporations, are not equipped to handle the numerous and diverse tasks involved in the international relocation process. It is therefore understandable that more and more HR managers are meeting their companies' needs by outsourcing some or all of their global

relocation functions. Indeed, according to industry surveys, the vast majority of companies—over eighty percent—rely in some part on the support of third-party providers to manage international transfers (Reloglobal, More Companies Outsourcing International Relocation). Of the firms that do outsource global mobility services 80% are very satisfied with the performance of external service providers (GMAC, 2008). An overwhelming 95% of globally active companies believe that relocation specialists offer expertise that cannot be matched by company HR departments (GMAC, 2003).

2.3.3.2 Relocation Services: Outsourced vs. In-house

Outsourcing, perhaps the strongest and most widespread trend in global mobility, has many advantages. Corporate HR managers are freed up to concentrate on core responsibilities by handing off some or all international relocation work to third-party service providers who possess the industry expertise needed to coordinate and streamline the entire process and avoid costly duplication of work. All in all, outsourcing can often save time, money, and improve quality throughout the transfer process (Mitchell, 1998).

There are two key factors that companies consider in determining whether or not to outsource services: relocation volume and projected growth (Mitchell). Outsourcing is an attractive option for big companies with a large and steady stream of international transfers that can place an excessively heavy burden on HR departments. Such companies are able to negotiate favorable terms because of their high relocation volume. In fact, several relocation companies market their services exclusively to large companies with a high number of international transfers per year, since these corporations constitute the bulk of the global mobility business.

Relocation companies, for their part, go to great lengths to ensure that big customers are satisfied. Employees of service providers, often bi- or multilingual, work as personal move counselors with a client company's HR department and transferees. Third-party global relocation consultants may even be placed on-site in the offices of prized corporate customers. This arrangement is, in general, mutually beneficial, allowing the relocation company to embed

itself within the client company in order to tailor consistently satisfactory and cost-effective work through a single point of contact (Mitchell).

Though larger companies may retain their own in-house HR managers who deal exclusively with international transfers, even employers with long histories in and fixed procedures for global relocation consider outsourcing a viable and economical option (U.S. General Accounting Office, 1997). Smaller companies or those with little or no specialized international relocation experience, as well as companies whose HR departments have been downsized, may well have no other option than to outsource global relocation tasks. Whatever their size, most companies choose not to outsource all functions, however, preferring instead to keep some control of the overall process, maintain direct ties to transferees, and avoid extra costs by using available in-house services whenever feasible (Hays, 1999). Internationally active businesses have many options for their outsourcing needs and can choose from a broad palette of services and a wide range of service providers.

Generally speaking, there are two types of outside providers in the field of international relocation: **relocation service providers** and **relocation management companies** (Reloglobal, Choosing A Relocation Company). A relocation service provider (RSP) provides and performs services itself through direct contact with the assignee and/or through other affiliated service providers. Relocation service providers are often active in one particular relocation service field or in one specific geographical area but are able to offer a larger range of related services worldwide through a network of affiliations.

Full-service relocation management companies, on the other hand, will arrange, coordinate, and oversee all or selected aspects of the relocation process. Such management companies may perform services themselves or simply arrange for the completion of services through vendors within their network. The total relocation process, not just one facet of it, is their business and they place great emphasis on maintaining industry standards for pricing and quality. By using a relocation management company, the necessity of coordinating the services of a host of third-party vendors is eliminated. In this way, full-service relocation management companies offer “one-stop shopping” from a “cafeteria” or “menu” style selection of available services.

2.3.3.3 Industry Best Practices

Whether executed in-house or outsourced, all corporate relocation work has one aim — “to get the right employee in the right place at the right time with minimum cost and loss of productivity” (RRI, Relocation Best Practices, 1998, p.1). The way in which this goal of effective deployment of human resources is pursued, however, varies greatly, depending on each company’s unique business culture and situation. As a result, many practices have been developed over time to deal with the challenges of international relocation. These strategies have met with a varying degree of success.

In recent years, both in-house relocation managers and external industry consultants have engaged in benchmarking activities to compare various relocation practices and measure their effectiveness. Just as experts have been able to spot distinct trends in international relocation, so too have they been able to identify certain industry practices that frequently result in a more efficient and successful transfer process. Whereas trends are often shaped by uncontrollable outside factors such as shifting political or economic conditions, best practices can be adopted and implemented to proactively influence the relocation outcome.

Defining Best Practice

The most generous relocation programs may not necessarily be the most beneficial or effective and practices that work well for one company may not always bring forth the desired results for another company. Industry best practices are not foolproof, universally applicable solutions but rather those procedures that have been consistently proven successful and sacrifice neither budgetary guidelines nor transferee satisfaction (RRI, 1998). By maintaining a balance between the two crucial factors of cost containment and employee satisfaction through the implementation of best practices, companies may reap the optimal benefit from relocation while avoiding its greatest pitfalls. The following global mobility strategies were recognized by Relocation Resources International Inc. as best practices whose value lies not only in their proven cost-effectiveness but also in their widespread applicability (RRI, 2003).

Outsourcing, discussed earlier at length, has been identified as an industry best practice, resulting in lower costs, better response capability, more efficient and simplified process management, less duplication of work, and better service. Corporate customer satisfaction with outsourced services is generally very high (GMAC, 2008). The service components most often outsourced among respondents to a recent survey were: transportation of household goods, language training, host-country services, intercultural services, visa and immigration issues, taxation, tenancy management, and home-country departure (GMAC, 2003).

A consistent but flexible **corporate relocation policy** can also help ensure the success of an international assignment (RRI, 2003). By putting a global transfer policy in place, companies can avoid having to negotiate costly, case-by-case relocation packages that could cause feelings of entitlement and/or resentment among employees. Transferees from companies with an established relocation policy are able to make a clear picture of the support structures available to them as well as the duties expected of them.

The major challenge lies in designing a policy that is flexible enough to cover all transfers yet detailed enough to meet the specific needs of each individual case. Many companies are answering this challenge by developing **tiered policies** that grant different levels of benefits based on transferee status and assignment type (RRI, 2003). Such tiered policies present a flexible framework for providing more tailored but consistent answers.

Benefits also accrue when employees share the financial responsibility of the transfer (RRI, 2003). **Shared responsibility** engages transferees more actively in the process and reduces their sense of entitlement, resentment or helplessness, as well as any tendency to lay all blame at the feet of the employer.

One method of sharing the responsibility is the use of *lump-sum payments*. Transferees receive a one-time payment that can be used for the relocation services of their choice. This practice not only grants employees a certain freedom of choice but also forces them to consider the wisdom of their choices and the finite nature of the available financial resources. Unfortunately, with lump-sum payments, some services such as intercultural training which transferees may not deem necessary can fall by the wayside with disastrous

consequences. *Pay-back agreements* require employees to share the financial burden of a transfer in the case of the premature termination of the assignment by the assignee (RRI, Lump Sum Policies, 2001).

The **centralized administration** of all transfer activities has been shown to lead to a reduction of work duplication and a more consistent adherence to company policy (RRI, 2003). Staff members gain specialized knowledge of the process and are able to execute tasks more efficiently with a greater degree of control and increased tracking capability. Any outsourced work can be monitored through the centralized corporate department. If the entire process is outsourced, a full-service relocation management company may act as the single point of contact, or administration center for the transfer.

An **integrated information system**, particularly when web-based and accessible to both the relocation specialist and the transferee, can also facilitate the transfer process (RRI, 2003). This is an excellent way to monitor and track the myriad process steps and assist transferees.

However relocation is handled—through in-house departments, third-party relocation companies, or a combination of the two—and whatever the practices involved, the process is lengthy, costly, and demands a great deal of coordination and planning. Ideally, companies should always reserve ample time and funds for thorough planning and efficient completion. In reality, the process must be and frequently is completed under tight time and budget constraints. However, when too great an emphasis is placed on saving time and money, the success of the assignment may be endangered and false economy may result in higher costs down the line.

2.4 The Relocation Process

Not only has the nature of the global transfer become more varied over time but the relocation process itself has become more comprehensive in an effort to maximize the assignee's chances of success. Modern relocation encompasses a wide range of activities: from pre-assignment candidate selection and assessment, cultural preparation, language training, departure procedures, transportation coordination, destination procedures, to host country settling-in services, and post-assignment repatriation issues. Nevertheless, the relocation process can be broken down into three distinct stages: pre-assignment, assignment, and post-assignment. In each phase, there are specific tasks to be completed and considerations to be weighed, though some activities, such as transferee mentoring, may extend over more than one phase.

Each of these stages, in turn, may be broken down into a series of process steps. In this section, the three stages of the relocation process and the process steps they entail will be explored. Particular emphasis will be placed on the inherent challenges of the various stages as well as the practices and methods developed and proven to meet these challenges. (Please note: the information contained in the following section is of a general nature, widely accepted in industry circles, and garnered from a large variety of publications from sources, such as RRI, GMAC, ERC, reloglobal, et alia, which are listed as references in this work. Therefore only unique interpretations or statistics produced by specific companies will be cited as such in this section.)

2.4.1 Stage One: Pre-assignment

The logical first step in the pre-assignment relocation process is the task of **strategic planning**. In this phase, the company looks at what it hopes to achieve at a certain foreign location and determines if a transfer of personnel is the best method of achieving its goals, taking into consideration corporate culture, as well as the host country's business and cultural climates. Overall costs for the assignment from preparation through execution to completion must be estimated in the initial planning stage in order to determine the assignment's financial feasibility. In this earliest phase, before candidates are assessed, selected or even

informed, a great deal of consideration must be given to human resources management in determining which sets of skills will be needed to meet the established business objectives.

If less costly solutions present themselves, such as task execution by host country staff or recruitment of international talent through regional executive search firms, the company may choose not to relocate employees. If, on the other hand, the assignment involves the transfer of skills that only certain employees possess or if the transfer is of an educational nature, intended to sharpen the skills of specific candidates and build international competencies, relocation may be the only viable solution.

Once the need for and feasibility of a foreign assignment has been established, all aspects of the relocation should be analyzed in the planning phase: duration, objectives, ideal candidate profile, compensation, benefits package, incentives, taxation, housing, etc. The issue of repatriating and reintegrating the employee into the home company, as distant as it may seem at this point, should also be addressed during the planning stage to avoid future difficulties and reap the maximum return on investment. At this point as throughout the process, cost containment is often the decisive factor in determining the length of the assignment, the type and level of benefits offered, and a host of other considerations.

Upon completion of strategic planning, the pre-departure process moves on to the step of **candidate assessment and selection**. The specific job requirements of the post in question remain the primary basis of candidate selection. To be considered for a foreign assignment, a candidate's hard skills and qualifications must match the job description.

The selection process will be comparatively short and simple for assignments requiring highly specialized knowledge which only a few employees possess. This is often the case with postings involving the introduction of new technology. For other assignments, there may be a large pool of candidates who possess the required set of hard skills. This is increasingly the case in today's business environment, where many international companies consider overseas assignments an integral part of their executive

development programs and transfer employees to develop globally competent managers.

When there is a larger group of qualified candidates, the selection process becomes more complex and drawn out. A candidate's suitability for international work may be evaluated through both formal and informal assessment of his or her "soft" skills, such as cultural awareness, adaptability, tolerance, patience, open-mindedness, and even sense of humor (RRI, Global Relocation Best Practices, 2003). Some employers have structured assessment procedures in place and actively maintain pools of suitable candidates for international postings. Others utilize less formal evaluations, such as self-assessment tests for prospective transferees.

Accompanying spouses and children may also be involved in the assessment process to determine their attitude to life abroad. This inclusion of family members in the candidate selection process is valid considering the fact that family problems are a leading cause not only of assignment refusal but also of assignment failure.

Once a suitable candidate has been selected, an **assignment agreement or proposal** is drafted and presented. The benefits included in the expatriate package will be determined by existing corporate policies. If no formal relocation policy exists, package benefits may be negotiated. A **briefing session** with the candidate is arranged to discuss corporate relocation policy in general and the proposed assignment and benefit package in particular.

Companies provide a wide variety of allowances and premiums. The possible tax implications of relocation payments above and beyond base salary must be considered. Relocation services and assistance programs offered in **benefits packages** can be provided through corporate staff but are increasingly outsourced to third-party vendors either in the home or the host country. Such services include home sale or home finding assistance, rental management, tax consultation, spousal employment assistance, cross-cultural and language training, school search, settling-in services, and orientation programs.

A **look-see or orientation visit** to the transfer destination can be arranged for the assignee and spouse before the post is accepted. During this trip, the

candidate and accompanying spouse can familiarize themselves with the destination area, culture, and way of life, look into housing, schooling, and possible spousal employment alternatives, while getting to know the host-country office and colleagues. Though pre-move visits can certainly be conducted later in the process after an assignment has been formally accepted, they bring obvious benefits in the pre-decision period and give the transferee a clearer picture of what to expect and a better foundation on which to base a decision.

Once the candidate is selected and the assignment offer accepted, the many-faceted step of **transfer preparation** begins. Though often short in duration, this step of the process is extremely work and cost-intensive as numerous hurdles must be cleared to ensure a smooth transfer.

The relocation support provided during this phase can make a lasting impression on the transferee and accompanying family members, perhaps even molding their perception of the company's assistance programs for the duration of the assignment. Outsourcing some or all services may prove the most efficient method of managing the many highly specialized tasks of this step.

In this phase, existing **documents**, such as birth and marriage certificates, divorce decrees, etc., are put in order and required documents, such as work permits, visas, international driver's licenses, etc., are secured. **Questions of taxation, insurance, medical services, accounting, and social security** are resolved. Corporate policies concerning international assignments, including emergency systems and procedures, are presented and/or reviewed.

The **physical move** of the transferee, the accompanying family, and their possessions is arranged and executed. In the home country, this may include the sale or letting of real estate, as well as the storage, sale, or transportation of personal and household goods. In the host country, housing is secured, furnished, and otherwise readied. Suitable **schooling** is arranged for accompanying school-age children, while spousal support systems are identified and/or organized in accordance with the provisions of the relocation benefit package. Temporary living arrangements are organized for any interim periods between home sale/rental and departure, as well as between the arrival in the host country and the move into host-country **housing**.

Cross-cultural training and language instruction should optimally begin in the pre-departure phase. This type of soft-skills training, often neglected in the past, has come to be recognized as an important measure in avoiding relocation failure. Transferees and their families who are made aware of cultural differences are less liable to commit business and social gaffes and more likely to make a smooth transition into their new cultural environment.

If transfer preparations are executed in a timely, efficient and thorough manner, both the physical move and the cultural transition should proceed smoothly. A smooth transition into the new surroundings in turn will help ensure the overall success of the assignment.

2.4.2 Stage Two: Assignment

The initial period of **arrival** and **settling in** can be just as stressful as the hectic pre-departure upheaval. The added stress of **culture shock** can take its toll as well. Temporary housing may be needed in the earliest days until suitable housing is organized. Comprehensive **settling-in services** provided by third-party vendors or in-house staff members can help assignees and their accompanying families find their bearings in the new environment. Such services may include orientation tours, referrals to professional and personal support groups, help with applications and registrations for local authorities, schools, utilities, associations and clubs.

In short, during the settling-in period, new arrivals are steered through the everyday complexities of life abroad. Such daily struggles, overcome without a second thought at home, can pose seemingly insurmountable difficulties during the first few weeks in foreign surroundings (Stevens, 1998). Support for the assignee and accompanying family members, however, should not cease once the initial settling-in phase is over.

The difficulty of getting employees to a foreign country can often pale in comparison with the difficulty of keeping them happy and productive there. While the early phases of moving and settling-in are particularly strenuous, difficulties in adjusting to life abroad can occur throughout the assignment and wreak havoc on professional and family relationships. For this reason,

companies must step into an unaccustomed role by filling the support gap experienced by transferees and their families throughout their time abroad.

Transferees, though always under great pressure to succeed in their new environments, often have very little detailed information about their job responsibilities and functions in the host office. Details are frequently not clarified before the transfer and are simply left to the local managers to sort out. Assignees may be left feeling adrift, out of touch with the home office and unwanted or unneeded in the host office. Communication breakdowns are compounded by differences in national and corporate culture and exacerbated by language barriers. Many difficulties can be avoided by providing transferees with clear **job descriptions and expectations** as well as ongoing support and direction through **mentor or buddy systems**.

Corporate mentoring or buddy programs, ideally initiated before the transfer, not only help to ensure that assignees meet performance expectations abroad but also serve as practical **expatriate evaluation** systems. Mentors can make expatriation and repatriation easier by providing assignees visible corporate support, keeping transferees apprised of policy and procedural changes both at home and abroad, and reviewing career development choices throughout the process. This type of active support can boost assignee success and retention rates.

While mentoring programs keep globally active employees attuned to corporate culture, continued cross-cultural and language courses deepen and strengthen newly acquired international competencies and ease the process of **cultural adjustment**. Such courses can benefit both assignees and accompanying family members who may be feeling the strain of life abroad even more acutely.

However difficult relocation can be for transferees, it is often more so for accompanying family members. Though transferees may feel disoriented, work in itself provides a lifeline to the home-company and a connection to the new surroundings. **“Trailing” spouses**, however, are usually prohibited from working by host-country employment regulations and are forced by their situation into the role of homemaker. As such, they must function in the foreign environment on a daily basis in a much more direct and complex manner than

their employed partners but without the supportive framework of work or community. Feelings of resentment and helplessness may surface since many **accompanying spouses** have not only left behind networks of friends and family but also given up careers in order to follow their partners abroad. Their unhappiness, in turn, can lead to an increased sense of alienation from their new surroundings and, more seriously, from their partners, often culminating in severe marital problems, **early repatriation**, and **assignment failure**.

More and more companies find it expedient to offer benefits tailored to the needs of expatriate spouses. **Spousal benefits** include **employment assistance** such as job hunting, career counseling, and resume preparation; education, retraining and re-licensing allowances; and may even entail company in-house employment or spousal income reimbursement for the term of the assignment.

The specific developmental, social, and educational needs of **accompanying children** should also be monitored closely. **School search assistance** may be given to find suitable, internationally accredited educational models that allow children to transfer back into home-country systems without difficulty. The educational benefits offered in the relocation package may be a decisive factor for many expatriate families. Children may have to be sent to boarding schools if appropriate facilities are not available at the transfer location.

Relocation can have a lasting and profound impact on the children of transferees (Van der Boon, *The Third Culture Kid Experience*). Age, personality, and length of stay abroad may determine the particular challenges that these children face. Children who leave the country of their birth at a very young age may or may not identify with the culture of their home country or that of their host country. David Pollock, an authority on international education, calls such children “**third-culture or trans-culture kids**” and defines them as children whose formative years were spent in a culture other than that of their parents and who come to feel connected to various cultures without belonging to or having ownership of any (1999). This growing group of cultural hybrids may come to have a significant influence on the field of international relocation and the process of globalization in years to come (Van der Boon). At the very least, transferees should be aware of the effects, both positive and negative, of

relocation on children and be open or even receptive to the possibilities that a lack of cultural anchoring may bring.

Home leave benefits for all expatriate family members throughout the duration of the assignment can help strengthen the personal, professional, and cultural ties with the home country and alleviate reverse culture shock upon return. These visits especially help long-term transferees and their families maintain contact with their home base and stay abreast of cultural and professional changes. Home leaves can be incorporated into career development schemes and repatriation preparation.

Toward the end of the assignment, preparation for **repatriation** should begin well before the date of return to the home country. Just as in the pre-assignment preparation phase, arrangements for the physical move of the expatriate and family and their personal belongings must be made. Rented host- and home-country housing must be inspected and prepared for occupancy termination. Repairs and modifications are carried out as necessary. Temporary housing for the returning expatriates may be necessary in both the home and the host country.

2.4.3 Stage Three: Post-Assignment

Though the assignment is over, the relocation process is not complete. For the transferee, clearing the last hurdle of professional and personal **repatriation** poses the final but formidable test of expatriate cultural flexibility. For the company, the greatest challenge lies in reintegrating the returning expatriate in a way that is both satisfactory to the employee and advantageous to the employer.

Reverse culture shock, the difficult readjustment to one's native culture after an extended stay abroad, can take a heavy toll on returning transferees. Because it is often unexpected, reverse culture shock may be more devastating than initial culture shock. It is one thing to feel like a stranger in a strange land, but it is quite another matter, to feel like a stranger in one's own land.

Since today's popular culture and cultural cues change rapidly, returning expatriates may feel out of the loop. Moreover, not only has "home" changed during their absence but transferees and their families have changed as well,

making it increasingly difficult for them to fit into old patterns of behavior and thought. Long-term expatriates and (especially) their children face considerable difficulties in cultural re-adjustment.

Reintegration into the home-country corporate culture and operations may also pose challenges to returning employees (Hassett, *How Not to Fail Your Returning Employee*, 2001). Because of faulty or insufficient strategic planning, international assignees may come back to a home office in which they have no clearly defined role. Personnel and procedures may have changed during their absence. Former positions may have been filled. Available positions may not make full use of new skills and international experience.

Repatriating employees who perceive a decrease in responsibility or importance or those whose professional expectations have not been met may decide to leave the company in search of better opportunities. Their international competencies, moreover, make them very attractive candidates for employment at other globally active companies. Indeed, the **rate of attrition among expatriates** (25%) is nearly double that of other employees (13%) (GMAC, 2008). The loss of valuable, internationally competent employees after a successful transfer can be seen as a type of corporate relocation strategy failure as well. After having borne the high cost of transferring and training global employees, a company can easily lose them to a competitor.

To maximize the **return on investment in international relocation**, companies should make every attempt to optimally utilize the skills of globally competent employees. The reintegration of the transferee must be envisioned in the very earliest planning steps and take into account the skills the transferee will have attained over the course of the assignment. Such efficient deployment of human resources may involve further international assignments or expanded responsibilities at home. Successful repatriates can be asked to mentor and train prospective and present assignees or may be designated as expert home-country contacts for international partners. Successful repatriation begins in the initial phases of the relocation planning process, continues throughout the term abroad, and culminates in a smooth and considered re-entry into the home office.

The various phases of the transfer should not be seen as clearly delineated and separate stages but rather as inherently interdependent steps in a flowing

process. A relocation plan laying out the phased delivery of corporate support over the entire course of the transfer process should already be in place in the pre-assignment phase. Internationally active companies can minimize the professional and personal risks of assignment failure and maximize the benefits of expatriate success through a host of timely support measures such as targeted career development, mentor or buddy programs, home leaves, briefing and debriefing sessions and expatriation/repatriation counseling. Well-timed investments in human assets will yield the highest returns.

2.5 A Corporate Balancing Act: Human Resources and Cost Concerns

To compete in today's global economy companies must deploy their human resources just as they would any other asset. "Since a multinational gains its competitive edge by allocating resources (goods, capital, information, and personnel) across national boundaries, it usually transfers its competent employees from one operation to another to effectively utilize human resources" (Tzeng, 1995 p. 140). This principle governing the effective use of resources, including human resources, remains constant and ensures the continued development of the practice and industry of international relocation. Through the most strategic deployment of their human resources, internationally active companies hope to reap the greatest overall benefit at an acceptable cost. However, the objectification of employees as corporate assets can have dire consequences and come at an inordinately high cost.

The limitations of both human and financial resources will ultimately govern relocation policy implementation and shape developing trends in global mobility. In order to fully grasp the complexities of translating this corporate strategy into reality, it is essential to look more closely at the two key factors which must be balanced in any equation determining the feasibility of an international transfer: human resources and cost considerations.

2.5.1 The Human (Resources) Factor

Language mirrors culture; thus changes in usage can reflect changes in attitude. Just as the various definitions of the term *globalization* reflect the differing viewpoints on the concept, the increasingly widespread use of the term *human resources* may provide some insight into the modern entrepreneurial mindset. The term, *human resources*, was coined in the mid-1970s according to the Merriam-Webster's dictionary (1999) and has almost replaced its synonym, *personnel*, in American business usage. It has made great headway in international professional jargon as well, often appearing only in its abbreviated form, *HR*.

While the person lies at the root of *personnel*, the term, *human resources*, may be found objectionable because it seems to reduce humans to deployable, corporate-owned resources — “a source of supply or support: an available means” (Merriam Webster, 1999, p. 997). On the other hand, the positive connotation of the word *resource*, as something of worth, “a source of wealth or revenue” [. . .] “information or expertise” (Merriam Webster, p. 997), must also be taken into consideration.

The inherent problem of international relocation—balancing the human element, or employee, with the dehumanizing necessity and frequent impracticability of utilizing people as deployable resources—is reflected in the very composition of the term *human resources*. By nature, the human and individual attributes employees possess make it impossible to treat them like just another means available for company use or pieces of equipment that can function just as well in one place as in another.

In objectifying employees, corporations may overlook the fact that not all employees are portable, adaptable and programmable for international use. Set up and plugged into an office abroad, some may suffer from incompatibility and experience a case of high-voltage culture shock. Moreover, there is no universal transformer that can guarantee uninterrupted, frictionless operation. Transferees must be selected carefully, with their own as well as their company’s needs in mind. Otherwise, an international relocation could result in a costly loss of “expensive equipment”—all too human resources.

Employees who do manage to make the transition from domestic to international work and are able to move globally with ease and competence are resources that through various refining processes—international and intercultural training and experience—have become value-added products. Globally mobile employees, moreover, are an especially valuable commodity, since employee mobility is in great demand and the supply of mobile and qualified personnel is relatively low. Following the law of supply and demand, the price of employing globally mobile professionals is necessarily high.

Moreover, competitors and their executive search firms are not put off by the high price of such refined human resources. As discussed in the previous section, returning expatriates, as a group, demonstrate an extremely high rate of

attrition—almost twice that of other employees. Research conducted by the U.S. National Foreign Trade Council’s International HR Management Symposium in 2001 suggested that some companies may lose up to forty-nine percent of their global assignees within two years of their return. These shocking statistics—though often disputed—do point to potentially huge losses for employers on investments in expatriates. Such losses are doubly punishing if competitors are able to reap the benefits of hiring proven international managers and specialists trained at company cost.

2.5.2 The Cost Factor

The danger that lies in objectifying employees as easily deployable human resources can result in immeasurable damage. Furthermore, there can be no simple calculation of the costs of failed international assignments. These costs may be direct or indirect, financial or non-financial, and shouldered by transferees and employers alike (RRI, *Managing the Destination Process*, 2001).

Costs to the Employee

Global relocation is not just a matter of changing offices but a life-altering and extremely stressful experience for the employees and all family members involved, whether accompanying or left behind (Pascoe, 2002). The huge strains of changing jobs and moving house are compounded by the particular challenges of international moves, including differences in cultures, languages, and systems.

Employees are faced with a daunting task that many are unwilling to accept, despite the career opportunities and financial rewards that such undertakings seem to offer. In fact, the promise of professional and financial betterment can be an empty one (Ednglish, 1985). Returning transferees frequently complain of being shunted to the sidelines after a lengthy absence from the home office. As a result of lost spousal income and losses on real estate sales and purchases at home and abroad, many even find themselves financially worse off after having accepted a foreign posting. Such losses, however, are only part of the story. Assignees stand to lose much more—many experience personal, marital, and

family problems as a result of their stint abroad as well (Van der Boon, *The New Expatriates*).

Costs to the Employer

Though the general trend is towards cost-cutting, companies still frequently find it necessary to offer generous relocation assistance packages to make the move more palatable to assignees and their families (RRI, 2001). Such relocation benefits, once reserved to upper-level transferees, have, in recent years, been extended to younger workers in an attempt to recruit skilled new hires (RRI, *Relocation Trends*, 2001). The price of relocating an employee abroad is often two to four times higher than that employee's annual home-country salary as a result of high administrative costs and generous expatriate incentive packages (Mogelonsky, 1997).

Above and beyond the direct costs of benefits, administrative and transportation costs are the possible indirect costs to the company. Failed international assignments may result in the loss of large relocation investments, the loss of valuable but unhappy repatriating employees, the loss of the confidence of foreign partners and customers in the company's ability to do business on a global scale, and ultimately in a loss of face and prestige for the company and the loss of market shares. Faced with the possibility of such losses, companies are well advised to make every effort to ensure the success of the global transferee before, during, and even after the assignment.

2.5.3 Achieving a Balance: The Measure of Relocation Success

In measuring the success of an international transfer it is common to speak of the assignment's return on investment (ROI). ROI has been widely defined as "accomplishing the assignment objectives at the expected cost (GMAC, 2006, p. 16)", bearing in mind that both the objectives and the costs will vary for each assignment. Thus, relocation success, by default, is often defined conversely and very modestly as the absence of failure.

Assignment failure, often culminating in early transferee repatriation, represents in its simplest form the inability to reach stated strategic and financial goals. Failed assignments, as discussed previously, may also bring more lasting

negative returns such as damage to international corporate image and relationships as well as market share losses. Understandably, determining the most common causes of assignment failure has become a top priority among global mobility experts.

Causes of Assignment Failure

Industry surveys have shown repeatedly that family concerns are the top reason for early repatriation. Spouse/partner dissatisfaction, in particular, is the number one cause of assignment failure (GMAC, 2006 and 2008). These statistics may highlight not only a lack of cultural adaptability among transferees and their accompanying families but also a lack of professional opportunity for the accompanying or “trailing” spouse. Job and pay related reasons for failure, such as unfulfilled job expectations, poor job performance and pay dissatisfaction took up the distant middle field, trailed by security and safety concerns in last place (GMAC, 2003).

As evidenced by the results of such surveys, the causes of failed international assignments and hence losses on returns on investment are predominantly of a personal rather than a professional nature. Selecting culturally adaptable transferees and supporting the personal as well as professional lives of expatriate employees and their families has thus become a business exigency. As a result, transferee assistance programs such as cross-cultural training and spousal employment assistance, once deemed unnecessary frills, are now standard components of expatriate compensation packages.

As relocation industry research seems to bear out, investing in the personal well-being of both the transferee and the accompanying family makes good business sense. The interests and needs of both employee and employer must be respected and weighed carefully against the costs, financial and non-financial, that both will have to bear. Thus, close attention should be paid not only to the company’s global strategy and bottom line but also to transferees’ motivations and expectations in accepting a foreign assignment (Relocation Journal, Employers Missing Out on Expats’ ROI, 2001).

Corporate strategies that reduce employees to easily deployable resources, in disregard of their wants and needs, run the risk of losing highly valuable

assets. All relocation decision-making from planning to repatriation should essentially be an attempt at balancing human resources concerns and cost considerations—once again a question of the most cost-efficient and effective utilization of (very) human resources.

2.6 Conclusion: International Employees—the Human Face of Globalization

Globalization is creating a more interconnected and interdependent world as it blurs the boundaries between countries and cultures. As business transcends national borders, it relies frequently on the long-standing strategy of employee relocation, which has been utilized in various forms for centuries. Though alternatives to this costly and potentially risky approach exist, the international relocation of employees remains a principal component of corporate global strategy because it fulfills several objectives at once.

Foreign assignments are crucial to building and coordinating corporate culture, maintaining global control and transferring knowledge (Bonache). Over the course of time, the profiles of global assignments and global assignees have changed to reflect developments in international business strategy (GMAC, 2008). Until very recently, the majority of transferees were high-level administrative or technical employees of the home-country company sent abroad to manage or train host-country staff. Today's cross-border transfers are conducted from and to headquarters countries as well as between non-headquarters locations and may involve transferees of an ever wider range of personal, national, and professional backgrounds. These changes reflect a shift of focus from training to skills exchange, from supervision to coordination (GMAC). As economies become ever more interconnected and businesses of all sizes enter the world marketplace, the number and variety of foreign assignments are only likely to increase.

Internationally active companies have come to realize that going global is often only achieved by going local. This, however, can be a daunting task for the employees sent to get that local perspective, as distance is not measured in miles alone. The physical distance between any two countries is much more easily measured and bridged than the cultural distance separating them (Ghemawat, 2001). Thus, sending employees to work abroad with great expectations but little direction and preparation is often the recipe for failure.

The costs of international relocation failure are high and borne by the employer and the employee alike. The employer risks losses of investments, prestige, opportunities, and market share. The employee faces high

professional as well as personal losses. Quite aware of the growing complexity, enormous risk potential but real necessity of international relocation, companies seek proven strategies for cost containment and risk management, often enlisting the aid of outside service providers with specific branch expertise.

A large and comprehensive global mobility service industry has emerged to counsel and cater to the needs of internationally active businesses and their employees. Industry experts have conducted extensive research and benchmarking exercises to determine global relocation best practices, which in turn mold industry trends.

One recurring theme underscoring the research results in the wide spectrum of global mobility issues is the notion of shared benefits and risks for employees and employers. The potential for great rewards offered by an international assignment are matched by the possibility of immense losses for both sides. Though there is no simple formula that can guarantee success, it has become apparent that chances can be boosted when great attention is paid not only to corporate objectives but also to transferee expectations.

Care in candidate selection, thorough planning of all transfer stages, timely support of transferee and family throughout the process, and effective expatriate reintegration can mean the difference between success and failure. An unusually close corporate involvement in the personal concerns and strong support of the wellbeing of transferees and their families are often simple business exigencies for globally active enterprises. In other words, the realization that employees cannot be reduced to simple factors in corporate cost and feasibility calculations can ultimately lead to international business success. In global mobility issues, the very human nature of human resources is of crucial importance.

The international relocation of employees is a fascinating experiment in globalization in which individuals are thrown into an unfamiliar cultural environment and judged on their ability to function there. International transferees are the very visible human face of globalization in the workplace. Their presence can be seen as intrusion or alliance, as invasion or common front. How these corporate wanderers are perceived and received in their host,

as well as their home, offices and countries depends greatly on the personality traits of the individual transferees and by extension their accompanying families.

As corporate ambassadors, global assignees must possess a certain degree of diplomatic poise and tact. Cultural inflexibility can leave transferees feeling like strangers in a strange land, alienated and alienating. On the other hand, those who are adept at adapting can reap enormous rewards for themselves and their employers. Thus, though globalization has been said to strip people of their uniqueness and corporations have been accused of reducing employees to just another factor in their calculations, it is remarkable to note that in the realm of international business, the success of corporate strategy and the continued globalization of markets often hinges upon the very particular human attributes of the individuals who make up corporate human resources.

3 GLOSSARY OF INTERNATIONAL RELOCATION

Glossary Notes

All glossary main entries are listed in simple alphabetical order based on the English term. Definitions and/or context sentences are given for each term, as well as any synonyms, related terms, notes on industry specific usage and/or relevant background information. The following abbreviations are used in the entries:

<i>Def.</i>	<i>Definition</i>
<i>Con.</i>	<i>Context</i>
<i>Syn.</i>	<i>Synonyms</i>
<i>gen.</i>	<i>general (definition)</i>
<i>i.s.</i>	<i>industry specific (definition)</i>
<i>n.</i>	<i>noun</i>
<i>adj.</i>	<i>adjective</i>
<i>v.</i>	<i>verb</i>
<i>UK</i>	<i>United Kingdom (British spelling or usage)</i>
<i>US</i>	<i>United States (American spelling or usage)</i>
<i>Anm.</i>	<i>Anmerkung</i>

For source text abbreviations please refer to the *Glossary References* pages where the major source texts for the glossary section of this work are listed. Only frequently cited sources appear in abbreviated form in entries. For internet sources that are cited only once or twice, the full internet address of the source is given in the entry itself but not included in the list of main references. Page numbers are given for source texts garnered from printed materials. No page numbers are given for source materials gathered from electronic media, unless these texts were formatted with numbered pages. Text modifications are easily discerned by the use of parentheses where new elements were added and the use of ellipses where original elements were omitted. If an entry term definition shows no source, the definition was written by the author of this thesis. This was done only when no industry-specific definitions could be found and general definitions were too broad to be useful *or* when the industry-specific definitions found were too narrowly applicable to specific countries or companies. Whenever a definition was written by the author of this work, it was also referenced by a context citation. All context sentences were taken from original source material.

German nouns, for which both masculine and feminine forms exist, were listed in their singular masculine form only to save space and keep entries clear. For example, the entry for employee is *Mitarbeiter* not *Mitarbeiter(In)* and/or *Mitarbeiter(Innen)*.

All of the terms included in the glossary entries, whether main entries, synonyms, or related terms, are listed in alphabetical order in the English and German indexes. The indexes list the pages in both the overview and the glossary sections which include references to the term in question.

List of Main Entries:

The following is a list of main entries in alphabetical order based on the English term. The German main entry terms are not in alphabetical order. All English and German terms, including main entries, subentries, and related terms) can be found in the index for easy reference. The index also indicates the page(s) on which each term can be found.

EN	DE
acquisition	Acquisition
adaptability	Anpassungsfähigkeit
adaptation	Anpassung
affiliate	Tochtergesellschaft
agreement to suspend	Ruhensvereinbarung
allowance	Zulage
amenity	Ausstattung (-smerkmal)
assessment	Beurteilung
assignee	Entsandter
assignment	Einsatz
assignment contract	Entsendungsvertrag
assignment duration	Entsendungsdauer
assignment failure	Scheitern des Auslandseinsatzes
assignment objectives	Entsendungsziele
assignment refusal	Ablehnung (einer Entsendung)
assignment success	Entsendungserfolg
attrition	Fluktuation
balance sheet approach	Balance-Sheet-Ansatz
base salary	Grundgehalt
benchmark	Benchmark
benchmarking	Benchmarking
benefits	Leistungen
best practice	Best Practice
better of home or host approach	Better of Home or Host (Ansatz)
branch	Niederlassung
business trip	Dienstreise
candidate	Kandidat
career development	Karriereentwicklung
chronemics	Chronemik
commuter assignment	Commuter Assignment, Pendlereinsatz
commuter expatriate	internationaler Pendler
compensation	Vergütung
competence	Kompetenz
competency	Kompetenz
competency mapping	Kompetenz-Mapping
compliance	Compliance, Komplianz
corporate	Unternehmens-
corporate culture	Unternehmenskultur
corporation	Unternehmen
cost benefit analysis (CBA)	Kosten-Nutzen-Analyse (KNA)

cost of living allowance (COLA)	Lebenshaltungskostenausgleich
cross-cultural	interkulturell
cultural	kulturell
Cultural distance	kulturelle Distanz
(cross-) cultural training	(inter-) kulturelles Training
culture	Kultur
culture shock	Kulturschock
currency	Währung
decentralization	Dezentralisation
delegation	Delegation
deputation	Abordnung
destination	Einsatzort
direct costs	direkte Kosten
disability	Erwerbsunfähigkeit
diversity	Diversity
documents	Dokumente
double taxation	Doppelbesteuerung
double taxation agreement (DTA)	Doppelbesteuerungsabkommen (DBA)
dual career	Doppelkarriere
early return	frühzeitige Rückkehr
employee	Mitarbeiter
evacuation	Evakuierung
exchange rate	Wechselkurs
executive	Führungskraft
expatriate	Expatriate
expatriate cycle	Entsendungszyklus
expatriate package	Entsendungspaket
family members	Familienmitglieder
foreign national	ausländischer Staatsangehöriger
formalities	Formalitäten
frequent flyer	internationaler Pendler
global nomad	Global Nomad
globalization	Globalisierung
gross up	Gross-up
hardship allowance	Erschwerniszulage
headquarters	Zentrale
headquarters approach	Headquarter-Country-Ansatz
health insurance	Krankenversicherung
high context	high-context
home country	Heimatland
home country approach	Home-Country-Ansatz
home leave	Heimreise
host country	Gastland
host country approach	Host-Country-Ansatz
housing	Unterkunft
human resources (HR)	Personal
human resources management (HRM)	Personalmanagement

income tax	Einkommensteuer
indirect costs	indirekte Kosten
inpatriate	Inpatriate
insurance	Versicherung
insurance benefit	Vorsorgeleistung
integration	Integration
intercultural	interkulturell
intercultural competence	interkulturelle Kompetenz
international baccalaureate (IB)	International Baccalaureate (IB)
international cadre	International Cadre
international commuting	internationales Pendlertum
international compensation	internationale Vergütung
international human resource management (IHRM)	internationales Personalmanagement (IPM)
international mobility	internationale Mobilität
internationalization	Internationalisierung
joint venture (JV)	Joint Venture
local national	lokaler Mitarbeiter
localization	Lokalisierung
localize	lokalisieren
long-term assignment	langfristiger Einsatz
low context	low context
lump sum	Pauschale, pauschal
manager	Manager
mentor	Mentor
mentoring	Mentoring
merger	Fusion
mobility	Mobilität
monochronic	monochron
multicultural	multikulturell
multinational company	multinationales Unternehmen
orientation (tour)	Orientierung(-stour)
outsourcing	Outsourcing
parent company	Muttergesellschaft
parent country national (PCN)	Expatriate
perk	Zusatzleistung
permanent transfer	permanenter Transfer
polychronic	polychron
purchasing power	Kaufkraft
recruitment	Rekrutierung
reintegration clause	Wiedereinstellungsklausel
relocate (abroad)	entsenden (ins Ausland)
relocation (of employees)	(Mitarbeiter-)Entsendung
relocation (of operations)	(Standort-)Verlagerung
relocation management company	Relocation Services (Management)
relocation service provider (RSP)	Relocation (Services) Dienstleister
relocation services	Relocation Services
repatriation	Repatriierung

residence	Wohnsitz
retention	Mitarbeiterbindung
return on investment (ROI)	Return on Investment (ROI)
reverse culture shock	umgekehrter Kulturschock
selection (process)	Auswahl (-verfahren)
selection criteria	Auswahlkriterien
short-term assignment	kurzzeitige Entsendung
small and medium enterprises (SME)	klein- und mittelständische Unternehmen (KMU)
social security	Sozialversicherung
soft skills	weiche Fähigkeiten
specialist	Spezialist
standard of living	Lebensstandard
strategic alliance	strategische Allianz
subsidiary	Tochtergesellschaft
succession planning	Nachfolgeplanung
supplementary contract	Ergänzungsvertrag
talent management	Talent Management
tax equalization	Steuerausgleichsberechnung
tax liability	Steuerpflicht
tax protection	Tax Protection
telecommuting	Telearbeit
teleconferencing	Telekonferenz
third country national (TCN)	Third Country National (TCN)
third culture kid (TCK)	Third Culture Kid (TCK)
transfer (n.)	Transfer
transfer (v.)	transferieren
travel insurance	Reiseversicherung
video conference	Videokonferenz
virtual assignment	virtueller Einsatz
visa	Visum
work permit	Arbeitsbewilligung

GLOSSARY ENTRIES:

EN acquisition <i>n.</i>	DE Acquisition <i>n.</i>
<p><i>Def.: (gen.)</i> 1. "The gaining of possession or control over something. 2. Something acquired" (<i>IATE, 23.08.2008, Ref: Black's Law Dictionary, 7th ed., St. Paul, Minnesota, 1999.</i>)</p> <p><i>(i.s.)</i> "taking control of a firm by purchasing 51 percent (or more) of its voting shares" (<i>BD, acquisition</i>)</p>	<p><i>Def.: (gen.)</i> „Begründung einer Rechtsinhaberschaft, beruhend entweder auf Veräußerung oder Gesamtrechtsnachfolge oder auf Aneignung, Ersitzung, Erwerb durch den Finder usw.“</p> <p><i>(IATE, 23.08.2008, Ref.: Deutsches Rechtslexikon)</i></p>
<p><i>Syn.: takeover</i> <i>n.</i></p>	<p><i>Syn.: Übernahme, Erwerb, (fünfzigprozentiger) Beteiligungserwerb</i></p>
<p><i>Con.:</i> "Stanford management professor Jeffrey Pfeffer says that while integrating organisational cultures effectively is important to the success of acquisitions, it is difficult to accomplish because it requires changing individual and organisational values and beliefs...According to the International Labour Organisation 70% of mergers and acquisitions worldwide fail to meet their strategic objectives within two years. ... in the majority of instances these business ventures run aground due to organisational culture conflicts." (<i>VdB 3</i>)</p>	<p><i>Con.:</i> „Allgemeine Wegbereiter der Globalisierung und Internationalisierung wie der globale Wettbewerb, die Zunahme von Mergers und Acquisitions...haben Auswirkungen auf das Internationale Personalmanagement.“ (<i>LKW, S. 17, Z.4</i>)</p> <p>„In einem Fall wurde z.B. die Übernahme eines Tochterunternehmens in den USA nahe am Muster der Dezentralisation von Tokyo-Disneyland vollzogen.“ (<i>Auer-Rizzi, W. & Reber, G.(2007) Unternehmenskulturen in globaler Interaktion, GablerVerlag, t http://www.springerlink.com/content/x36872/?k=Dezentralisierung; 12.09.08</i>)</p>
<p><i>Related Terms:</i></p>	
<p>mergers & acquisitions (M&A)</p>	<p>Fusionen und Übernahmen (M&A)</p>
EN adaptability <i>n.</i>	DE Anpassungsfähigkeit <i>n.</i>
<p><i>Def.:</i> (the ability to) "adjust...to different conditions...to fit, change...to suit a new or different purpose" (<i>Collins, p. 14</i>)</p>	<p><i>Def.:</i> „Anpassungsvermögen: Fähigkeit, sich anzupassen...sich seiner Umgebung, der Zeit, den Verhältnissen an(zu)passen,“ (<i>Duden, S. 117</i>)</p>
<p><i>Syn.: flexibility</i></p>	<p><i>Syn.: Anpassungsvermögen, Flexibilität</i></p>
<p><i>Con.:</i> "Factors such as language skills and international adaptability are found to be much less significant in most U.S. studies, although there is some evidence that these have more importance for European organizations" (<i>Tung, 1982; Suutari & Brewster, 1998.</i>)" (<i>BBS p.9</i>)</p>	<p><i>Con.:</i> „Unerlässlich wichtig sind in der Person des Mitarbeiters Anpassungsfähigkeiten an die künftige geografische und soziokulturelle Umwelt und eine verständnisvolle Toleranz gegenüber fremden Verhaltensmustern am ausländischen Einsatzort.“ (<i>Wegerich, S.500</i>)</p> <p>„Es ist daher wichtig, nicht nur die Fähigkeiten und Aufgeschlossenheit des Kandidaten zu bewerten, sondern auch die interkulturelle Anpassungsfähigkeit und Motivation der</p>

	Familie in der Auswahl zu berücksichtigen.“ (Meinhold, S. 16)
<i>Related Terms:</i>	
cultural adaptability	kulturelle Anpassungsfähigkeit
intercultural adaptability	interkulturelle Anpassungsfähigkeit
international adaptability	internationale Anpassungsfähigkeit

EN adaptation n.	DE Anpassung n.
<i>Def.:</i> “1. the act or process of adapting: the state: the state of being adapted 2. adjustment to environmental conditions: as a: adjustment of a sense organ to the intensity or quality of stimulation b: modification of an organism or its parts that makes it more fit for existence under the conditions of its environment.“ (MW, p.12)	<i>Def.:</i> „das Sicheinstellen, auf jmdn., etw.; das (Sich)einfügen, Angleichen“ (Duden, S.117)
<i>Syn.:</i> adjustment, acculturation, acclimatization (US), acclimatisation (GB), assimilation	<i>Syn.:</i> Assimilierung, Assimilation, Akklimatisation, Akklimatisierung
<i>Con.:</i> “These managers speak the language, understand the culture, the local political system, and normally belong to the social elite of the host country of the subsidiary, which enables the subsidiary to obtain a better market share and to eliminate problems of adaptation of expatriates and their families (Hamil, 1989).” (BBS, p.5)	<i>Con.:</i> „Dies geschieht aus gutem Grund: in den ersten Wochen und Monaten nach Ankunft durchlaufen viele, aber bei weitem nicht alle Entsandten einen Anpassungsprozess , der von einer zunächst sehr positiven Stimmung – Mann/Frau fühlt sich fast als Tourist – über eine Phase der Ernüchterung und eventuell des „Kulturschocks“ letztlich zur allmählichen Anpassung und Zufriedenheit führt.“ (Haslberger, S.698)
<i>Related Terms:</i>	
cultural adaptation	kulturelle Anpassung
intercultural adaptation	interkulturelle Anpassung

EN affiliate n.	DE Tochtergesellschaft n.
<i>Def.:</i> “Commerce: Two parties are affiliates if either party has the power to control the other, or a third party controls or has the power to control the both. Affiliation also exists in (1) in interlocking directorates or ownership, (2) in identity of interests among members of a family and, (3) where employees, equipment, and/or facilities, are shared. Affiliates are subject to greater than normal legal prohibitions and requirements to guard against insider trading. See also subsidiary.” (BD affiliate)	<i>Def.:</i> „eine von einer anderen Gesellschaft (Muttergesellschaft) durch Beteiligung abhängige Kapitalgesellschaft“ (HWL, S. 367)
<i>Syn.:</i> subsidiary	<i>Syn.:</i> Zweigniederlassung,

	Schwestergesellschaft, verbundenes Unternehmen, angegliederte Gesellschaft (DCC: http://www.dict.cc/englisch-deutsch/affiliate.htTochtergesml)
<i>Con.:</i> “This paper tests whether the transfer of production stages within US-headquartered multinational enterprises (MNEs) from US parents to foreign affiliates has contributed to within-industry shifts in US relative labor demand toward the more-skilled.” (<i>Slaughter, M. Production transfer with multinational enterprises and American wages. Journal of International Economics</i> , volume 50, Issue 2, April 2000 p 449)	<i>Con.:</i> „Auch mit geringer internationaler Erfahrung gründen KMU Tochtergesellschaften in ihnen unbekanntem Märkten oder gehen Joint Venture ein.“ (<i>LKW, S. 19</i>)
<i>See: subsidiary</i>	

EN agreement to suspend n.	DE Ruhensvereinbarung n.
<i>Def.:</i> “As a rule, the expatriate is employed by the domestic sending employer. In order to adapt the contract of employment to the conditions of overseas assignment there are (several) options for drafting a contract... (for example the)... (a)greement to suspend,... “In many cases the original domestic employment is passive based on an outline agreement. With this type of agreement the main obligations resulting from the employment are suspended for a certain period of time on the condition that they will apply again after a certain key date, a certain deadline or after a certain event. This form of contract has the advantage for the employee that he is informed of his future fate after completion of his stay abroad because the old terms of the contract will be effective again. For the sending employer this rule has the disadvantage, which he cannot calculate in advance, that he must continue to employ the employee at the old terms after the overseas assignment.” (<i>Heuser, Basic Information, Pt. 4.2</i>)	<i>Def.:</i> „In der Regel hat der Expatriate ein Anstellungsverhältnis zum entsendenden inländischen Arbeitgeber. Um das Anstellungsverhältnis...(zum entsendenden inländischen Arbeitgeber)...den Bedingungen einer Entsendung anzupassen, bestehen ... (mehrere) Gestaltungsmöglichkeiten,...(wie zum Beispiel)...die Ruhensvereinbarung,... Vielfach wird das ursprüngliche inländische Beschäftigungsverhältnis durch eine Rahmenvereinbarung passiviert. Durch die Ruhensvereinbarung werden die Hauptpflichten aus dem Beschäftigungsverhältnis für eine bestimmte Zeitdauer ausgesetzt mit der Maßgabe, dass sie nach einem bestimmten Stichtag oder einer bestimmten Frist oder einem bestimmten Ereignis wieder eintreten sollen. Diese Gestaltungsmöglichkeit hat für den Mitarbeiter den Vorteil, dass er über sein zukünftiges Schicksal nach der Beendigung seines Auslandsaufenthaltes durch Wiederinkrafttreten der alten Bedingungen orientiert ist. Für den entsendenden Arbeitgeber hat diese Regelung den zunächst einmal nicht kalkulierbaren Nachteil, dass er den Mitarbeiter nach der Auslandsentsendung zu den alten Konditionen weiterbeschäftigen muss.“ (<i>Heuser, Basic Information, Pt. 4.2</i>)
<i>See: assignment agreement</i>	

EN allowance <i>n.</i>	DE Zulage <i>n.</i>
<p><i>Def.: (i.s.)</i> “Monetary provision for various purposes typically paid to expatriates, such as cost-of-living, education, foreign service, home-leave, medical, and relocation allowances, etc. These are sometimes also called premiums.” (ASN E)</p>	<p><i>Def.: (i.s.)</i> “Typische Zahlung an Expatriates für den Ausgleich von höheren Kosten oder Auslagen im Ausland, wie z.B. für unterschiedliche Lebenskosten, Ausbildung, Heimaturlaub, medizinische Vorsorge, Umzugskosten usw. Wird auch Auslandprämie oder Ausgleichszahlung genannt.“(ASN D)</p>
<p><i>Syn.:</i> expatriate allowance, international premium, bonus, premium, assignment incentive, special payment, (financial), assistance</p>	<p><i>Syn.:</i> Auslandszulage, Assignment Incentive, Prämie, Zusatzzahlung, Incentive, Zuschuss, Bonus, International Premium, Zuschlag, Sonderleistung</p>
<p><i>Con.:</i> “International pay structures involve all these elements, and may also include special mobility premiums plus allowances for housing, education relocation and hardship, etc...” (ASN 2E)</p> <p>“Despite the assumption that allowances will solve the unemployment issue, according to a recent survey completed by Right Associates, 42 percent of dual-income families reported a decrease in their living standard after relocating...” (VdB 2)</p> <p>“...performance appraisal and bonus and promotion options are often linked to these very goals.” (VdB 5)</p> <p>“This category on the balance sheet graphic differs from the others in that premiums and incentives are compensation items that only apply while an expatriate is on assignment; they are not amounts received at home.” (Wilson)</p>	<p><i>Con.:</i> „Die Zulagen umfassen Geld- und Sachleistungen, die neben dem Grundgehalt zur Sicherung und Verbesserung der Lebensqualität beim Auslandseinsatz einmalig oder wiederholt bezahlt werden.“ (Kammel/Teichelmann 1994, S. 91 ff.)“ (Wegerich, S. 498)</p> <p>„Zulagen sind ein Posten, der leicht außer Kontrolle gerät. Folgende einmalige und regelmäßige Zulagen sind je nach Destination denkbar:</p> <p>Ortsgebundene Zulagen: Auslandszulagen in der Höhe von 5 % bis 15 % des Grundgehaltes, Erschwerniszulagen für besonders schwierige Umstände aufgrund von Klima, politischer Situation und Kriegsrisiko, Isolation oder schlechter Infrastruktur, Ausgleich für höhere Lebenshaltungskosten und Währungsschwankungen.</p> <p>Alltagsbezogene Zulagen: Miet- und Energiekostenzulage, Einrichtungszulage, Umzugszulage für allfällige Aufwendungen; oft ein Monatsgehalt, Schulgeldzulage.</p> <p>Freizeitzulagen: Zulage für jährlichen Heimflug, Erholungszulage; oft gepaart mit unattraktiven Destinationen, um für ein paar Tage „in die Zivilisation zurückzukehren“, Klubmitgliedschaftszulage; zum einen zur Erholung, aber auch um lokale, einflussreiche Persönlichkeiten kennen zu lernen.</p> <p>Sonstige Zulagen: Chauffeur; destinationsabhängig; bei restriktiven Führerscheine Regelungen oder wenn lokal üblich, um Status auszudrücken, Bedienstete; heutzutage eher unüblich.“ (Haslberger, S.714)</p>
<p><i>Related Terms:</i></p>	<p>(all from KE, S.23-24, unless otherwise noted)</p>
<p>cost of living allowance (COLA)</p>	<p>Teuerungszulage, Cost of Living Allowance, Lebensunterhaltskostenpauschale</p>
<p>duty-tour allowance</p>	<p>Dienstreisenvergütung</p>

education allowance (at post or away from post)	Schulgeldzulage
expatriate allowance	Auslandszulage
expatriate inducement allowance	Gehaltszuschlag für Auslandsätigkeit
hardship allowance	Härtezulage, Erschwerniszulage
housing allowance	Wohngeld, Wohnungszulage, Unterkunftskostenpauschale
mobility allowance	Mobilitätzulage, Mobilitätzuschuß
moving allowance (US)	Umzugsbeihilfe, Umzugskostenersatz, Umzugserstattung
per diem allowance	Reisespesentagesatz
relocation allowance	Auslandszulage, Entsendungszulage, Umzugskostenvergütung, (IATE)Umzugsentschädigung, Auslandsprämie
removal allowance (UK)	Umzugsbeihilfe, Umzugskostenersatz
rental allowance	Mietzulage, Wohnungsgeld
rest and recreation allowance	Erholungszulage
spousal allowance	Spousal allowance (Ausgleichsabgabe für im Ausland nichtbeschäftigten Lebenspartner)
transfer allowance	Umzugskostenersatz, Umzugserstattung, Umzugsbeihilfe
	<i>Anm.:</i> „Mit Auslandszulagen, Incentives oder International Premiums – alle Begriffe werden synonym verwandt – sollen grundsätzlich durch die Entsendung entstehende Veränderungen, Umstände und mögliche Schwierigkeiten und Erschwernisse für den Expatriate und seine Familie ausgeglichen werden.“ (LKW, S. 79)

EN amenity <i>n.</i>	DE Ausstattung <i>n. (-smerkmal)</i>
<i>Def.:</i> “1. the attractiveness and value of real estate or of a residential structure 2. a feature conducive to such attractiveness and value.” (MW, p37) “Those settings or improvements to a property that increase the desirability or enjoyment rather than the necessities of the residents.” (RRI, GRT,p.1)	<i>Def.:</i> „1. das Einrichten; E. einer Wohnung, einer Praxis, 2. alle Gegenstände, mit denen ein Raum eingerichtet ist (Wohnungs-)“ (Duden, S.407) „das Ausstatten (2.)a. die Ausrüstung b. (innen)einrichtung“ (Duden, S. 193)
<i>Syn.:</i> special feature	<i>Syn.:</i> (Haus-/ Wohnungs-) Einrichtung, Ausstattungsmerkmal
<i>Con.:</i> “Have a checklist for your accommodation supplier’s primary amenities with as much or as little detail as required for your relocating employee. This could include kitchen and laundry facilities, telephone, cable, VCR, dataport for internet connection,	<i>Con.:</i> „In privater Hinsicht erhält er die Möglichkeit, sich um eine Wohnung (Wohnanlagen / Ausstattungen) sowie die lebensnotwendigen Dienstleistungen zu erkundigen.“ (Heuser, Expatriates, 3.1)

answering machine, sound system, alarm clock, sofa pullout and so on.” (Jurgens, line 44)	
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EN Assessment <i>n.</i>	DE Beurteilung <i>n.</i>
<i>Def.:</i> “...the assessment...of individual employees or employee pools for international assignments. This (often) involves the proper use of highly developed...tools designed specifically for this function. The tools will evaluate how well potential international transferees and their family members will adjust to living and working abroad” (Tira)	<i>Def.:</i> „Personalbeurteilung: Soll Aussagen darüber machen, ob und inwieweit ein gegenwärtiger oder zukünftiger Mitarbeiter hinsichtlich seiner Eignung und Leistung den Anforderungen und Erwartungen, die ein Unternehmen an ihn stellt, entspricht. Hierzu steht eine Reihe von Testverfahren als Hilfsmittel zur Verfügung. Psychologische Testverfahren, das Interview, das grafologische Gutachten, der biografische Fragebogen sowie das Assessment Center.“ (Wirt.lex.24, personalbeurteilung, 11.10.08)
<i>Syn.:</i> candidate assessment, employee assessment, personal assessment, assignee assessment, transferee assessment, expatriate assessment	<i>Syn.:</i> Bewertung, Personalbeurteilung, Kandidatenbewertung, Personalassessment, Expatriatebewertung
<i>Con.:</i> “...psychometric assessments are compulsory as part of the screening process to ensure that the adults will be able to cope with the assignment...” (GMAC 2007, 2.22) “The top initiatives to improve expatriate ROI included better candidate selection and assessment , effective communication of assignment objectives, and mandatory cross-cultural training.” (GMAC 2008, p.15)	<i>Con.:</i> „Sind Ihre Beurteilungs- und Auswahlverfahren auf die Identifikation und Bindung der Mitarbeiter mit dem grössten Erfolgspotenzial angelegt? Eignen sich die Mitarbeiter für internationale Einsätze?“ (ASN, D5) „Diese Erfolgskriterien legen aber ebenso die Merkmale der Personalbeurteilung fest.“ (Wegerich, S.500, 5.2)...Fallstudien innerhalb eines Assessment Centers oder eine Arbeitsanalyse der Tätigkeit des Mitarbeiters können dessen Kompetenzen beleuchten und auf die Übereinstimmung mit der definierten Zielposition hin überprüfen.“ (Wegerich, S.502. 5.2.2)
<i>Related Terms:</i>	
assessment center	Assessment Center
assessment (and selection) instruments	Beurteilungsinstrumente, Bewertungsinstrumente, Assessment-Instrumente
assessment models	Bewertungsmodelle
assessment (and selection) process	Beurteilungs- und Auswahlverfahren
assessment (and selection) techniques	Bewertungs- und Auswahltechniken
performance assessment	Leistungsbeurteilung
<i>Note:</i> In the pre-assignment phase of the relocation process, the term “assessment” is often used in reference to selection	<i>However, once selected for an international assignment, expatriate employees are judged on the basis of their performance. In later phases</i>

<i>(assessment and selection, assessment and selection process, etc.), as the suitability and aptitude of candidates for international assignments are evaluated.</i>	<i>of the relocation process, therefore, the term “assessment” is often used in reference to performance evaluation.</i>
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EN assignee n.	DE Entsandter n.
<i>Def.: (i.s.) employee on an international assignment</i>	<i>Def.: (i.s.) Arbeitnehmer im Auslandsdienst</i>
<i>Syn.: transferee, expat, expatriate</i>	<i>Syn.: Expatriate, Auslandstätiger, auslandstätiger Mitarbeiter, Arbeitnehmer im Auslandsdienst</i>
<i>Con.: “Frequently, an assignee is chosen within the business unit based only on the person’s technical or managerial skills.” (VdB I)</i> <i>“Today’s transferees are more demanding about the service and quality of benefits being provided.” (Cryne, p. 13)</i>	<i>Con.: „Gleichzeitig haben sich Entsandte umfangreiches Wissen über ihre Einsatzländer angeeignet...Das Hauptaugenmerk liegt nun auf dem Transfer von Informationen und von Entsandten vom Ausland in die Zentrale.“ (Haslberger, S. 693)</i> <i>„Dabei werden befristet im Ausland eingesetzte Mitarbeiter in der Praxis meist als Expatriates bezeichnet.“ (Wegerich, S. 495, 2)</i>
<i>See: expatriate</i>	

EN assignment n.	DE Einsatz n.
<i>Def.: (gen.) “1. something that has been assigned, such as a mission or task. 2. a position or post to which a person is assigned. 3. the act of assigning or state of being assigned.” (Collins, p.65)</i> <i>(i.s.) “the time period of an employee as an expatriate” (RRI GTIA, p.1): “The term 'international assignment' is used very broadly. It can be used to describe any of the following situations.</i> <i>Frequent business trips, of less than 31 days duration per single trip, usually covered by the organisation's business travel and 'per diem' expenses policy.</i> <i>Short term assignments, over 31 days but less than 12 months. The employee may become technically employed by the host country subsidiary, with certain additional benefits according to the circumstances of the individual. Career management remains the province of the home country, while performance management may be shared.</i> <i>Long term assignments, usually two years or more. In this situation, it is more likely that</i>	<i>Def.: (gen.) “a.) (die) Ausübung einer Tätigkeit, eines Dienstes“ (Duden, S.407)</i> <i>(i.s.) „Als Sammelbegriff bezeichnet Auslandseinsatz alle Formen der Arbeitstätigkeit eines Mitarbeiters außerhalb des Landes, in dem er seinen Heimatwohnsitz hat. Dieser Begriff betont die Perspektive des Stammhauses bzw. der Muttergesellschaft (Kammel/Teichelmann 1994, S. 63). (Kühlmann 2004, S. 4 f.)</i> <i>...Unterscheidungsmerkmale liegen bei Auslandseinsätzen in der jeweiligen Dauer, der arbeitsvertraglichen Gestaltung und der Bindung des Mitarbeiters an die beteiligten Gesellschaften...Abb. 1 gibt einen Überblick über die Besonderheiten einzelner Einsatzformen.“ (Wegerich, S. 495, 2)</i>

<p>assignees will be put onto local terms and conditions.” (<i>CIPD, Managing</i>)</p>	
<p><i>Syn.:</i> expatriate assignment, foreign assignment, global assignment, international assignment, overseas assignment, relocation, foreign posting, international posting, overseas posting, international/overseas/cross-border/foreign transfer</p>	<p><i>Syn.:</i> Auslandseinsatz, Arbeitseinsatz, Auslandstätigkeit, Entsendung, Auslandsentsendung, Arbeitnehmerentsendung, Auslandsaufenthalt</p>
<p><i>Con.:</i> “For example, 54% of spouses/partners were employed before (but not during) the assignment.” (<i>GMAC 2008, p.9</i>)</p> <p>“Research reveals that despite the resources invested, a substantial number of international assignments either fail to achieve their anticipated results or even end prematurely.” (<i>ASN IE</i>)</p> <p>“Despite the sixth sense that these HR professionals may have, the unfortunate reality is that most are unable to stop a risky global assignment from moving forward.” (<i>VdB 1</i>)</p> <p>“A study conducted by Borsoff, Field, and Harris determined that factors contributing to the willingness of employees to accept an expatriate assignment include the employee’s personal characteristics and attitude towards relocation, including level of international interests and degree of ethnocentrism; spousal characteristics and attitudes toward relocation; and organizational support activities (before, during, and after the assignment).” (<i>VdB 9</i>)</p>	<p><i>Con.:</i> „Der Entsendungsvertrag als rechtliche Voraussetzung für den Auslandseinsatz bietet die vertragliche Sicherheit für Unternehmen und Mitarbeiter über den Ablauf des Einsatzes.“ (http://www.ecr-service.com/index_website.php?F=3; 07.07.08)</p> <p>„Bei der klassischen Auslandstätigkeit, mit Wohnung im Gastland, gehören die horrenden monatlichen Mieten zu den größten Kostenblöcken.“ (<i>Meinhold, S. 17</i>)</p> <p>„Melde- und Bewilligungspflicht bei Einsätzen in der Schweiz : Arbeitseinsätze in der Schweiz von mehr als 90 Kalendertagen Gesamtdauer sind in der Schweiz bewilligungspflichtig.“ (<i>mse; uploads/media/Meldeu.Bewilligungspflicht</i>)</p> <p>„Ist die Entscheidung für den Auslandsaufenthalt gefallen, sollte man mit dem Unternehmen eine vernünftige Vorbereitung aushandeln.“ (<i>Schwert. S. 15</i>)</p>
<p><i>Note:</i> <i>Assignment</i> is the base term encompassing all forms of international employee relocation regardless of duration, direction, or purpose. For the purposes of this work, all assignments are international assignments. In German speaking countries, the terminology for the various forms of assignment is influenced not only by the duration of the assignment but also by the terms of national tax and/or social security regulations. Hence, terms like <i>Abordnung</i> (<i>English—deputation</i>) (for certain short to mid-term assignments) and <i>Delegation or Versetzung</i> (<i>English, delegation</i>) (for mid to</p>	<p><i>Anm.:</i> „Im allgemeinen Sprachgebrauch werden Auslandseinsätze von Mitarbeitern und Mitarbeiterinnen meistens als Entsendung bezeichnet.“ (<i>Schiff., Z.2</i>) „Es wird zwischen unterschiedlichen Entsendeformen anhand der Dauer des Auslandsaufenthalts unterschieden. Diese Einteilung knüpft gedanklich an den steuerlichen Regelungen an, die steuerlichen Folgen sind aber stets separat zu überprüfen.“</p> <p>Dienstreise ab 2008 wie Auswärtstätigkeit bis 3 Monate Verlängerte Dienstreise oder Delegation 3 – 6 Monate Kurzfristige Entsendung 6 –12 Monate</p>

long-term assignments) are used in certain texts. Though these terms may be translated into English as deputation and delegation, they are usually translated as short-, mid- or long-term assignments. The exact time limits determining each of these terms appears to be quite flexible.	Langfristige Entsendung 1 – 5 Jahre Versetzung ins Ausland länger als 5 Jahre“ (HKH, 1.2, S.3)
<i>Related terms:</i>	
assignment completion	Einsatzsende
assignment duration/length	Einsatzdauer
assignment form/type	Einsatzform, Entsendungsart, Entsendeform
assignment location/destination	Einsatzort, Einsatzland, Zielland, Gastland
assignment objectives	Entsendungsziele
cross-border assignment	grenzüberschreitender Einsatz
expatriate assignment	Auslandseinsatz
failed assignment	gescheiterte Entsendung
foreign assignment	Auslandseinsatz
global assignment	globaler Einsatz
international assignment	internationaler Einsatz
long-term assignment	langfristiger Einsatz, langfristige Entsendung
project oriented assignment	projektorientierter Einsatz
short-term assignment	kurzfristiger Einsatz
serial assignment	aufeinanderfolgende Auslandseinsätze
virtual assignment	virtueller Auslandseinsatz
<i>See: relocation, commuter assignment, localization, long-term assignment, permanent assignment, serial assignment, short-term assignment, virtual assignment</i>	

EN assignment contract <i>n.</i>	DE Entsendungsvertrag <i>n.</i>
<i>Def.: 1. “a written agreement outlining the employer/employee relationship” (RRI, GTIA, p.4)</i>	<i>Def.: „Die Entsendung eines Mitarbeiters ins Ausland ist nicht vom allgemeinen Direktionsrecht gedeckt. Ein längerer Auslandsaufenthalt kann daher nur auf einer neuen vertraglichen Grundlage erfolgen. Darüber hinaus entsteht durch eine Auslandsentsendung auch Regelungsbedarf in den Bereichen Versicherung und Steuern. Der Entsendungsvertrag ist für den Expatriate ein Nachschlagewerk im Zweifelsfall.“ (Heuser, Basisinformation, 4.2) „Die arbeitsvertragliche Situation wird in den meisten Entsendungsfällen in der Praxis mit drei «Arbeitsverträgen» geregelt. Der Entsandte behält in der Regel den Arbeitsvertrag mit seinem «alten» Arbeitgeber (Heimatstaat) bei, wobei dieser auf die wesentlichen Punkte</i>

	reduziert wird. Zusätzlich erhält der Entsandte von seinem «neuen» Arbeitgeber im Gaststaat einen Arbeitsvertrag, der lediglich die lokal zu regelnden arbeitsrechtlichen Komponenten beinhaltet. Als drittes wird dem Entsandten noch eine «Entsendungsvereinbarung» ausgestellt, in welcher alle Komponenten der Entsendung geregelt werden.“ (<i>Ruch 2, S.5</i>)
Syn.: assignment agreement, assignment proposal, employment contract	Syn.: Entsendungsvereinbarung, Arbeitsvertrag
Con.: “One of the most important issues for any expatriate is the assignment contract , especially if it is a first time relocation.” (http://www.heusercollegen.de/fileadmin/presse/expatexchange.doc)	Con.: „Aus dem Entsendungsvertrag sollte sich klar und deutlich ergeben, welchem Stammhausmitarbeiter der Expatriate disziplinarisch unterstellt wird und wie die hierarchischen Berichtswege ausgestaltet sind.“ (<i>Wegerich, S. 496</i>)
Note: “As a rule, the expatriate is employed by the domestic sending employer. In order to adapt the contract of employment to the conditions of overseas assignment there are (several) options for drafting a contract... (for example the)... (a)greement to suspend,...the supplementary contract,...the reintegration clause (etc.)... A further possibility is finally that of the (permanent) transfer of the employee to the foreign company.” (<i>adapted from Heuser, Basic information, pt. 4.2</i>)	Anm.: „In der Regel hat der Expatriate ein Anstellungsverhältnis zum entsendenden inländischen Arbeitgeber. Um das Anstellungsverhältnis...(zum entsendenden inländischen Arbeitgeber)...den Bedingungen einer Entsendung anzupassen, bestehen...(mehrere) Gestaltungsmöglichkeiten,...(wie zum Beispiel)...die Ruhensvereinbarung,... den Ergänzungsvertrag...die Wiedereingliederungsklausel, (usw.)...Eine weitere Gestaltungsmöglichkeit besteht letztlich in dem Übertritt des Mitarbeiters zur fremden Gesellschaft...“ (<i>adaptiert von Heuser, Basisinformation, Pt. 1</i>)

EN assignment duration <i>n.</i>	DE Entsendungsdauer <i>n.</i>
Def.: the length of time an expatriate is abroad on assignment	Def.: Dauer der Auslandsbeschäftigung
Syn.: assignment length	Syn.: Entsendezeit, Entsendungszeit, Entsendungszeitraum, Einsatzdauer
Con.: “Whether the expatriate is unaccompanied or relocating with his spouse and/or family, he needs a perspective of the assignment duration .” (http://www.heusercollegen.de/fileadmin/presse/expatexchange.doc) "In this case, I feel that, if you really want to maximize the career benefits, the ideal assignment length is three years," says Yeatman. "The first year is spent learning how to do your new job exceptionally well.	Con.: „In jedem Fall sollte der Arbeitsvertrag insbesondere Entsendungsdauer , organisatorische Zuordnung, Kündigungsregelungen sowie Urlaubs- und Heimfahrtenregelung enthalten (Pulte 2004, Heuser/Heidenreich/Förster 2003, S. 3 ff).“ (<i>Wegerich, S.497, pt. 4.1.1</i>) „Die durchschnittliche Dauer der Auslandseinsätze beträgt zwei bis drei Jahre.“ (<i>Meinhold, S. 14</i>) „Dazu kommt, dass mit der Unattraktivität des

<p>The second year is about growing the job you have got, e.g., by taking on some regional responsibilities as well as those for your local country.” (http://www.erc.org/PERC_INTERNATIONAL/globility.html#2, September 12, 2008)</p>	<p>Landes oft auch die Entsendezeit steigt und damit auch die Chance einer problemlosen Rückkehr sinkt.“ (Schwert., S. 14) „Nach der neuesten Studie von ORC...nutzen 45 Prozent der Unternehmen weltweit Entsendungszeiträume bis zu drei Jahren...27 Prozent sehen einen Trend hin zu kürzeren Entsendungszeiten.“ (LKW, S.34)</p>
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EN assignment failure <i>n.</i>	DE Scheitern des Auslandseinsatzes <i>n.</i>
<p><i>Def.:</i> “...the inability to achieve the organisational objectives of the assignment which can lead to increased costs associated with extending an assignment or replacing an expatriate who is not performing; another... (type of assignment failure occurs when)...the expatriate has returned prematurely to the home country.” (McNulty)</p>	<p><i>Def.:</i> „(E)in Einsatz im Ausland (ist) mit einem hohen Risiko des Scheiterns...verknüpft...“(v)orzeitig zurückkehrende Auslandsentsandte, ...Minderleistungen entsandter Mitarbeiter oder die hohe Kündigungsrate bei den Auslandsrückkehrern...“ (Ruch/Sauter, S. 189)</p>
<p><i>Syn.:</i> expatriate assignment failure, failed assignment</p>	<p><i>Syn.:</i> gescheiterter Auslandseinsatz, Misserfolg des Einsatzes</p>
<p><i>Con.:</i> “Key factors leading to assignment failure were partner dissatisfaction (55%), inability to adapt (50%), and not meeting expectations (39%).” (GMAC 2008, p.15)</p> <p>“Unofficial estimates of overseas assignment failure rates are 30 – 40%, with frequently-cited reasons being insufficient preparation of the assigned executive and family members, lack of family support, little or no support for the career-oriented spouse, and expat career anxieties such as lack of return guarantees and active mentoring systems.” (VdB 9)</p>	<p><i>Con.:</i> „Von den Unternehmen werde das jedoch nicht berücksichtigt, obwohl interkulturelle Probleme der zweithäufigste Grund für das Scheitern eines Auslandseinsatzes sind.“ (Schwert. S. 14-15) „Ohne professionelle Unterstützung bei der Auslandsentsendung bedeutet dies: Hoher Zeitaufwand für administrative Formalitäten, Suche von Unterkünften, Schule, Kindergarten, Orientierung vor Ort etc. Stress bei der zu entsendenden Führungskraft und der Familie Ineffizienz im Beruf Hohe Kosten für das Unternehmen für zusätzliche Reisen, längere Suchphasen etc. Höhere Misserfolgsrate des Einsatzes(.)“ (mmc, relocation)</p>
<p><i>Related Terms:</i></p>	
<p>(assignment) failure rate</p>	<p>Misserfolgsrate</p>
<p><i>See: direct costs, indirect costs, assignment success</i></p>	

EN assignment objectives <i>n.</i>	DE Entsendungsziele <i>n.</i>
<p><i>Def.:</i> “...international companies have to pursue three different but complementary objectives. The first is <i>local responsiveness</i>... The second objective is <i>global integration</i> of the MNE’s operations... The third objective is</p>	<p><i>Def.:</i> „Mit einem Auslandseinsatz verfolgen Unternehmen unterschiedliche Ziele, die zur Umsetzung der jeweiligen Internationalisierungsstrategie eines Unternehmens beitragen. So werden Mitarbeiter</p>

<p>developing innovation and a learning organization, which requires that the different units (the center or subsidiaries) learn from each other and exchange innovations in management systems and processes. Any of these three objectives might make it necessary to assign or move personnel among different units, thus creating expatriates, to make sure that local adaptation is not achieved at the expense of the center, to coordinate globally integrated interdependent units, or to transfer or acquire knowledge and experience.” (BBS, p. 4)</p>	<p>beispielsweise im Ausland eingesetzt, um den Informationsaustausch zwischen den in- und ausländischen Unternehmensbereichen zu gewährleisten, Führungsinstrumente unternehmensweit zu vereinheitlichen oder die Auslandsaktivitäten zu kontrollieren...Zudem soll der Entsandte während seines Auslandseinsatzes Erfahrungen und Kompetenzen erwerben, die ihn für die internationalen Arbeitsaufgaben qualifizieren.“ (Ruch/Sauter, S. 188)</p>
<p>Syn.: (result oriented) assignment goals, assignment functions (cause oriented) reason for assignment, assignment motives</p>	<p>Syn.: Entsendungsmotive, Entsendungsgründe</p>
<p>Con.: “Sixty percent (60%) of respondents indicated that their companies required a clear statement of assignment objectives before obtaining funding for an international assignment.” (GMAC 2007, 2.30) “The most common assignment objective was filling a skills gap (27%), followed by building management expertise (23 %) and technology transfer (18%).” (GMAC 2007, p.12)</p>	<p>„Wohlgemerkt: Unternehmen investieren nicht in Vorbereitungsmaßnahmen, damit 80 % der Entsandten mit dem Leben im Gastland zufrieden sind, sondern, damit sie ihre Entsendungsziele erreichen.“ (http://www.ifim.de/aktuell/news/05.11%20kulturschock.htm) „Weitere häufig genannte Motive für eine Entsendung sind Know-how-Transfer, Personalentwicklungsmaßnahmen oder die Durchführung länderübergreifender Projekte durch international besetzte Team“ (Meinhold, S. 14)</p>
<p>Note: In research on the role of international relocation in corporate strategy, three main or general objectives for international assignments have been identified: assignments as control, coordination, and knowledge transfer. (BBS) In addition to these general strategic objectives, each individual international assignment will have its own specific objectives.</p>	

<p>EN assignment refusal n.</p>	<p>DE Ablehnung (einer Entsendung) n.</p>
<p>Def.: “Assignment Refusal: When asked to rank (in order of importance) the most common reasons cited by candidates for turning down assignments, family concerns (87%) were identified as most important, followed by spouse’s career (66%), employee career aspirations(45%), compensation (41%), quality of life at the location (29%), job</p>	<p>Def.: “Breitet sich...die Auffassung, dass ein Einsatz im Ausland mit einem hohen Risiko des Scheiterns der eigenen Karriere im Unternehmen verknüpft ist..., wird es zunehmend schwieriger, die geeignetsten Mitarbeitenden für einen Auslandseinsatz zu gewinnen...Die individuelle Abwägung der Gründe, die aus Mitarbeitersicht für oder gegen</p>

<p>security (21%), and personal safety (11%). Family concerns are historically the most commonly cited reason. Spouse career, career aspirations, and compensation are consistently among the top four reasons cited when employees selected for international relocation turn down assignments.”(GMAC 2007, 2.23)</p>	<p>eine Auslandsentsendung sprechen, führt nach wie vor dazu, dass viele Mitarbeitende das Angebot einer Entsendung ins Ausland (auch) aus familiären Gründen ablehnen.“ (Ruch/ Sauter, S. 189)</p>
<p>Con.: “Furthermore, family concerns were cited as the most common reason for assignment refusal, (89%), and this was followed by spouse career concerns (62%).” (GMAC 2008, p.9)</p>	<p>Con.: „Die Ablehnungen haben sich in den letzten Jahren auch erhöht.“ (Ruch/ Sauter, S. 189)</p>

EN assignment success <i>n.</i>	DE Entsendungserfolg <i>n.</i>
<p>Def.: “often used synonymously with (positive) return on investment (ROI) generally defined as “accomplishing the assignment objectives at the expected cost,” or as “successful completion of an assignment leading to a new role (for the assignee) that utilizes the experience gained while on the assignment.” (GMAC 2007, 2.33)</p>	<p>Def.: „Der Erfolg von Auslandseinsätzen kann über qualitative Faktoren – etwa Zufriedenheit des Rückkehrers oder der von ihm betreuten Kunden, Verhandlungsabschlüsse oder verbesserte Kommunikation – beschrieben werden.“ (Wegerich, S. 508, 6.3)</p>
<p>Syn.: return on investment</p>	<p>Syn.: Return on Investment</p>
<p>Con.: “As in past surveys, host-country performance reviews were cited most frequently (42%) by respondents as the best way to evaluate assignment success. This was followed by combined host and home-country reviews (34%), and home country performance reviews (6%).” (GMAC 2007, 2.24)</p> <p>“We also provide you with extensive outsourcing services, including assistance with evaluating assignment success.”(ASN 1E)</p>	<p>Con.: „Denn jeder Entsendungserfolg beruht auf nachhaltiger und koordinierter Kommunikation.“ (ASN 1D)</p> <p>„Entscheidend für den Erfolg einer Auslandsentsendung ist, dass die Auswahl des Mitarbeiters auf die zuvor definierte Planstelle im Ausland bestmöglich erfüllt wird oder die Inhalte der Auslandstätigkeit im Rahmen einer strategischen Mitarbeiterentwicklung die notwendigen Kompetenzen für eine bestimmte Zielposition unterstützen (»Kompetenz-Mapping« nach Simon/Gathen 2002, S. 50 ff.).“ (Wegerich, S. 500, 5.2.1)</p>
<p>Note: “Success has...largely been measured in terms of intent-to-leave, degree of cultural adaptability, and job performance, according to Caligiuri, Hyland et al (1998). The reality is that there are many ways to define international assignment success and failure, and a single definition is not easily obtained” (Mc Nulty)</p>	
<p>See: return on investment (ROI)</p>	

EN (post-assignment) attrition <i>n.</i>	DE Fluktuation (nach Rückkehr) <i>n.</i>
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<p><i>Def.: (gen. business)</i> “Unpredictable and uncontrollable, but normal, reduction of work force due to resignations, retirement, sickness, or death.” (<i>BD, attrition</i>)</p> <p>(<i>i.s.</i>) expatriate attrition: the loss of expatriate employees shortly after returning to the home company from an international assignment; early returns are often considered to be another form of expatriate attrition</p>	<p><i>Def.: (i.s.)</i> „Nach der Rückkehr aus dem Ausland erwägen viele Entsandte, ihr Arbeitsverhältnis zu kündigen. Gefördert wird dies durch den Mangel an entsprechenden Arbeitsplätzen für den Rückkehrer im entsendenden Unternehmen, durch enttäuschte Erwartungen über die Karriereförderung eines Auslandsaufenthalts, durch den Eindruck, dass die Auslandserfahrungen im Unternehmen nicht ausreichend gewürdigt werden, und nicht zuletzt durch den Wegfall der mit dem Auslandsaufenthalt verknüpften finanziellen Zulagen und Vergünstigungen.“ (<i>Ruch/ Sauter, S. 188</i>)</p>
<p><i>Syn.:</i> expatriate attrition, employee attrition, expatriate turnover, post-assignment attrition</p>	<p><i>Syn.:</i> Personalabgang, Kündigungen bei den Auslandsrückkehrern</p>
<p><i>Con.:</i> “If one considers premature return from an uncompleted assignment as a specific type of assignment-related “attrition” (i.e., “quitting” an assignment), perhaps we should keep the reasons for early returns from assignments in mind as we re-evaluate our methods of reducing post-assignment attrition...” (<i>GMAC, 2008, p. 10</i>)</p> <p>“Attrition for all employees was 13%, equal to the historical average; 24 % of expatriates left a company during an assignment, 28% within a year of returning, and 26% between the first and second year. Verbatim responses included: “Great employment market for people with international experience” Poached by competitors - attrition for managers is high across the board, regardless of assignments... To minimize expatriate turnover, 65% of respondents cited opportunities to use international experience as most important, followed by recognition (33 %), and repatriation career support (18%).” (<i>GMAC 2007, p. 14</i>)</p> <p>“Estimates of expatriate attrition rates vary from five-forty percent with most in the twenty-thirty percent range.” (<i>Wederspahn</i>)</p>	<p><i>Con.:</i> „Der Autor gibt einen Überblick über die Fluktuationsproblematik und stellt Ergebnisse einer Befragung von 63 deutschen, schweizerischen und österreichischen China-Experten... vor.“ (http://www1.dgfp.com/dgfp/perdoc.php?category=1&filename=filename&_cmd=500&_id=&_docid=7883, 11.11.08)</p> <p>„Die Fluktuation unter diesen Mitarbeitern ist also dreimal so hoch wie der Durchschnitt aller Angestellten in den untersuchten Unternehmen“, konstatiert Louis de Vries, Partner bei Pricewaterhouse Coopers.“ (http://www.karriere.de/beruf/expats-der-schwierige-weg-zurueck-6999/)</p> <p>„Untersuchungen zeigen, dass die Fluktuationsrate von Rückkehrern gering gehalten werden kann, wenn den im Ausland erworbenen Kenntnissen im neuen Aufgabenbereich im Stammhaus nach Rückkehr Rechnung getragen wird (Kühlmann 2004, S. 91 f.)“ (<i>Wegerich, S. 507, 5.5</i>)</p>
<p><i>Related terms:</i></p>	
<p>attrition rate</p>	<p>Fluktuationsrate</p>

<p>EN balance sheet approach <i>n.</i></p>	<p>DE Balance Sheet (Ansatz) <i>n.</i></p>
<p><i>Def.:</i> “an attempt to even out the gain and/or losses or a particular assignment due to taxes,</p>	<p><i>Def.:</i> ein Vergütungsansatz für Auslandsentsendungen: „die Methode der</p>

cost-of-living, etc. to achieve the desired incentive level.” (RRI, GTIA, p1.)	Netto-Vergleichsrechnung zur Kaufkraftabsicherung“ (LKW, S.45)
Syn.:	Syn.: Balance Sheet Approach, Balance Sheet Ansatz
Con.: “The balance sheet approach makes comparisons between the costs of these goods and services in one's home country and those in the assignment location. You are expected to contribute the amounts spent on these categories at home, and your employer picks up the rest through the provision of a goods and services differential or cost-of-living allowance (COLA)... The basic premise of the balance sheet approach is a simple one – (the) employer uses a series of allowances and differentials to supplement (the transferee's) home-country base salary, with the goal of maintaining purchasing power in the new assignment location. Under this philosophy, (the transferee) should neither financially gain nor lose from accepting an overseas assignment. Rather, (the transferee) will be "kept whole" in terms of your home-country spending patterns, such that the net effect of an international move would be the same regardless whether the assignment location is Beijing or New York City.” (Wilson)	Con.: „Obwohl die meisten Unternehmen die Methode der Netto-Vergleichsrechnung zur Kaufkraftabsicherung d.h. das Balance Sheet für die Festlegung der Auslandsvergütung nutzen..., stellt sich für eine nicht unerhebliche Anzahl von insbesondere kleineren Unternehmen mit nur wenigen Expatriates immer noch die individuelle Vertragsverhandlung die best practice dar.“ (LKW, S. 45–46) „Aufgrund der versteckten Instandhaltungskosten und sonstigen Schwierigkeiten bei der Umsetzung des „ balance sheet approach “ werden von vielen Unternehmen andere Alternativen vorgezogen.“ (Haslberger, S.709, 4.1)
Note: This compensation approach for international assignments is still among the most commonly used, though there are now many other approaches as well as many different varieties of the balance sheet approach itself.	

EN base salary <i>n.</i>	DE Grundgehalt <i>n.</i>
Def.: “The salary of a relocating Employee (either domestic or international) without bonuses, incentive income, or relocation-related premiums (such as mobility, foreign service, or hardship premiums). Corporations typically use the base salary to calculate relocation-related salary supplements and allowances.” (RRI, GRT, p.3)	Def.: „festes monatliches Gehalt ohne die für bestimmte Leistungen gezahlten Zuschläge, Prämien, o.Ä.“ (Duden, S. 638)
Syn.: base pay, salary before relocation benefits	Syn.: Basisgehalt, Base Salary
Con.: “...your employer uses a series of allowances and differentials to supplement your home-country base salary , with the goal of maintaining your purchasing power in the	Con.: “Die Entlohnung schließt das Basisgehalt sowie die Nebenleistungen und Vergünstigungen, etwa ein Dienstfahrzeug, mit ein (Speer 1998,

<p>new assignment location.” (Wilson)</p>	<p>S.175 ff.). Die Zulagen umfassen Geld- und Sachleistungen, die neben dem Grundgehalt zur Sicherung und Verbesserung der Lebensqualität beim Auslandseinsatz einmalig oder wiederholt bezahlt werden (Kammel/Teichelmann 1994, S. 91 ff.).“ (Wegerich, S. 498, 4.2)</p> <p>„Die Definition und Zusammensetzung des Grundgehalts oder Base Salary ist national und international nicht eindeutig.“ (LKW, S. 54)</p>
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<p>EN benchmark n.</p>	<p>DE Benchmark n.</p>
<p><i>Def.:</i> n. “Standard, or a set of standards, used as a point of reference for evaluating performance or level of quality. Benchmarks may be drawn from a firm's own experience , from the experience of other firms in the industry , or from legal requirements such as environmental regulations” (BD, benchmark)</p>	<p><i>Def.:</i> „Benchmark" ist ursprünglich ein Begriff aus dem Vermessungswesen und bezeichnet die Höhenmarke im Gelände. Übertragen bedeutet es die Orientierungsgröße (Kennzahl) bzw. die Gesamtheit der Vergleichsgrößen für eine relative Bewertung eines Produkts, einer Dienstleistung oder einer Organisationseinheit im wettbewerblichen Vergleich.“ (http://www.projektmagazin.de/glossar/gl-0015.htm, 27.09.08l)</p>
<p><i>Con.:</i> “Issued annually, these reports constitute one of the industry’s most reliable sources of global relocation data and trends, and they continue to be used as benchmarks for policy development and have been cited in major business publications and global relocation journals” (GMAC, 10 Year, p.1)</p>	<p><i>Con.:</i> „Für das Benchmark stehen zwei grundsätzliche Benchmark-Typen zur Verfügung: Standard Benchmark: Beim Standard Benchmark werden die Unternehmensrichtlinien auf Basis von verschiedenen ORC-Surveys mit dem Markt verglichen Custom Benchmark:Zusätzlich oder gleichermaßen ist es bei Bedarf sinnvoll, das Benchmark unternehmensspezifisch zuzuschneiden.“ (ORC 29)</p>
<p><i>See: benchmarking</i></p>	

<p>EN benchmarking n.</p>	<p>DE Benchmarking n.</p>
<p><i>Def.:</i> (gen.) “Measurement of the quality of a firm's policies, products, programs, strategies, etc., and their comparison with standard measurements, or similar measurements of the best-in-class firms. The objectives of this exercise are (1) to determine what and where improvements are called for, (2) how other firms achieve their high performance levels, and (3) use this information to improve the firm's performance.”(BD, benchmarking)</p>	<p><i>Def.:</i> „1. Leistungsmessung bester Praktiken als Mittel, Ziele für die Verbesserung festzulegen – angewandt von Firmen auf Geschäftsprozesse (z.B. innerhalb ihres Sektors) oder von nationalen und regionalen Politikern (z.B. in Zusammenhang mit der Unterstützung für die Gründung neuer technologie-basierter Firmen)“ (IATE, 27.09.08) <i>Definition Ref. 1.IIT: Das Informationsbulletin des Programms Innovation/KMU (Oktober</i></p>

(i.s.)”The comparison of policies and practices of selected “peer group” companies as used in relocation and human resources. The term evolved from the practice of comparing corporate quality control processes.” (RRI, GRT, p.3)	2002), http://www.cordis.lu/itt/itt...
Syn.: benchmarking exercise, comparative analysis, comparison	Syn.: Leistungsvergleich, vergleichende Leistungsbewertung (IATE), Vergleich mit Referenzwerten
Con.: “ASN’s comprehensive services cover every aspect of compensation...compensation benchmarking and comparisons.” (ASN 2E) “Each year, our clients tell us that they look forward to this report and use it as a benchmarking tool for policy development, as it is one of the industry’s most reliable sources of global relocation data and trends.” (GMAC,2004, 10 Year, i,)	Con.: „Unser Beratungsangebot umfasst die folgenden Punkte: Beratungsleistungen Entwicklung, Überarbeitung und Benchmarking von Entsenderichtlinien und Entsendeverträgen“ (http://www.kpmg.de/WasWirTun/1883.htm , 27.09.08) „Der Benchmarking -Prozess im Rahmen eines Policy-Review liefert in jedem Fall Ergebnisse, die eine solide Basis für richtungsweisende Entscheidungen bilden können...Zusätzlich oder gleichermaßen ist es bei Bedarf sinnvoll, das Benchmark unternehmensspezifisch zuzuschneiden.“ (ORC 36)
<i>Related Terms:</i>	
benchmark	Benchmark, Messlatte

EN benefits <i>n.</i>	DE Leistungen <i>n.</i>
Def.: 1. “(Usually plural) General: Advantage, privilege, right, or financial reimbursement (such as that made under an insurance policy , medical plan , or pension plan).” (BD <i>benefits</i>) 2. “(Employee benefit) In general, indirect and non-cash compensation paid to an employee. Some benefits are mandated by law (such as social security, unemployment compensation, and workers compensation), others vary from firm to firm or industry to industry (such as health insurance, life insurance, medical plan, paid vacation, pension, gratuity).” (BD <i>employee-benefits</i>)	Def.: „zusätzliche Leistungen des Arbeitgebers: Entlohnung in Form von Geld, Naturalien oder anderen Leistungen, die über das normale Gehalt hinausgeht“ (IATE, Ref.: EUROVOC, Ausgabe 2, 1987, 11.10.08) Auch: „Sachleistungen: (Versicherungsw.)(bes. der Sozialversicherung), die nicht in Bargeld besteh(en)“ (Duden, S. 1281)
Syn.: benefits package, benefits offerings, employment benefits	Syn.: Zusatzleistungen, Leistungspaket, Vergütungspaket, Benefits, Benefit-Plan
Con.: “ Benefits are a valuable recruitment and retention tool. In an increasingly competitive market for highly qualified	Con.: „Gelten Leistungen bzw. Arbeitgeberbeiträge für Mitarbeiter als steuerpflichtiges Einkommen? ...Angemessene,

international personnel, well-constructed retirement, risk and health benefits are an important recruitment, retention and motivation tool.” (ASN, 3E) “Since international personnel often lose their insurance benefits when they move country, portability of benefits is a serious matter. Similarly, plans based on integration with social security can result in serious gaps.”(ASN, 4E)	bedarfsgerechte Vorsorgeleistungen stärken das Vertrauen der Mitarbeiter, sollten aber auch wirtschaftlichen Gesichtspunkten und Unternehmenszielen Rechnung tragen.“ (ASN, 3D) „Die Einflussnahme des Headquartiers erstreckte sich in vielen Unternehmen auf die Genehmigung der Gehaltsbudgets...und die Einführung von neuen und größeren Benefit-Plänen .“ (LKW, S. 18)
<i>Related Terms:</i>	<i>(DCC=benefits)</i>
benefits plan	Benefit-Plan, Leistungsplan
to claim benefits	Leistungen beantragen
disability benefits	Invalidentenrente
employee benefits	Sozialleistungen
fringe benefits	zusätzliche Leistungen
insurance benefits	Versicherungsleistungen
pension benefits	Rentenleistungen
to be entitled to benefits	Anspruch auf Leistungen haben

EN best practice n.	DE Best Practice n.
<i>Def.:</i> “Methods and techniques that have consistently shown results superior than those achieved with other means, and which are used as benchmarks to strive for. There is, however, no practice that is best for everyone or in every situation, and no best practice remains best for very long as people keep on finding better ways of doing things. There is...no practice that is best for everyone or in every situation, and no best practice remains best for very long as people keep on finding better ways of doing things.”(http://www.businessdictionary.com/definition/best-practice.html) (BD, <i>best-practice</i>)	<i>Def.:</i> „Im Gegensatz zur bestmöglichen Lösung ist der "Best Practice" lediglich die beste realisierte Lösung. Innerhalb eines Benchmarking-Prozesses wird nicht nach der theoretisch oder technisch besten Möglichkeit gesucht. Vielmehr werden die tatsächlich auf dem Markt angebotenen Produkte oder Dienstleistungen hinsichtlich einheitlicher Qualitätskriterien miteinander verglichen. Der Sieger wird dann "Best Practice" genannt. Der Nutzen eines Benchmarkings ergibt sich vor allem bei einem differenzierten Blick auf die einzelnen Vergleichskriterien. Die jeweiligen Best Practice innerhalb einer Kategorie von Kriterien oder für ein einziges Kriterium dienen dann als Messlatte für die anderen Benchmarking Partner. Der Best Practice muss nicht unbedingt von einem Wettbewerber stammen, auch branchenübergreifende Benchmarkingprozesse, können großen Fortschritt erzeugen.“ (http://www.projektmagazin.de/glossar/gl-0401.html?pmSession= ; 09.10.08)
<i>Con.:</i> “Based on this, we will work closely with you to develop policies that align your compensation strategy with corporate HR and business strategies, and we will benchmark and assess best practice in your industry or	<i>Con.:</i> „Eines der aussagekräftigsten Instrumente zur Feststellung der „ Best Practice “ ist ein Benchmark, das zeigt, wo das eigene Unternehmen in einem individuell definierten Markt aus Wettbewerbern oder

region... In a competitive environment, it's vital to take the latest trends and best practices into consideration." (ASN 2E)	anderen Marktteilnehmern steht." (ORC 36)
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EN better of home or host (approach)	DE Better of Home or Host (Ansatz)
<p><i>Def.:</i> "a type of expatriate compensation approach: "The better of home or host approach compares the net pay under the home-country compensation system to a local (location of assignment) net salary. The expat then receives the higher of the two." (Briscoe, D. & Randall, S., <i>International Human Resource Management</i>, p. 314 retrieved on October 31, 2008 from http://books.google.com/books?id=BeNneWI2QP4C&pg=PA314&lpg=PA314&dq=better+of+home+or+host+approach+to+international+compensation&source=web&ots=qsX9qQGeht&sig=wNGL4rFBF_7M7ugpwIUMsORqoKU&hl=en&sa=X&oi=book_result&resnum=1&ct=result#PPA314,M1,)</p>	<p><i>Def.:</i> "Better of Home or Host: Bei diesem System wird das Entgelt sowohl nach dem «Home-Country-» als auch nach dem «Host-Country-Ansatz» ermittelt. Der Entsandte erhält die für ihn vorteilhaftere Vergütung." (Ruch 1, S. 9)</p>

EN branch n.	DE Niederlassung n.
<p><i>Def.:</i> "a part of a business acting more or less independently so far as the public is concerned, being established in a separate location from the main business and having its own customers" (IATE Ref.: <i>International Business Dict., 1974, Kluwer-Deventer</i>) "Not separately incorporated unit of a firm" (BD, branch)</p>	<p><i>Def.:</i> "Kaufmännischer Betrieb, der zwar rechtlich Teil eines Hauptunternehmens ist, von dem er abhängt, der aber in eigenen Lokalitäten dauernd eine gleichartige Tätigkeit wie das Hauptunternehmen ausübt und dabei eine gewisse wirtschaftliche und geschäftliche Selbständigkeit genießt." (IATE, 23.08.2008)</p>
<p><i>Syn.:</i> branch office, division, office</p>	<p><i>Syn.:</i> Filiale, Zweigniederlassung</p>
<p><i>Con.:</i> "But what happens when you are opening a branch office in another country, or if you are setting out completely on your own, perhaps on retirement?" (ASN 5E)</p>	<p><i>Con.:</i> „Was aber, wenn Sie als Pionier eine Niederlassung aufbauen oder gar auf eigene Faust – etwa im Ruhestand – in ein Gastland umziehen?“ (ASN 5D)</p>

EN business trip n.	DE Dienstreise n.
<p><i>Def.:</i> "travel for business that lasts usually for a short period of time, generally less than one month's duration" (RRI, GTIA, p.2)</p>	<p><i>Def.:</i> „Die grenzüberschreitende Dienstreise ist die kürzeste Form des internationalen Personaleinsatzes...in Deutschland in der Regel bis zu drei Monate“ (LKW, S. 30-31)</p>
<p><i>Syn.:</i></p>	<p><i>Syn.:</i> Geschäftsreise</p>
<p><i>Con.:</i> "The term 'international assignment' is used very broadly. It can be used to describe any of the following situations: Frequent business trips, of less than 31</p>	<p><i>Con.:</i> „Statt sich dauerhaft im Ausland niederzulassen, erledigen immer mehr Manager ihre internationalen Aufgaben vom Heimatland aus, sei es per Internet oder mit regelmäßigen,</p>

days duration per single trip, usually covered by the organisation's business travel and 'per diem' expenses policy.” (CIPD, Managing...)	längeren Dienstreisen .“ (Schwert., S.11)
<i>Note:</i> “A business trip is strictly speaking not an overseas assignment (in the sense of a relocation). The original contract of employment with the employee remains unchanged. The focal point of his life remains in the domestic country. This term purely relates to taxation law. A business trip exists for a period of a maximum of three months.” (Heuser, basic information Expatriates, 1.)	<i>Note:</i> „Die Dienstreise ist genau genommen keine Entsendung. Der ursprüngliche Anstellungsvertrag mit dem Mitarbeiter besteht unverändert fort. Er hat nach wie vor seinen Lebensmittelpunkt auch weiterhin im Inland. Dieser Begriff ist rein steuerlicher Natur. Eine Dienstreise liegt maximal bis einem Zeitraum von drei Monaten vor.“ (Heuser, Basisinformation, Expatriates, 1.)

EN candidate n.	DE Kandidat n.
<i>Def.:</i> “Potential filler of a(n) (expatriate) job position” (BD, candidate)	<i>Def.:</i> Mitarbeiter, der für einen Auslandseinsatz in Betracht kommt
<i>Syn.:</i> applicant, potential expatriate, potential assignee, potential transferee	<i>Syn.:</i> Bewerber
<i>Con.:</i> “Generally employees who have the required skill set, good interpersonal skills, a positive attitude toward, and a willingness to embrace and experience cultural change will be strong candidates .” (VdB 9)	<i>Con.:</i> „Es ist daher wichtig, nicht nur die Fähigkeiten und Aufgeschlossenheit des Kandidaten zu bewerten, sondern auch die interkulturelle Anpassungsfähigkeit und Motivation der Familie in der Auswahl zu berücksichtigen.” (Meinhold, S. 16)
<i>See:</i> assessment and selection, candidate selection	

EN career development n.	DE Karriereentwicklung n.
<i>Def.:</i> “progression through a sequence of jobs, involving continually more advanced or diverse activities and resulting in wider or improved skills, greater responsibility and prestige, and higher income. Formerly, career development was seen as the responsibility of the employer, and many organizations had formal career development programs that marked an employee's advancement through the levels of management. It is now more usually held to be the responsibility of the employee...” (bnet September 29, 2008 : http://dictionary.bnet.com/definition/Career+Development.html)	<i>Def.:</i> „Alle Maßnahmen, die dazu dienen, die berufliche Qualifikation der Mitarbeiter auf dem erforderlichen Leistungsstand zu halten und sie zur Erbringung anspruchsvollerer Aufgaben oder zur Wahrnehmung zusätzlicher Aufgabenbereiche zu qualifizieren oder ihre Qualifikation den durch die technischen, wirtschaftlichen und organisatorischen Entwicklungen hervorgerufenen Veränderungen der Anforderungen anzupassen.“ (Wirt.lex 24, personalentwicklung, 29.09.08)
<i>Syn.:</i> human resources development, personnel development, executive development, professional development, management development	<i>Syn.:</i> Personalentwicklung, Nachwuchsentwicklung
<i>Con.:</i> “In these organizations, employee mobility and global experience play an	<i>Con.:</i> „Daraus ergeben sich für die Personalentwicklung neue Anforderungen:

<p>important role in workforce planning and career development.” (Cryne, p.15) “We use expatriates for a number of reasons,” says Ted French, president of financial services and CFO of Case Corp., a Racine, Wisconsin, maker of farming and construction equipment with \$6 billion in revenues. “Of those reasons, executive development is number one in importance.” (VdB 7)</p> <p>“From the career management point of view, relatively little is also known about the personal and professional development of the expatriates during their assignments, even though international assignments are seen as one of the most powerful international management development methods (Gregersen et al., 1998).” (BBS, p.1)</p>	<p>Mitarbeiter (auch wenn im Folgenden die männliche Form verwandt wird, sollen Frauen gleichberechtigt mit angesprochen sein) benötigen ein interkulturelles Verständnis für ihren beruflichen Einsatz außerhalb des Heimatlandes und müssen dazu befähigt werden, mit unterschiedlichen Kulturen erfolgreich umzugehen.“ (Wegerich, S. 495, 1)</p> <p>„Wenn Karriereentwicklung mit im Spiel ist, lässt sich die Entsendung entsprechend an die KandidatInnen verkaufen.“ (Haslberger S.697, 2.3)</p> <p>„(Der lokale Mitarbeiter) nimmt zudem an der internationalen Personal- und Karriereentwicklung an Global Talent Management Programm teil.“ (LKW, S. 26)</p>
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<p>EN chronemics <i>n.</i></p> <p><i>Def.:</i> “the study of time which measures how communication is affected by a culture or individual’s conception and use of time. It is the study of how we perceive, structure, react to and interpret time. Why is lateness in one culture a chronic insult, while it is not even noticed in others?” (VdB 10)</p> <p><i>See: monochromic, polychromic</i></p>	<p>DE Chronemik <i>n.</i></p> <p><i>Def.:</i> (Studie der) „kulturabhängigen Unterschiede im Zeitempfinden...(nach Edward T. Hall“ (http://www.the-language-web.de/zeit.htm, <i>Zeitmanagement</i>) „Eines der meist zitierten Zeitkonzepte ist das Konzept der monochronen (M-time) und polychronen (P-time) Zeitorientierung von Hall. Er unterscheidet die beiden Zeitauffassungen wie folgt: „M-time emphasizes schedules, segmentation, and promptness. P-time systems are characterized by several things happening at once.“ (GHS, S. 55)</p>
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<p>EN commuter assignment <i>n.</i></p> <p><i>Def.:</i> (a form of international assignment) “the employee commutes from their home country to a place of work in another country on a weekly or bi-weekly basis, the family remaining in the home country” (VdB 8)</p>	<p>DE Commuter Assignment <i>n.</i></p> <p><i>Def.:</i> „Eine neue Form von Entsendungen sind die sogenannten Commuter Assignments. Die Heimatlandbindungen des Mitarbeiters bleiben vollständig bestehen, d.h. er gibt seine Wohnung nicht auf, seine Familie bleibt zu Hause. Der Mitarbeiter ist entweder die gesamte Arbeitswoche an seinem Einsatzort oder in einem Rhythmus von Montag bis Donnerstag oder Dienstag bis Freitag, sodass er in diesen Fällen mindestens einen, wenn nicht sogar zwei Tage, zu Hause oder an seinem Arbeitsplatz im Heimatunternehmen tätig ist.“</p>
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	(LKW, S. 33)
Syn.: international commuting, (in Europe) Eurocommuting	Syn.: Pendlereinsatz, internationales Pendeln, Pendlerarrangement, (innerhalb Europas) Eurocommuting
<i>Con.:</i> “Consequently, it is not surprising that companies utilize short-term assignments, hire local employees, rely on localization, and take advantage of commuter assignments to save money and minimize the impact on employees’ families.” (GMAC 2008, p.11) “Organisations may also use short-term assignments and commuter assignments , for foreign posts that require the dedicated input of an employee.” (VdB 7)	<i>Con.</i> „Der wesentliche Unterschied zur Short-Term Entsendung besteht darin, dass die Unternehmen Commuter Assignments eher als Dienstreise betrachten und für die Bedingungen die entsprechenden Regelungen gelten.“ (LKW, S.96) „Während der Woche leben (Mitarbeiter während eines Pendlereinsatzes) alleine im Ausland und am Wochenende kehren sie zu ihrer Familie ins Stammland zurück.“ (Haslberger, S. 695)
<i>See: commuter expatriates, Eurocommuter</i>	

EN commuter expatriate n.	DE internationaler Pendler n.
<i>Def.:</i> “(an) employee (who) commutes from their home country to a place of work in another country on a weekly or bi-weekly basis, the family remaining in the home country” (VdB 8)	<i>Def.:</i> „Während der Woche leben (internationale Pendler) alleine im Ausland und am Wochenende kehren sie zu ihrer Familie ins Stammland zurück.“ (Haslberger, S. 694)
Syn.: commuter expat, international commuter, (in Europe) Eurocommuter, frequent flyer	Syn.: (internationale) Commuter, Pendler-Expatriate, (innerhalb Europas) Eurocommuter
<i>Con.:</i> “ Commuter expatriates , those who generally work in the host location during the week but “commute” home on weekends, are used in 29.2 percent of the participating organizations.” (BC, S. p.5) “These frequent fliers face some unique problems, including host-country tax problems, having to leave their families behind, unclear incentives and living allowances and difficulty in finding suitable accommodation.” (VdB 13)	<i>Con.:</i> “Für Unternehmen sind internationale Pendler interessant, da viele familien- und übersiedlungsbedingte Kosten wegfallen.“ (Haslberger, S. 695) “Oftmals arbeitet der Commuter für verschiedene Auftraggeber oder Projekte.“ (LKW, S.96)
<i>See: Eurocommuter, international commuting</i>	

EN compensation n.	DE Vergütung n.
<i>Def.:</i> “The total amount awarded to an employee in return for work and services, including all employment-related pay elements such as base pay, bonuses, allowances, premiums, etc.” (ASN E)	<i>Def.:</i> „Die an einen Mitarbeiter ausbezahlte Summe, als Gegenleistung für Arbeit und Dienstleistungen, inklusive Grundgehalt, Boni, Vergünstigungen, Zulagen usw.“ (ASN D)
Syn.: pay, salary, remuneration, compensation package, expatriate package,	Syn.: Entlohnung, Entschädigung, Gehalt, Lohn, Salär, (Expatriate-/ Entsendungs-)

relocation package	Vergütungspaket
<p><i>Con.:</i> “International pay structures may look like home pay + allowances Total compensation is usually composed of:</p> <ul style="list-style-type: none"> • Base pay • Performance-based pay (variable pay) • Incentive pay • Perquisites (perks) • Benefits, and • Other special payments e.g. hiring bonuses, etc.” (ASN 2E) <p>“Arguably, compensation for managers in the domestic arena has been subject to a strategic vision since the early 1980s as a response to an understanding that the design of a manager’s salary package has a fundamental influence on the organization’s strategic decisions.” (BBS, p.10)</p>	<p><i>Con.:</i> „Gehalt im Heimatland + Zulagen = internationale Vergütung? Die gesamte Vergütung besteht in der Regel aus:</p> <ul style="list-style-type: none"> • Grundgehalt • (variablen) Leistungszulagen • finanziellen Anreizen • Sachleistungen • Vorsorge- und Versicherungsbeiträgen • anderen Sonderzahlungen, wie Einstellungsboni <p>usw. Dies sind Bausteine für internationale Gehaltsstrukturen“ (ASN 2D)</p> <p>„Das Vergütungspaket eines Entsandten tendiert dazu, zwei bis drei Mal höher als das eines lokal Angestellten zu sein.“ (Ruch1, s.7)</p>
<i>Related terms:</i>	
compensation approach	Berechnungsgrundlage, Vergütungsbasis, Vergütungsansatz
compensation package	Vergütungspaket
compensation issues	Vergütungsfragen
compensation models	Vergütungsmodelle
compensation policy	Vergütungsrichtlinien
compensation strategies	Vergütungsstrategien
compensation structures	Vergütungsstrukturen
compensation systems	Vergütungssysteme
<i>See: international compensation, home country approach, host-country approach, balance sheet approach</i>	

EN competence n.	DE Kompetenz n.
<p><i>Def.:</i> “(plural competences) cluster of related abilities, commitments, knowledge, and skills that enable a person (or an organization) to act effectively in a job or situation. In comparison to 'competency' (plural competencies) which refers to a cluster of abilities relating to excellence in a specific activity, competence indicates sufficiency (state of being 'good enough') of knowledge and skills that enable one to act in a wide variety of situations. Because each level of responsibility has its own requirements, competence can occur in any period of a</p>	<p><i>Def.:</i> „1.“Berufliche" Kompetenz von Menschen: Handlungsfähigkeit, Sachkunde/Befähigung, unabhängig von formaler Zuständigkeit, auf der Grundlage von Wissen/Fertigkeiten, Erfahrung und Einstellungen: »Befähigungsbereiche von Mitarbeitern... Kompetenz als Bildungsziel: Erwerb von Handlungsfähigkeit, nicht lediglich von Wissen“ <i>Wirt.lex.24, kompetenz; 27.09.08)</i></p> <p>2. “Zuständigkeit” (Duden, S. 866)</p>

person's life or at any stage of his or her career.” (BD, competence) <i>These two terms are very often used interchangeably in industry texts.</i>	
Syn.: competency, skill, qualification, ability	Syn.: Fähigkeit, Qualifikation, Können
Con.: “After confirming the technical competence and suitability of the candidate, companies generally have two principal assessment targets in identifying their potential expatriates. One is the cross-cultural competence of the candidate (and accompanying partner). This includes knowledge, skills, and personality traits.” (VdB 13) “For example, the different types of assignments will lead to different levels of competence development...” (BBS, p.13) “Furthermore, there is a dearth of studies measuring the usefulness of the internationally acquired skills and competencies in typical domestic positions.” (BBS, p. 14)	Con.: „Die Einsätze erweitern die Kompetenzen und Kenntnisse, Fähigkeiten und fachliches Wissen auf internationalem Niveau.“ (Wegerich, S.497, 3.2) „ASN bietet fachkundige Beratung und Dienstleistungen für Personalverantwortliche mit internationaler Kompetenz .“ (ASN 4D) „Zudem sei zu beobachten, dass die Unternehmen immer stärker die Kompetenz von lokalen Mitarbeitern vor Ort aufbauen.“ (Schwert., S.11) „Denn das wichtigste Kriterium für den Auslandseinsatz eines Mitarbeiters ist seine fachliche Kompetenz und die muss man sich schließlich erst einmal erwerben.“ (Schwert., S. 12)
<i>Related Terms:</i>	
core competence	Kernkompetenz
cultural competence	kulturelle Kompetenz
global competence	globale Kompetenz
intercultural competence	interkulturelle Kompetenz
international competence	internationale Kompetenz
linguistic competence	Sprachkompetenz
professional competence	Fachkompetenz
social competence	Sozialkompetenz
area of competence	Kompetenzbereich

EN competency n.	DE Kompetenz n.
Def.: “Competencies include the collection of success factors necessary for achieving important results in a specific job or work role in a particular organization. Success factors are combinations of knowledge, skills, and attributes (more historically called “KSA’s”) that are described in terms of specific behaviors, and are demonstrated by superior performers in those jobs or work roles. Attributes include: personal characteristics, traits, motives, values or ways of thinking that impact an individual’s	Def.: „Sachverstand; Fähigkeiten“ (Duden, S. 866) „Drei Kompetenzbereiche sind dabei zu unterscheiden: <i>Persönliche Voraussetzungen:</i> Unerlässlich wichtig sind in der Person des Mitarbeiters Anpassungsfähigkeiten an die künftige geographische und soziokulturelle Umwelt und eine verständnisvolle Toleranz gegenüber fremden Verhaltensmustern am ausländischen Einsatzort. <i>Fachbezogene Kriterien:</i> Je nach Position ist es entscheidend, dass der Mitarbeiter in der Lage

<p>behavior...Competencies in organizations tend to fall into two broad categories:</p> <ul style="list-style-type: none"> - Personal Functioning Competencies. These competencies include broad success factors not tied to a specific work function or industry (often focusing on leadership or emotional intelligence behaviors). - Functional/Technical Competencies. These competencies include specific success factors within a given work function or industry.” (Garrett) 	<p>ist, das Produktprogramm des Unternehmens zu vertreten oder Prozesse weiter zu entwickeln. Zusätzlich benötigen Führungskräfte eine spezielle Form der <i>Führungskompetenz</i>, denn Führungskräfte, die in einer Tochtergesellschaft im Ausland Personalverantwortung übernehmen, müssen eine ausgeprägte Entscheidungsfähigkeit im Umgang mit fremden Kulturen haben.“ (Wegerich, S.500-501, 5.2.1)</p>
<p><i>Syn.:</i> competence, skill, ability, skill set</p>	<p><i>Syn.:</i> Fähigkeit, Qualifikation, Können</p>
<p><i>Con.:</i> “In addition, research on the importance of ”emotional intelligence” to organization success is starting to identify a number of emotional intelligence competencies.” (Garrett)</p>	<p><i>Con.:</i> „Fallstudien innerhalb eines Assessment Centers oder eine Arbeitsanalyse der Tätigkeit des Mitarbeiters können dessen Kompetenzen beleuchten und auf die Übereinstimmung mit der definierten Zielposition hin überprüfen.“ (Wegerich, S.502, 5.2.2)</p>
<p><i>See:</i> <i>competence (very often used synonymously with competency)</i></p>	

EN competency mapping <i>n.</i>	DE Kompetenz-Mapping <i>n.</i>
<p><i>Def.:</i> “Competency mapping is a process an individual uses to identify and describe competencies that are the most critical to success in a work situation or work role... Although the definition above for “competency mapping” refers to individual employees, organizations also “map” competencies, but from a different perspective. Organizations describe, or map, competencies using one or more of the following four strategies:</p> <ol style="list-style-type: none"> 1. Organization-Wide (often called “core competencies” or those required for organization success) 2. Job Family or Business Unit Competency Sets 3. Position-Specific Competency Sets 4. Competency Sets Defined Relative to the Level of Employee Contribution (i.e. Individual Contributor, Manager, or Organizational Leader)” (Garrett) 	<p><i>Def.:</i> „Um einschätzen zu können, wie gut Mitarbeiter und Führungskräfte die zukünftigen Anforderungen bewältigen werden, müssen die Anforderungen zunächst eingehend analysiert werden. Ausgehend von den strategischen Unternehmenszielen werden Ziele für jedes Geschäftsfeld, jeden Fachbereich und/oder jede Abteilung sowie jede Einrichtung bzw. jeden Dienst definiert. Aus den spezifischen Zielen werden wiederum strategisch relevante Aufgabenfelder für jede Funktionseinheit abgeleitet und die sich daraus ergebenden Anforderungen an die Positionsinhaber zusammengetragen.“ (http://www.altenhilfe-manager.de/demo/daten/bw_ahm_kompetenzmapping/0000F11A00000001.htm; 29.09.08)</p> <p>„Entscheidend für den Erfolg einer Auslandsentsendung ist, dass die Auswahl des Mitarbeiters auf die zuvor definierte Planstelle im Ausland bestmöglich erfüllt wird oder die Inhalte der Auslandstätigkeit im Rahmen einer strategischen Mitarbeiterentwicklung die notwendigen Kompetenzen für eine bestimmte Zielposition unterstützen“ (Wegerich, S.500-501, 5.2.1)</p>

EN compliance <i>n.</i>	DE Compliance <i>n.</i>
<i>Def.:</i> “Certification or confirmation that the doer of an action (such as the writer of an audit report), or the manufacturer or supplier of a product , meets the requirements of accepted practices , legislation , prescribed rules and regulations , specified standards , or the terms of a contract.” (<i>BD, compliance</i>)	<i>Def.:</i> “In der betriebswirtschaftlichen Fachsprache wird der Begriff Compliance bzw. Komplianz verwendet, um die Einhaltung von Gesetzen und Richtlinien, aber auch freiwilligen Kodizes in Unternehmen zu bezeichnen. Im Deutschen kann, sofern nicht der englische Begriff verwendet wird, von Regelüberwachung oder einfach Überwachung gesprochen werden.“ (http://de.wikipedia.org/wiki/Compliance_(BW L, 27.09.08))
<i>Syn.:</i> corporate compliance	<i>Syn.:</i> Komplianz, Regelbefolgung, Überwachung, Übereinstimmung, Einhaltung
<i>Con.:</i> “ Compliance (including taxes, social security, and immigration) was the most commonly outsourced service followed by vendor management and payroll administration.” (<i>GMAC 2008, p.62</i>) “This program expedites the settling in process and assures compliance with documentation requirements in the host country.” (<i>Tira</i>)	<i>Con.:</i> „ Complianz ist ein Thema, mit dem sich Unternehmen nicht nur in ihren Heimatsländern, sondern in jedem Land, in dem sie geschäftlich aktiv sind, befassen müssen.“ (<i>Weidlich, T. & Yates, A. (2008) Compliance—Auslandsrisiken erkennen und steuern (Schwerpunkt Asien), Gabler Verlag. http://www.springerlink.com/content/h605j623554w7180/; 23.09.2008</i>) „Unsere Mitarbeiterinnen und Mitarbeiter beherrschen ihr Handwerk in der vollen Bandbreite und achten streng auf die Einhaltung aller gesetzlicher Bestimmungen.“ (mse.li/uploads/media/Broschuere_Mitarbeiterueberlassung.pdf)

EN corporate <i>adj.</i>	DE Unternehmens-
<i>Def.:</i> “1. forming a corporation; incorporated 2. of a corporation or corporations” (<i>Collins., p.245</i>)	<i>Def.:</i> „(betrieblich): den Betrieb betreffend, zu ihm gehörend“ (<i>Duden, 249</i>)
<i>Syn.:</i> (gen.) company... , business...	<i>Syn.:</i> Firmen-, Gesellschafts-, Betriebs-, betrieblich
<i>Con.:</i> “Selection criteria will include the degree to which the individual has internalized the corporate values so that these managers are “trustworthy.” (<i>BBS, p.5</i>)	<i>Con.:</i> „Die Auslandsentsendung ist ein geeignetes Instrument, um das Erreichen der Unternehmensziele zu unterstützen.“ (<i>Wegerich S.495, 1</i>)
<i>Related Terms:</i> <i>all from DCC</i>	http://www.dict.cc/?s=corporate&pagenum=3
corporate clients	Firmenkunden
corporate communications	Unternehmenskommunikation
corporate culture	Unternehmenskultur
corporate customers	Firmenkunden
corporate development	Unternehmensentwicklung
corporate division	Unternehmensbereich

corporate growth	Unternehmenswachstum
corporate headquarters	(Konzern-, Unternehmens-)zentrale
corporate identity	Firmenimage, Corporate Identity
corporate image	Unternehmensbild, Unternehmensimage, Image des Unternehmens
corporate investment	Unternehmensinvestitionen
corporate know-how	Unternehmens-, Firmenwissen
corporate ladder	Karriereleiter
corporate language	Unternehmenssprache
corporate management	Unternehmensführung, Unternehmensleitung
corporate merger	Firmenzusammenschluss
corporate network	Unternehmensnetzwerk
corporate objective	Unternehmensziele
corporate pension scheme	betriebliche Altersversorgung
corporate philosophy	Unternehmensphilosophie
corporate policy	Unternehmenspolitik
corporate principles	Firmengrundsätze, Unternehmensleitsätze
corporate property	Firmenbesitz
corporate strategy	Unternehmensstrategie, Firmenstrategie
corporate structure	Unternehmensstruktur

EN corporate culture <i>n.</i>	DE Unternehmenskultur <i>n.</i>
<p>“Pervasive, deep, largely subconscious, and tacit code that gives the 'feel' of an organization and determines what is considered right or wrong, important or unimportant, workable or unworkable in it, and how it responds to the unexpected crises, jolts, and sudden change. All new employees must assimilate this code ('learn the ropes') to know the correct way to behave and what to expect from other employees. (Corporate or) organizational culture is the sum total of an organization's past and current assumptions, experiences, philosophy, and values that hold it together, and are expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, express or implied contracts, and written and unwritten rules that the organization develops over time and that have worked well enough to be considered valid... it manifests in (1) the ways the organization conducts its business, treats its employees, customers, and the wider community, (2) the extent to which autonomy and freedom is allowed in decision making, developing new ideas, and personal</p>	<p>Die „Begriffe Unternehmenskultur und Organisationskultur (im allgemeinen Sinne) werden synonym verwendet. Allerdings besteht kein Konsens über eine eindeutige und klare Definition der Begriffe. Somit bleiben Unternehmenskultur und Organisationskultur eher vage und allumfassend formuliert. Edgar H. Schein (Unternehmenskultur, 1995, S.25) definiert diese folgendermaßen: „Ein Muster gemeinsamer Grundprämissen, das die Gruppe bei der Bewältigung ihrer Probleme externe Anpassung und interner Integration erlernt hat, das sich bewährt hat und somit als bindend gilt; und das daher an neue Mitglieder als rational und emotional korrekter Ansatz für den Umgang mit diesen Problemen weitergegeben wird.“ Die Unternehmenskultur bezeichnet Vorstellungen, Werte und Ideen, die die Organisationsmitglieder zumeist unbewusst gemeinsam verfolgen. Sie wird nicht systematisch vermittelt, sondern in einem komplexen Prozess gelernt.“ (KC)</p>

<p>expression, (3) how power and information flow through its hierarchy, and (4) the strength of employee commitment towards collective objectives. It is termed 'strong' or 'weak' to the extent it is diffused through the organization. It impacts the organization's productivity and performance, and provides guidelines on customer care and service; product quality and safety; attendance and punctuality; and concern for the environment. It extends also to production-methods, marketing and advertising practices, and to new product creation. Expressed commonly as "It's how we do things here," it is unique for every organization and one of the hardest thing to change." (BD, <i>organizational culture</i>)</p>	
<p>Syn.: company culture, organizational culture, organisational culture</p>	<p>Syn.: Firmenkultur, Organisationskultur</p>
<p>Con.: "The cultural due diligence process must therefore be performed on BOTH companies, so that the leading partner also has a clear picture of their own corporate culture." (VdB3)</p>	<p>Con.: „Unternehmen können eine einheitliche Unternehmenskultur sicherstellen, in dem sie Führungskräfte an anderen lokalen Standorten einsetzen, die die zentralen Grundwerte durch Kommunikation und Handeln fördern (Kammel/Teichelmann 1994, S. 66).“ (Wegerich, S. 497)</p>

<p>EN Corporation n.</p>	<p>DE Unternehmen n.</p>
<p>Def.: "1. Firm that meets certain legal requirements to be recognized as having a legal existence, as an entity separate and distinct from its owners. Corporations are owned by their stockholders (shareholders) who share in profits and losses generated through the firm's operations, and have three distinct characteristics (1) Legal existence: a firm can (like a person) buy, sell, own, enter into a contract, and sue other persons and firms, and be sued by them. It can do good and be rewarded, and can commit offence and be punished. (2) Limited liability: a firm and its owners are limited in their liability to the creditors and other obligors only up to the resources of the firm, unless the owners give personal-guaranties. (3) Continuity of existence: a firm can live beyond the life spans and capacity of its owners, because its ownership can be transferred through a sale or gift of shares.</p>	<p>Def.: „1. Bezeichnet eine Körperschaft in den USA, Kanada und Japan und ist gleichbedeutend mit der Aktiengesellschaft in Deutschland.“ (www.derivate.n-tv.de/showpage.as; 14.09.08)</p> <p>2. "Korporation, juristische Person, Körperschaft, (<i>area governed by a municipal corporation</i>) Stadtgebiet, (<i>city, Br.</i>) Stadtbehörde, -gemeinde, -verwaltung, (<i>joint stock company, (US)</i> Kapital-, Aktiengesellschaft, (<i>limited liability company (US)</i> Gesellschaft (mit beschränkter Haftung)" (KE, S. 152)</p> <p>3. „Unternehmen: (<i>aus mehreren Werken, Filialen o.Ä. bestehender</i>) Betrieb (<i>im Hinblick auf seine wirtschaftliche Einheit</i>)“ (Duden. S. 1616)</p>

<p>2. Municipal authority of a town or city 3. A very large, usually diversified, firm.” (<i>BD, corporation</i>) <i>Note: In this work, the term corporation is most often used in its broadest sense as defined in definition 3 without reference to its specific legal form.</i></p>	
<p><i>Syn.:</i> business, company, concern, enterprise, firm, MNC, MNE, TNC</p>	<p><i>Syn.:</i> Firma, (Welt-)Konzern, Großunternehmen (<i>limited liability company, US</i>),</p>
<p><i>Con.:</i> “All of these factors can and do influence the ability of corporations to move people both domestically and internationally.” (<i>Cryne, p.15</i>)</p> <p>“Yet a lot of knowledge transferred between units of a MNC is not explicit but tacit (e.g., the capacities of employees to launch new products).” (<i>BBS, p.7</i>)</p> <p>“Participating companies ranged in size from two to more than 100 overseas locations, and together they managed a total worldwide employee population of more than 8.4 million.” (<i>GMAC 2007, p.4</i>)</p>	<p><i>Con.:</i>“Mit der Globalisierung suchen immer mehr Unternehmen ihre Absatzmärkte im Ausland. Viele Großunternehmen erwirtschaften dort inzwischen weit mehr als die Hälfte des Umsatzes“ (<i>LKW, S.5</i>)</p> <p>„Die Untersuchung der französischen Management Mobility Consulting basiert auf Interviews mit 44 deutschen Großunternehmen unterschiedlicher Branchen. Mehr als die Hälfte der befragten Firmen gehören zu den TOP-100-Konzernen mit Sitz in Deutschland.“ (<i>Meinhold, S. 14</i>)</p>
<p><i>Related terms:</i></p>	
<p>corporation-wide (<i>adj.</i>)</p>	<p>unternehmensweit</p>
<p>foreign corporation</p>	<p>ausländische Firma, ausländisches Unternehmen</p>
<p>global corporation</p>	<p>Weltkonzern</p>
<p>international corporation</p>	<p>internationales Unternehmen</p>
<p>joint stock company (US)</p>	<p>Kapitalaktiengesellschaft</p>
<p>limited liability company LLC (US)</p>	<p>Gesellschaft (mit beschränkter Haftung)</p>
<p>multinational corporation (MNC) multinational enterprise (MNE)</p>	<p>multinationales Unternehmen, multinationaler Konzern, Multi</p>
<p>parent corporation</p>	<p>Muttergesellschaft</p>
<p>transnational corporation (TNC)</p>	<p>transnationaler Konzern</p>

<p>EN cost-benefit analysis (CBA) n.</p>	<p>DE Kosten-Nutzen-Analyse (KNA) n.</p>
<p><i>Def.:</i> “Process of quantifying costs and benefits of a decision, program, or project (over a certain period), and those of its alternatives (within the same period), in order to have a single scale of comparison for unbiased evaluation. Unlike the present value (PV) method of investment appraisal, CBA estimates the net present value (NPV) of the decision by discounting the investment and</p>	<p><i>Def.:</i> „Verfahren zur Beurteilung... Investitionen, bei dem die kalkulierten Kosten eines (Vorhabens) dem erwarteten Nutzen gegenübergestellt werden“ (<i>Duden, S. 888</i>)</p>

returns. Though employed mainly in financial analysis, a CBA is not limited to monetary considerations only. It often includes those environmental and social costs and benefits that can be reasonably quantified” (<i>BD, cost-benefit-analysis-CBA</i>)	
<i>Con.:</i> “37% (of responding companies) required a cost-benefit analysis to justify the relocation assignment.” (<i>GMAC 2008, p.15</i>)	<i>Con.:</i> „ Kosten-Nutzen-Analysen geben Aufschluss darüber, inwieweit Investitionen oder Projekte für Unternehmen Erfolg versprechend sind.“ (http://de.solutionmatrix.com/kosten-nutzen-analyse.html ; 27.08.08)

EN cost of living allowance (COLA) n.	DE Lebenshaltungskostenausgleich n.
<i>Def.:</i> (<i>i.s.</i>) “Relocation compensation provided to employees moved by a company to a location where the cost of living is higher than at the employee’s former location. Generally, ...paid as a salary supplement based on researched data involving the differences in the costs of housing, taxes, transportation, and goods & services between the two locations.” (<i>RRI, GRT, p.5</i>)	<i>Def.:</i> „ein Ausgleich für möglicherweise höhere Lebenshaltungskosten wird dem Expatriate gewährt, ggfs. Ein Abzug für geringere Kosten vorgenommen. Hinzu kommen Zulagen für Wohnung, Auto und die Schulkosten der Kinder.“ (<i>LKW, S,52</i>)
<i>Syn.:</i> cost of living adjustment, cost of living differential, goods and services differential	<i>Syn.:</i> Kaufkraftausgleich, COLA, Teuerungszulage
<i>Con.:</i> “You are expected to contribute the amounts spent on these categories at home, and your employer picks up the rest through the provision of a goods and services differential or cost-of-living allowance (COLA). ” (<i>Wilson</i>)	<i>Con.:</i> „Ein wesentliches Element der Balance-Sheet Methode ist der Ausgleich für erhöhte oder geringere Lebenshaltungskosten, der dem entsandten Mitarbeiter die gleiche Kaufkraft wie im Heimatland sichert. Tabelle 1-2 zeigt, wie viele Unternehmen einen solchen Lebenshaltungskosten-Ausgleich gewähren und auf welche Weise...“ (<i>LKW, S. 64</i>)

EN cross cultural adj.	DE interkulturell adj.
<i>Def.:</i> “of or relating to more than one culture with a ...focus on particular behaviours or attributes of specific cultures, often resulting in some sort of comparison.. Often used interchangeably with cultural or intercultural” http://www.kwintessential.co.uk/cultural-services/articles/cross-cultural-understanding.html , September 27, 2008)	<i>Def.:</i> „unterschiedliche Länder oder Kulturkreise“ (betreffend) (<i>Wirt.lex.24, management-interkulturelles, 27.09.08</i>)
<i>Syn.:</i> intercultural, cultural	<i>Syn.:</i> kulturell, cross-cultural, transkulturell
<i>Con.:</i> “Through its forum, FIGT seeks to develop practical strategies for dealing effectively with the difficulties encountered	<i>Con.:</i> „ Interkulturelle Probleme sind oftmals die Folge einer impliziten Ähnlichkeitsannahme gegenüber ausländischen Partnern oder die

<p>within the cross-cultural lifestyle.” (Weston) “Social skills are part of every assessment, but intercultural competence is mostly judged by an assessor concerning his or her subjective impression.” http://www.cicb.net/English/english.html</p>	<p>Folge von fehlendem Verständnis und Einfühlungsvermögen für die jeweilige Landeskultur.“ (Wirt.lex.24, management-interkulturelles, 27.09.08)</p>
<p>See: cultural, intercultural, cultural training, intercultural competence</p>	

EN cultural <i>adj.</i>	DE kulturell <i>adj.</i>
<p>Def.: (gen.) of or relating to culture (MW, p. 282)</p>	<p>Def.: (gen.) die Kultur betreffend (Duden, S. 908)</p>
<p>Syn.: cross-cultural, intercultural (see note below)</p>	<p>Syn.: interkulturell, cross-cultural, transkulturell</p>
<p>Con.: “Many stories have surfaced about cultural gaffes or unintended social offenses that have sabotaged global business deals or relationships. As a result, 63% of companies provide at least one day of cross-cultural training to prepare expatriates for new assignments.” (RRI GBP p.6)</p>	<p>Con.: “Das Problempotenzial ergibt sich dabei aus dem Umstand, dass die Kommunikation zwischen Partnern mit verschiedenen kulturellen Hintergründen stattfindet. Thomas (2003, S. 101 f.) definiert eine solche interkulturelle Kommunikation als „Kommunikation (...) unter kulturellen Überschneidungsbedingungen, wobei die kulturellen Unterschiede der Partner maßgeblich das Kommunikationsgeschehen sowohl hinsichtlich der Ablaufprozesse als auch der Resultate beeinflussen.“ GHS, S. 47-49)</p>
<p>Note: Cultural is the umbrella term encompassing both cross-cultural and intercultural, i.e. “of or relating to more than one culture with a ...focus on particular behaviours or attributes of specific cultures,</p>	<p>often resulting in some sort of comparison.. Often used interchangeably with cultural or intercultural” (http://www.kwintessential.co.uk/cultural-services/articles/cross-cultural-understanding.html, September 27, 2008)</p>
<p>See: cross cultural, intercultural, cultural training, intercultural competence</p>	

EN cultural distance <i>n.</i>	DE kulturelle Distanz <i>n.</i>
<p>Def.: “A country’s cultural attributes determine how people interact with one another and with companies and institutions. Differences in religious beliefs, race, social norms, and language are all capable of creating distance between two countries...and have a huge impact on trade...some cultural attributes like languages, are easily perceived and understood. Others are much more subtle. Social norms, the deeply rooted system of unspoken principles that guide individuals in their everyday choices and interactions, are</p>	<p>Def.: „Mit der psychischen Distanz eng verwandtes Konstrukt. Anders als jenes wird es aber nicht auf individueller Ebene, sondern zwischen Ländern gemessen. Konkret erfasst wird dabei der sozio-kulturelle Unterschied zwischen zwei Ländern. Die bekannteste Operationalisierung führten B. Kogut & H. Singh ein. Sie haben ein Maß der kulturellen Distanz entwickelt, das auf den Kulturdimensionen von Hofstede beruht.“ (http://www.marketingverein.de/glossar/310.html, 10.10.08)</p>

often nearly invisible, even to the people who abide by them” (<i>Ghemawat, p.140–142</i>)	
<i>Con.:</i> “ Cultural distance , by contrast, affects consumers’ product preferences... (<i>Ghemawat, p. 140</i>)...If they had taken cultural distance into account, China and India could have been predicted to require significant investments in localization.” (<i>Ghemawat, p.142</i>)	<i>Con.:</i> „Die Wahrscheinlichkeit, dass die vom Sender beabsichtigte Botschaft nicht in der gewünschten Form beim Empfänger ankommt und interpretiert wird, ist dabei umso höher, je größer die kulturelle Distanz zwischen den Kommunikationspartnern ist (vgl. Adler 2002, S. 249; Konopaske/Ivancevich 2004, S. 150).“ (<i>GHS, S. 49</i>)
<i>See: culture, culture shock</i>	

EN (Cross-) Cultural training n.	DE (Inter-) Kulturelles Training n.
<i>Def.:</i> “Information, coaching and training for expatriates and often their accompanying family members, in order to understand the business, cultural and social environments of the place of assignment.” (<i>ASN E</i>)	<i>Def.:</i> „Informations- und Trainingsveranstaltungen für Expatriates und oftmals auch ihrer Familie. Ziel dieser Trainings ist das bessere Verständnis und die Anpassung an die Geschäftspraktiken sowie an das kulturelle und soziale Umfeld im Gastland.“ (<i>ASN D</i>)
<i>Syn.:</i> cross-cultural training, intercultural training, (inter)cultural coaching	<i>Syn.:</i> Cross Cultural Training, Interkulturelles Training, interkulturelles Coaching
<i>Con.:</i> “ Cultural training continues to be one of the most frequently outsourced policy components. Ironically, despite the critical nature of cultural training, studies indicate that many employees choose not to participate, because of time pressures or a perceived lack of need. As a result, more companies are making cultural training mandatory even for short-term assignments.” (<i>RRI GBP, p.7</i>) “Prior to about 1980, cross-cultural orientation was delivered mostly to non-profit or governmental organizations. From 1980 to 1990, the market for corporate intercultural training emerged and expanded.” (<i>Wederspahn</i>)	<i>Con.:</i> „ Cross Cultural Training bezeichnet die gezielte und aufgabenorientierte Kultur-, Persönlichkeits- und Sprachschulung für den interkulturellen Kompetenzaufbau.“ (http://www.infoart.ch/Multimedia/Prospect.pdf -Microsoft Internet Explorer, 04.14.03) „Darüber hinaus gewähren Unternehmen vielfach Sonderzahlungen, die die klassischen Relocationleistungen wie Verauslagung der Maklercourtage, kulturelles Training , Hilfe bei der Eingewöhnung und nicht zuletzt die Umzugskosten ganz oder zumindest teilweise abdecken.“ (http://www.interdean.com/local/de/uberuns/aktuelles/Default.aspx?NewsID=25;11.10.08) „Zur richtigen Vorbereitung gehört auch ein interkulturelles Training für den Expat und seinen Partner....“ (<i>Schwert., S. 15</i>)
<i>Note:</i> <i>Cultural training is the broader term that encompasses all training having to do with a culture or cultures.</i> “Cross cultural training tends to focus on particular behaviours or attributes of specific cultures, often resulting in some sort of comparison...Intercultural training tends to focus on social interaction between people	<i>Anm.:</i> „ <i>Training, interkulturelle: Gesamtheit von systematisch geplanten und durchgeführten Maßnahmen zur Ausbildung bzw. Förderung interkultureller Kompetenz. Diese gehen über die traditionellen Maßnahmen zur Vorbereitung von Entsandten auf einen Auslandseinsatz (z.B. durch Sprachkurse, länderkundliche Seminare) hinaus.</i> “

<p>from different cultures. However, the distinction between both is often blurred in practice.” (http://www.iccglobaltraining.com.au/html/faqs.htm: October 11, 2008)</p>	<p>(http://www.marketingverein.de/index.php?option=com_glossary&catid=109&func=display&search=interkulturell, 11.10.08)</p>
<p>See: culture, cross-cultural, intercultural, intercultural competence</p>	

EN culture n.	DE Kultur n.
<p>Def.: “Broadly, social heritage of a group (organized community or society). It is a pattern of responses discovered, developed, or invented during the group's history of handling problems which arise from interactions among its members, and between them and their environment. These responses are considered the correct way to perceive, feel, think, and act, and are passed on to the new members through immersion and teaching. Culture determines what is acceptable or unacceptable, important or unimportant, right or wrong, workable or unworkable. It encompasses all learned and shared, explicit or tacit, assumptions, beliefs, knowledge, norms, and values, as well as attitudes, behavior, dress, and language.” (BD, culture)</p>	<p>Def.: „Es gibt unzählige Kulturdefinitionen. Die prägnanteste stammt von Geert Hofstede. In seinem Werk "Kulturen und Organisationen" (1991) nennt Hofstede Kultur "die Software des Geistes". Entsprechend dieser Ansicht ist Kultur die mentale Programmierung, die jedes Mitglied einer gegebenen Gemeinschaft, Organisation oder Gruppe erlebt und entsprechend derer er voraussichtlich folgerichtig handeln wird. Kultur so verstanden enthält eine Menge "alltäglicher und gewöhnlicher Dinge des Lebens: begrüßen, essen, zeigen oder verbergen von Emotionen, Körperabstand zu anderen, lieben oder Körperhygiene" (Hofstede 1991, 5). Im Licht der obigen Definition ist es auch nicht schwierig, das Phänomen des Kulturschocks zu erklären: er ist die mentale Reaktion auf fremde "Software".“ (http://www.tu-dresden.de/sulifg/daf/mailproj/kursbu11.htm; 11.10.08)</p>
<p>Con.: “Dutch professor Geert Hofstede (3) defines culture as being “the collective programming of the human mind... Simply put, culture is to a group what personality is to an individual. Realising how you see your own culture, and that of others, is crucial: intercultural understanding has to begin with awareness.” (VdB12)</p>	<p>Con.: „Bei einer Kommunikation zwischen Angehörigen unterschiedlicher Kulturen ist davon auszugehen, dass sich mindestens einer der Kommunikationspartner nicht seiner eigenen Muttersprache bedienen kann.“ (GHS, S. 49)</p>
<p>See: cultural, cross-cultural, intercultural, culture shock, corporate culture</p>	

EN culture shock n.	DE Kulturschock n.
<p>Def.: (gen.) “Sense of confusion, discomfort, disorientation, and uncertainty felt by those exposed to a different cultural environment.” (BD, culture-shock) (i.s.) “A set of psychological and emotional responses experienced by expatriates and their families when overwhelmed by a new foreign</p>	<p>Def.: „Mit Kulturschock wird sowohl die Konfrontations- bzw. Stressphase im Rahmen des Akkulturationsprozesses verstanden als auch der gesamte Prozess der Kulturkrise bzw. Der Angleichung an eine nicht gewohnte Umgebung.“ (ASN D)</p>

culture, usually due to lack of adequate prior preparation.”(ASN-E)	
Con.: “In fact it would not be excessive to state that the frustrations caused by differing orientations to time is the most common form of culture shock .” (VdB 10)	Con.: „...in den ersten Wochen und Monaten nach Ankunft durchlaufen viele, aber bei weitem nicht alle Entsandten einen Anpassungsprozess, der von einer zunächst sehr positiven Stimmung –Mann/Frau fühlt sich fast als Tourist –über eine Phase der Ernüchterung und eventuell des „ Kulturschocks “ letztlich zur allmählichen Anpassung und Zufriedenheit führt.“ (Haslberger, S.698) „Am wahrscheinlichsten ist daher, dass solide Auslandsvorbereitung tatsächlich den Kulturschock entscheidend vermindern kann.“ (http://www.ifim.de/aktuell/news/05.11%20kulturschock.htm ; 12.09.08)

EN currency <i>n.</i>	DE Wahrung <i>n.</i>
Def.: “Circulating money used as the medium for payment of goods and services and exchange of debts. Also the designation of money in a single country (national currency) or economic union (e.g. EURO).” (ASN E)	Def.: „gesetzliches Zahlungsmittel eines Landes“ (Duden, S.1706)
Syn.: national currency	Syn.: Landeswahrung
Con.: “Savings plans for the mobile individual also need to meet special requirements, not least because of issues involving tax, currency s and fund security.” (ASN, 4E)	Con.: „Zusätzlich haben entsandte Mitarbeiter spezielle Anforderungen an eine Krankenversicherung, bedingt durch geografische Gegebenheiten oder eine andere Wahrung .“ (ASN, 4D)

EN decentralization <i>n.</i>	DE Dezentralisation <i>n.</i>
Def.: “Transfer of decision making power and assignment of accountability and responsibility for results. It is accompanied by delegation of commensurate authority to individuals or units at all levels of an organization—even those far removed from headquarters or other centers of power.” (BD, decentralization)	Def.: „Übertragung von Aufgaben und Entscheidungen auf Selbstverwaltungseinheiten bzw. Abteilungen und niederrangigere Instanzen. Die Dezentralisation bezeichnet die organisatorische Verteilung von Aufgaben auf verschiedene Stellen. Als Formen der Dezentralisation werden die Verteilung nach dem Verrichtungsprinzip und nach dem Objektprinzip unterschieden. Unter Dezentralisation wird auch die damit zusammenhängende Verteilung von Entscheidungsbefugnissen verstanden. Sie beinhaltet dann eine Delegation von Entscheidungen.“ (Wirt.lex, dezentralisation, 17.09.08)

Syn.: corporate decentralization, de-centralization, decentralisation (UK)	Syn.: Dezentralisierung
<p><i>Con.:</i> „De-centralization strategies followed by many multinationals recently have resulted in autonomous local subsidiary responsibility for budgets and objectives, and consideration must be paid to who will end up footing the bill for the expat, and what the return on investment should be for the host country.” (VdB 6)</p> <p>“Although the research has focused on the transfer of PNCs into foreign locations, it has been suggested that in future globalization, regionalization and decentralization will reduce the propensity to assign parent country nationals for operative tasks involving transfer of knowledge, thus favoring more extensive use of host country nationals (Torbiorn, 1997).” (BBS, p.5)</p>	<p><i>Con.:</i> „In einem Fall wurde z.B. die Übernahme eines Tochterunternehmens in den USA nahe am Muster der Dezentralisation von Tokyo-Disneyland vollzogen.“</p> <p>(Auer-Rizzi, W. &Reber, G. S. 327 <i>Unternehmenskulturen in globaler Interaktion</i>; http://www.amazon.de/gp/reader/3834900524?__mk_de_DE=%C5M%C5Z%D5%D1&v=searchinside&_encoding=&url=stripse arch&keywords=Dezentralisation; 17.09.08)</p>

EN delegation n.	DE Delegation n.
<p><i>Def.:</i> “One speaks of a delegation if the employee is to spend a period of more than twelve months up to three years overseas. In this case, the focal point of his life will then be the country of assignment. As a result, additional points need to be regulated, which may be recorded in a special contract.” (Heuser, <i>Basis Information, Pt. 1</i>)</p>	<p><i>Def.:</i> „Von einer Delegation spricht man dann, wenn der Mitarbeiter einen Zeitraum ab zwölf Monaten bis zu drei Jahren im Ausland verbringen wird. In diesem Fall verlagert sich sein Lebensmittelpunkt in den Tätigkeitsstaat. Daraus resultieren weitere notwendige Regelungen, die in einem gesonderten Vertrag erfasst werden können.“ (Heuser, <i>Basisinformation, Pt. 1</i>)</p>
<p><i>Note: Specific term not often used in English. Most pertinent to German work legislation.</i></p>	
<p><i>See: assignment</i></p>	

EN Deputation n.	DE Abordnung n.
<p><i>Def.:</i> “The deputation is a short-term overseas assignment of three to twelve months. Because of the short-term assignment overseas, additional salary components will, essentially, be recorded in a deputation contract. The focal point of... (the assignee’s) life remains in the domestic country.” (Heuser, <i>Basisinformation, Pt. 1</i>)</p>	<p><i>Def.:</i> „Die Abordnung ist eine kurzfristige Auslandsentsendung von drei bis zwölf Monaten. Wegen der kurzfristigen Auslandstätigkeit werden hier im wesentlichen zusätzliche Vergütungsbestandteile in einen Abordnungsvertrag aufgenommen. Der Lebensmittelpunkt bleibt weiterhin das Inland.“ (Heuser, <i>Basisinformation, Pt. 1</i>)</p>
<p>Syn.: short-term assignment</p>	<p>Syn.: kurzfristiger Einsatz, kurzzeitige Entsendung</p>
<p><i>Note: specific term not often used in English. Most pertinent to German work legislation.</i></p>	
<p><i>See: assignment</i></p>	

EN destination n.	DE Einsatzort n.
<i>Def.:</i> location of the expatriate assignment	<i>Def.:</i> Ort des Auslandseinsatzes
<i>Syn.:</i> destination country, host country (host company), location, assignment, destination, relocation/transfer destination, assignment location	<i>Syn.:</i> Zielland, Gastland, Einsatzland
<i>Con.:</i> “When asked to name the three countries that were the top international assignment destinations , respondents cited the United States (22%), followed by China (19%), the United Kingdom (15%), and Singapore (4%).” (<i>GMAC, 2008, p. 25</i>) “When asked to identify the three countries that were emerging as new assignment locations , 15% of respondents ranked China as the most common new destination...” (<i>GMAC 2008, p. 25</i>)	<i>Con.:</i> “Der erste Besuch im Zielland der geplanten Entsendung sollte nach einer sorgfältigen Vorbereitung und Abstimmung mit möglichen Kontaktpersonen im Ausland zwischen zwei und sechs Wochen dauern...Zusammenfassend lässt sich sagen, dass für die Planung eines Auslandsaufenthalts insbesondere die Dauer und der Einsatzort die entscheidenden Punkte für den Erfolg oder Misserfolg der Entsendung sind.“ (<i>Wegerich, S.499, 4.3</i>)
<i>See: host country</i>	

EN direct costs n.	DE direkte Kosten n.
<i>Def.:</i> (<i>gen.</i>) “Expenses that can be traced directly to (or identified with) a specific cost center or cost object such as a department, process, or product...” (<i>BD, direct-cost</i>) (<i>i.s.</i>) “International assignments incur substantial direct costs for the employer related to the relocation of the employee (and family), the provision of remuneration packages while abroad, repatriation costs and the recruitment and relocation of a replacement if required.” (<i>CIBD, Managing</i>)	<i>Def.:</i> (<i>gen.</i>) „Direkte Kosten sind Kosten, die einem Bezugsobjekt (meist Leistungseinheit(en), aber auch Kostenstelle(n) oder andere Bezugsobjekte) ohne Schlüssel, also verursachungsgerecht (direkt) zugerechnet werden können.“ (<i>Wirt.lex.24, direkte-kosten, 12.10.08</i>) „Direkt messbare Kosten (einer Auslandsentsendung): (z.B.) Auswahlverfahren, Vorbereitung und Training, Übersiedlung (hin und zurück), Zulagen, Versicherungen, Steuerausgleich, und Beratungskosten, Unterstützungsleistungen“ (<i>Haslberger, S.713, Tab. 4</i>)
<i>Syn.:</i> hard costs, visible costs	<i>Syn.:</i> harte Kosten, sichtbare Kosten, direkt zurechenbare Kosten, Direktkosten
<i>Con.:</i> “...international assignments represent a growing corporate investment. Each one involves substantial direct costs as well as major inputs of HR management time to handle the myriad details involved before, during and after assignment.” (<i>ASN IE</i>)	<i>Con.:</i> „Dieser Artikel befasst sich einerseits mit den verschiedenen direkten und indirekten Kosten bei Auslandsentsendungen und andererseits mit dem möglichen Nutzen.“ (<i>Haslberger, S. 691</i>) „Jede Entsendung verursacht hohe Direktkosten sowie viel Zeitaufwand für die Personalbetreuung.“ (<i>ASN ID</i>)
<i>See: indirect costs, assignment failure</i>	

EN disability <i>n.</i>	DE Erwerbsunfähigkeit <i>n.</i>
<i>Def.:</i> “That state when a person is partially or entirely incapable of occupational work, either temporarily, on a long-term basis, or indefinitely. The term is used in the insurance industry to describe the replacement of a portion of income lost to a policyholder because of inability to work.”(ASN E)	<i>Def.:</i> „Situation, in der die versicherte Person infolge medizinisch objektiv feststellbarer Krankheit oder infolge Unfalls ganz oder teilweise ausserstande ist, ihren Beruf oder eine andere ihrer Lebensstellung, ihren Kenntnissen und Fähigkeiten angemessene Erwerbstätigkeit auszuüben.“ (ASN D)
<i>Con.:</i> “Internationally mobile employees have the same need for solid risk and retirement benefits as every employee. This means life and survivors’ benefits, short- and long-term disability , and accident coverages.” (ASN, 3E)	<i>Con.:</i> „Wie jeder Mitarbeiter stellen auch international mobile Mitarbeiter hohe Ansprüche an eine solide Risiko- und Altersvorsorge: Schutz für die ganze Familie, Deckung bei Erwerbsunfähigkeit sowie Krankenversicherung.“ (ASN, 3D)

EN diversity <i>n.</i>	DE Diversity <i>n.</i>
<i>Def.:</i> “HR: Feature of a mixed workforce that provides a wide range of abilities , experience , knowledge , and strengths due to its heterogeneity in age, background, ethnicity, physical abilities, political and religious beliefs , sex , and other attributes.” (BD, <i>diversity</i>)	<i>Def.:</i> „Diversity ist noch ein relativ junges Thema in der europäischen Unternehmenswelt... Diversity bedeutet wörtlich übersetzt Vielfalt oder Verschiedenartigkeit... dieser Begriff (steht) für die Vielfalt der Mitarbeiter des Unternehmens...wird als Stärke in einem Unternehmen verstanden... Neben anderen Elementen geht es dabei im wesentlichen um die Wertschätzung einer jeden Mitarbeiterin und eines jeden Mitarbeiters, unabhängig davon, welchen Geschlechts, welcher Nationalität, Religion, sexueller Orientierung oder gesellschaftlichen Gruppe sie oder er angehört.“ (Jablonski, H., <i>Der Diversity Manager, Berufsbilder vom 24.05.2004</i> , http://www.karrierefuehrer.de/berufsbilder/diversity-manager.html 12.10.08)
<i>Con.:</i> “A logical spin-off of the globalization of business and the increasing diversity of the workforce has been the development of the intercultural service profession.” (Wederspahn) “When asked to name the diversity issue that will ultimately be the world’s top problem, most would list gender, ethnicity, religion or disability.” (VdB 14)	<i>Con.:</i> „Die Bandbreite der nötigen Kompetenzen wird zudem deutlich, wenn der Manager gefordert ist, ein Verständnis für die Zusammenhänge zwischen Diversity und dem Unternehmenserfolg zu entwickeln.“ (Ibid.)

EN documents <i>n.</i>	DE Dokumente <i>n.</i>
<i>Def.:</i> (i.s) “all documents as required by	<i>Def.:</i> (gen.) „1. Urkunde, Schriftstück 2.

government authorities in the host country. This may include such things as visas, work permits, employment passes, dependent permits, residence permits, driver's license, Tax ID, Social Security and other forms of registration with local authorities." (<i>adapted from Tira</i>)	Beweisstück, Zeugnis" (<i>Duden, S. 354</i>)
Syn.: paperwork, (government) documentation	Syn.: Urkunden, Dokumentation, Unterlagen
Con.: "Sending an employee on an international assignment also requires compliance with the immigration laws of the host country, which govern not only visa categories and restrictions on activities, but also the documents needed by those planning to either live or work in that country for a specific period... Understanding the document requirements and process for obtaining appropriate work and residence visas, however, is not the only consideration." (<i>Rosenzwaig, p.64</i>)	Con.: „Die Beantragung eines falschen Aufenthaltstitels oder einer Aufenthaltserlaubnis mit unvollständigen Dokumenten oder in der falschen Genehmigungskategorie kann zu erheblichen Verzögerungen oder in manchen Fällen sogar zur Gefährdung des Auslandsaufenthalts führen. Wichtig ist zu diesem Zeitpunkt, dem Mitarbeiter und seinem Arbeitgeber das relevante Aufenthaltsrecht zu erklären und rechtzeitig die notwendigen Schritte zur Beantragung der erforderlichen Dokumente (Aufenthalts- und Arbeitserlaubnis, Visum etc.) für ihn und seine Familie zu gehen.“ <i>http://www.interdean.com/local/de/uberuns/aktuelles/Default.aspx?NewsID=25 , 12.10.08</i>
<i>See: formalities, compliance, visa, work permit, assignment contract/agreement</i>	

EN double taxation n.	DE Doppelbesteuerung n.
Def.: "Situation where a country levies tax on an income that has already been taxed in the same or another country. For example, corporate profits are taxed when they are earned, and then taxed again as personal income when distributed to stockholders (shareholders) as dividend or (in case of an owner-manager) as salary." (<i>BD, double-taxation</i>)	Def.: „Doppelbesteuerung liegt zugrunde, wenn mehrere selbständige Staaten aufgrund desselben Steuertatbestandes dieselben Steuerpflichtigen für den gleichen Zeitraum zu einer gleichartigen Steuer heranziehen.“ <i>(http://www.wirtschaftslexikon24.net/d/doppelbesteuerung/doppelbesteuerung.htm, 11.10.08)</i>
Con.: "Obviously, this and other similar systems (the global compensation system, the host country system, etc.) can be very useful for solving the multiple technical problems posed by assignments, such as double taxation or differences in living conditions and wage levels of the different countries." (<i>BBS, p.11</i>)	Con. : „Bei der Besteuerung des Arbeitsentgelts geht es um die Frage, welchem Staat das Besteuerungsrecht zusteht. Das können in Einzelfall der Tätigkeitsstaat, der Wohnsitzstaat oder beide Staaten sein. Hierbei steht aus Sicht des entsandten Mitarbeiters die Vermeidung einer Doppelbesteuerung im Vordergrund (Eser 2003, S. 123 ff., Heuser/Heidenreich/Förster 2003, S. 149 ff.).“ <i>(Wegerich, S. 498, 4.1.3)</i>
<i>See: double taxation treaty</i>	

EN double taxation agreement (DTA) n.	DE Doppelbesteuerungsabkommen (DBA) n.
<i>Def.:</i> “Reciprocal arrangement between two countries not to retax the repatriated income that a firm or person domiciled in one country earned in (and paid taxes on) the other.” (<i>BD, double-taxation-treaty</i>)	<i>Def.:</i> “Vereinbarung zwischen zwei Ländern, dass insbesondere Kapitalerträge nicht gleichzeitig in beiden Ländern besteuert werden, wenn der Empfänger des Kapitals in einem Land auch im anderen Land steuerpflichtig ist. Insbesondere werden Quellensteuern gegenseitig anerkannt und dem Empfänger des Ertrags im anderen Land angerechnet.“ (<i>Wirt.lex. 24, doppelbesteuerungsabkommen, 11.10.08</i>)
<i>Syn.:</i> double taxation treaty	<i>Syn.:</i>
<i>Con.:</i> “... double taxation agreements between two countries are designed to avoid, for example, incomes of non-residents being taxed both in the country they are living in and in their country of origin” (<i>G.Bannock, R.E.Baxter, E.Davis, The Penguin Dict.of Economics, 1992 found on IATE, September 12, 2008</i>)	<i>Con.:</i> „Bei dieser Thematik spielt zudem eine Rolle, ob ein Doppelbesteuerungsabkommen zwischen den involvierten Staaten abgeschlossen wurde, und dies auch für den Entsendten massgebend ist.“ (<i>Ruch2, S. 5</i>)
<i>See:</i> <i>double taxation</i>	

EN dual career	DE Doppelkarriere
<i>Def.:</i> The accompanying partner of the expatriate is often employed at home but must give up his/her career to accompany the partner on an international assignment. Expatriate spouses and partners are usually not granted work permits. This forced unemployment can cause professional, financial and personal damage to the expatriate family.	<i>Def.:</i> „Immer mehr Ehepartner und Lebensgefährten wollen ihre eigene berufliche Entwicklung nicht unterbrechen oder beenden, sodass die Bereitschaft der Familie, den Mitarbeiter zu begleiten, nicht mehr selbstverständlich ist. Dabei spielt auch der Verlust des zweiten Einkommens eine Rolle.“ (<i>LKW, S. 20</i>)
<i>Syn.:</i> dual career considerations, dual career issue	<i>Syn.:</i> Dual Career Problematik
<i>Con.:</i> “The importance of closely related dual-career considerations is also increasing, because such couples are becoming more typical and the career of the spouse often reduces the willingness of managers to accept foreign assignments (Harvey, 1998).” (<i>BBS, p.8</i>) “An estimated 50% of all foreign assignments are refused, however, because of the dual career factor.” (<i>VdB 2</i>)	<i>Con.:</i> „Die Problematik der Doppelkarriere ist sicherlich eine der schwierigsten, zugleich jedoch einer der mittlerweile intensivst betrachteten Aspekte im Entsendungsprozess.“ (<i>Höfer, S. 75</i>) „Eines der größeren Hindernisse beim internationalen Personaleinsatz ist der steigende Prozentsatz von sogenannten Dual Career Couples, d.h. von Mitarbeitern, deren Lebensgefährtin ebenfalls eine berufliche Karriere verfolgt...“ (<i>LKW, S. 34</i>)

<i>See: dual career allowance, assignment refusal, trailing spouse, partner</i>	

EN early return <i>n.</i>	DE frühzeitige Rückkehr <i>n.</i>
<i>Def.:</i> return of the expatriate employee before the planned completion date of the assignment	<i>Def.:</i> Rückkehr des Entsandten vor dem geplanten Einsatzende
<i>Syn.:</i> early repatriation, premature repatriation/return	<i>Syn.:</i> vorzeitige Rückkehr, vorzeitige Beendigung des Auslandseinsatzes
<i>Con.:</i> “If one considers premature return from an uncompleted assignment as a specific type of assignment-related “attrition” (i.e., “quitting” an assignment), perhaps we should keep the reasons for early returns from assignments in mind as we re-evaluate our methods of reducing post-assignment attrition.” (GMAC 2008, p.10)...”Reasons for early returns from assignment included family concerns (28%) ...” (GMAC 2008, p.14) “ Premature repatriation and poor job performance have serious financial consequences in international business.” (VdB 2)	<i>Con.</i> „Amerikanische Experten schätzen, dass bei frühzeitiger Rückkehr die Übersiedlungskosten alleine über \$100.000 ausmachen können.“ (Haslberger, S.691) „Das Risiko einer vorzeitigen Rückkehr ist in den ersten Monaten nach Ankunft im Gastland am größten.“ (Haslberger, S. 699, 3) “Eines der immer noch grössten Risiken ist die vorzeitige Beendigung eines Auslandseinsatzes.“ (Ruch/Sauter, S. 188)
<i>See: assignment failure, return on investment</i>	

EN employee <i>n.</i>	DE Mitarbeiter <i>n.</i>
<i>Def.:</i> “Individual who works part time or full time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties. Also called worker.” (BD, employee)	<i>Def.:</i> „Angehöriger eines Betriebes, Unternehmens o.Ä.Beschäftigter“ (Duden, S.1022)
<i>Syn.:</i> staff member	<i>Syn.:</i> Angestellter, Arbeitnehmer, Beschäftigter, Arbeitskraft
<i>Con.:</i> “In fact, there is a large number of studies that analyze the role they play in multinational companies and how these firms select, train, compensate, and design the professional careers of these employees. ” (BBS, p. 3)	<i>Con.:</i> “Drei von vier deutschen Großunternehmen schicken Mitarbeiter für ein oder mehrere Jahre ins Ausland.“ (Meinhold, S. 14) “Die Zeiten, in denen die Unternehmen goldene Flugtickets ausstellten, sind vorbei. Und bevor Angestellte Heim und Herd verlassen, sollten sie heute besser genau hinschauen“ (Gillies) „Wenn der Arbeitnehmer Punkte vorbringt, welche nicht von der Entsendungsrichtlinie abgedeckt werden, könnte der Arbeitnehmer das Gefühl erhalten, dass das Unternehmen nicht an alle Punkte des Auslandseinsatzes

	gedacht hat.” (<i>Ruch1, S.7</i>)
<i>Related Terms:</i>	
employee mobility	Arbeitskraftmobilität
expatriate employee	Mitarbeiter im Auslandsdienst
executive employee	leitender Angestellter, Führungskraft
foreign employee	ausländischer Mitarbeiter
highly trained/ qualified employee	hochqualifizierte Arbeitskraft
host-country/ local employee	lokaler Mitarbeiter
international employee	internationaler Mitarbeiter
key employee	Mitarbeiter mit Schlüsselqualifikationen
parent company employee	Stammhausmitarbeiter
skilled employee	Fachkraft

EN evacuation n.	DE Evakuierung n.
<i>Def.:</i> “Typically pre-organized arrangements to evacuate or relocate international personnel in the event of illness or accident.” (<i>ASN E</i>)	<i>Def.:</i> „Typischerweise vorbereitete, organisierte Massnahmen für die Evakuierung oder Rückführung international tätiger Mitarbeiter bei medizinischen Notfällen oder politischer Unruhe.“ (<i>ASN D</i>)
<i>Con.:</i> “ASN’s single solutions are tailored to individual needs: evacuation and repatriation programs for employees and their families in selected countries to cover medical emergencies or political unrest.” (<i>ASN, 4E</i>)	<i>Con.:</i> “ASN bietet... Deckung bei Evakuierung und Rückführung von Mitarbeitern und ihren Familien bei medizinischen Notfällen oder politischen Unruhen in bestimmten Ländern...” (<i>ASN, 4D</i>)

EN exchange rate n.	DE Wechselkurs n.
<i>Def.:</i> “Price for which the currency of a country can be exchanged for another country's currency. Factors that influence exchange rate include (1) interest rates, (2) inflation rate, (3) trade balance, (4) political stability, (5) internal harmony, (6) high degree of transparency in the conduct of leaders and administrators, (7) general state of economy, and (8) quality of governance.” (<i>BD, exchange rate</i>)	<i>Def.:</i> „Preis einer (ausländischen) Währung, ausgedrückt in einer anderen (inländischen) Währung“ (<i>Duden, S.1717</i>)
<i>Con.:</i> “Add to this the challenge of coping with changing exchange rates and inflation levels, and it becomes clear that creating a consistent, fair and competitive international compensation system is no easy matter.” (<i>ASN 2E</i>)	<i>Con.:</i> „Somit hat der Entsandte während seines Auslandseinsatzes die Sicherheit, dass er keinerlei finanzielle Nachteile, etwa durch Wechselkursschwankungen oder durch inflationäre Einflüsse, erleiden wird.“ (<i>Ruch 1, S.9</i>)
<i>Related Terms:</i>	
exchange rate differential	Wechselkurszulage
exchange rate fluctuations	Wechselkursschwankungen
exchange rate risk	Wechselkursrisiko

EN executive n.	DE Führungskraft n.
<i>Def.:</i> “Person or group appointed and given the responsibility to manage the affairs of an organization and the authority to make decisions within specified boundaries.” (<i>BD, executive</i>)	<i>Def.:</i> “Person, die Führungsfunktionen wahrnimmt bzw. Träger der Führungsaufgaben ist und ggf. bestimmte Führungseigenschaften erfüllt. Es kann sich dabei um Vorstand , Direktoren, Geschäftsführer oder Meister handeln.“ (<i>Wirt.lex.24, fuehrungskraft, 15.10.08</i>)
<i>Syn.:</i> senior managers, executive management	<i>Syn.:</i> Manager, leitender Angestellter, Geschäftsführer
<i>Con.:</i> “While women make up fewer than 12% of expatriate executives , they do account for 85% of partners accompanying overseas assignees.” (<i>VdB 2</i>) “Understanding the fast-paced nature of the business and being able to make and communicate decisions to executives and managers, who are under enormous pressure, are skills worth their weight in gold.” (<i>Cryne, p.15</i>)	<i>Con.:</i> „Häufig sind es nur eine Hand voll Führungskräfte oder Spezialisten, die von der Muttergesellschaft in die Fremde geschickt werden.“ (<i>Meinhold, S.14</i>) „Unternehmen können eine einheitliche Unternehmenskultur sicherstellen, in dem sie Führungskräfte an anderen lokalen Standorten einsetzen, die die zentralen Grundwerte durch Kommunikation und Handeln fördern (Kammel/Teichelmann 1994, S. 66).“ (<i>Wegerich, S.497, 3.1</i>)
<i>Related terms:</i>	
chief executive officer (CEO)	Hauptgeschäftsführer
executive development	Nachwuchsentwicklung
executive personnel	leitendes Personal
executive position	leitende Stelle/Stellung
executive search firm	Personalberater
young executive	Nachwuchsführungskraft
top executive	Spitzenkraft

EN expatriate n./adj.	DE Expatriate
<i>Def.:</i> (<i>i.s.</i>) n. 1. “An employee of one company who is sent for a limited period of time from his or her place (country) of domestic employment to a place of assignment, for the purpose of working for and providing services to a receiving company. Also called transferee or assignee.” (<i>ASN E</i>) “Term solely concerning workers posted abroad in accordance with company policy. Not to be confused with migrant worker.” (<i>EUROVOC, Editon 2, 1987 from iate&sourceLanguage=en&domain, September 12, 2008</i>) (<i>gen.</i>) 2. “resident outside one’s native	<i>Def.:</i> 1.“Ein Mitarbeiter im Auslandeinsatz, also jemand, der für seine Firma vorübergehend im Ausland arbeitet.“ (<i>ASN D</i>) „Personen, die von ihrem Unternehmen/ihrer Behörde für einen zeitlich begrenzten Einsatz ins Ausland entsandt werden. In der Industrie meist „Expatriates“ (<i>iate&sourceLanguage=en&domain, 12.09.08</i>) 2. „Ausgebürgerter, freiwillig im Ausland Lebender; ~Auslandsdeutscher“ (<i>KE, S.256</i>)

country,...a person living outside his native country. ~German expatriate” (Collins, p.395) 3. “adj.: living in a foreign land” (MW, p.408); of or concerning expatriates	
Syn.: transferee, assignee, expat (jargon), expatriate personnel	Syn.: Entsandtkräfte, Auslandstätige, Entsandte(r), Arbeitnehmer im Auslandsdienst
Con.: “On the other hand, the booming economy of China and widespread use of expatriates in that region yield additional expatriate population growth.” (GMAC 2008, p.8)	Con.: „Dabei werden befristet im Ausland eingesetzte Mitarbeiter in der Praxis meist als Expatriates bezeichnet.“ (Wegerich S. 495) „Sie waren einmal die Goldjungs der Wirtschaftswelt: Expatriates, Manager im Auslandseinsatz. 50-prozentige Gehaltsaufschläge, Privatschulen für die Kinder, Chauffeur.“ (Gillies)
<i>Related terms:</i>	
expat	Expat
expatriate allowance	Auslandszulage
expatriate assignment	Auslandsentsendung
expatriate benefits	Leistungen für Auslandsentsandten
expatriate compensation	Expatriate-Vergütung, Vergütung von Auslandsentsandten
expatriate cycle	Entsendungszyklus
expatriate ghetto	Expat-Wohnviertel
expatriate package	Entsendungspaket
expatriate premium	Entsendungsprämie
expatriation	Expatriierung
<i>See: assignee, transferee, relocation</i>	

EN expatriate cycle <i>n.</i>	DE Entsendungszyklus <i>n.</i>
Def.: all steps of the relocation process	Def.: „Ein vollständiger Entsendungszyklus beinhaltet nicht nur den Zeitraum des Auslandsaufenthaltes, sondern auch den Entwicklungs-, Auswahl- und Vorbereitungszeitraum vor der Abreise und die Zeit der Wiedereingliederung nach der Rückkehr sowie die betriebliche Nutzung der von den MitarbeiterInnen erworbenen Auslandserfahrung.“ (Haslberger, S. 698, 3)
Syn.: relocation cycle	Syn.:
Con.: “The research that we have on expatriation has tended to follow the expatriate cycle , with earlier studies being concerned with recruitment, selection, and training, followed by a focus in later studies on adaptation, compensation, and	Con.: „Der gesamte Entsendungszyklus muss gut durchdacht und organisiert sein.“ (Haslberger, S.689)

performance management, leading through to more recent attention to repatriation and further careers.” (BBS, p.8)	
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EN expatriate package <i>n.</i>	DE Entsendungspaket <i>n.</i>
<i>Def.:</i> compensation and benefits package for an expatriate assignment, including base salary, all allowances, support provisions, and special perquisites	<i>Def.:</i> “Elemente eines Expatriate Compensation Packages:…Grundgehalt, Incentive, Lebenshaltungskosten-Ausgleich, Heimreisen, Unzugskosten, Sprachunterricht, Steuern, Krankenversicherung, betriebliche Altersversorgung, Steuerberatung, Schul- und Ausbildungskosten für Kinder, Dual Career/Spousal Support“ (LKW, S. 52)
<i>Syn.:</i> expat package, relocation package benefits package, assignment package, expatriate compensation package	<i>Syn.:</i> Expatriate Compensation Package, Vergütungspaket für den Auslandseinsatz
<i>Con.:</i> “Good expat packages come in many forms, and the trademark of the best is that they are flexible and can be tailored to meet the exigencies of differing family needs and a wide variety of assignment categories.” (VdB 5)	<i>Con.:</i> „Obwohl es in den meisten Ländern, wie auch in Deutschland und der Schweiz, unüblich ist das eigene Salär mit anderen Personen/Mitarbeitern zu diskutieren, so wird ein Entsandter sowie ein potenzieller Entsandter die Zulagen/ Bedingungen eines Entsendungspaketes tendenziell mit fast jedem diskutieren, der nur irgendwelche Informationen dazu beisteuern kann, inklusive derjenigen Entsandten, welche vom eigenen Unternehmen bereits schon entsandt wurden.“ (Ruchl, S. 8)
<i>See:</i> <i>compensation, relocation support, relocation services, allowances, benefits</i>	

EN family members <i>n.</i>	DE Familienmitglieder <i>n.</i>
<i>Def.:</i> “Spouse and unmarried children (usually through age 18) who are in an employee’s custody or who are dependent upon the employee for support” (RRI, GTIA, p.6)	<i>Def.:</i> “Mitglied(er) einer bestimmten Familie” (Duden, S.484)
<i>Syn.:</i> dependents, family: spouse, partner, children	<i>Syn.:</i> Familienangehörige, Familie: Mann, Frau, (Ehe-)Partner, Kind, Lebensgefährter, Lebensgefährtin
<i>Con.:</i> “Does any family member who will accompany me abroad have a special need — medical, physical, psychological, educational, sports, etc. — that might be very difficult to satisfy there?” (VdB 1)	<i>Con.:</i> „Während die entsandten MitarbeiterInnen im Vordergrund der Überlegungen stehen, sind es oft die mitreisenden Familienmitglieder , die mit den größten Anpassungsschwierigkeiten zu kämpfen haben.“ (Haslberger, S. 704)
<i>Related Terms:</i>	
accompanying family members	mitreisende/begleitende Familienangehörige

children	Kinder
school age children	schulpflichtige Kinder
dependents	Angehörige
family	Familie
husband	Mann
(life) partner	Partner, Lebensgefährter
spouse(s)	(Ehe-)Mann, (Ehe-)Frau, Eheleute
wife	Frau
trailing spouse	im Ausland nichtbeschäftigte(r) Partner(in)

EN foreign national <i>n.</i>	DE ausländischer Staatsangehöriger <i>n.</i>
<i>Def.:</i> “An employee of foreign citizenship relative to the country in which he or she is hired, employed or assigned to work.” (ASN E)	<i>Def.:</i> „jmd., der eine (ausländische) Staatsangehörigkeit hat“ (Duden, S.1447)
<i>Con.:</i> “The residence status for tax purposes of a foreign national staying in the UK depends primarily on the length of time spent, or intended to be spent, here.” (Oury Clark, p.5, 3.1)	<i>Con.:</i> „In fast jedem Staat ist es notwendig für ausländische Staatsangehörige eine Arbeitsbewilligung und gegebenenfalls auch noch eine Aufenthaltsbewilligung einzuholen.“ (Ruch 2, S. 5)

EN formalities <i>n.</i>	DE Formalitäten <i>n.</i>
<i>Def.:</i> “1. compliance with formal or conventional rules 2. the quality or state of being formal 3. an established form or procedure that is required or conventional” (MW p.458)	<i>Def.:</i> „äußere (behördliche) Vorschriften alle nötigen, die gerichtlichen ~ erledigen.“ (Duden, S. 526)
<i>Syn.:</i> (governmental) (bureaucratic) (administrative) procedures, (including registration, paperwork and documentation)	<i>Syn.:</i> Behördengänge, Dokumentation, Meldeangelegenheiten
<i>Con.:</i> “In India, respondents cited administrative formalities during immigration... In China, program managers cited difficulty in finding suitable homes and schools, rising prices, immigration formalities...” (GMAC 2008, p.12) “Without the assistance of a relocation agency: *Waste of time and energy with the research of information, formalities , house-hunting, search for schools, orientation etc. *Stress and family problems *Troubles at work *High and unexpected costs for the company (longer research phase, additional trips etc.)	<i>Con.:</i> „Der Relocation Service sorgt für einen reibungslosen Umzug, Erledigung aller Formalitäten —aber auch vorbereitende Reisen und Seminare, die besonders der Familie beim Start in die neue Umgebung helfen.“ (ECR-leistungen.pdf) „Ohne professionelle Unterstützung bei der Auslandsentsendung bedeutet dies: *Hoher Zeitaufwand für administrative Formalitäten , Suche von Unterkünften, Schule, Kindergarten, Orientierung vor Ort etc. *Stress bei der zu entsendenden Führungskraft und der Familie *Ineffizienz im Beruf *Hohe Kosten für das Unternehmen für

*Higher risk of failure” (http://www.management-mobility.com/en/relocation/index.htm)	zusätzliche Reisen, längere Suchphasen etc. *Höhere Misserfolgsrate des Einsatzes“ (http://www.management-mobility.com/de/relocation/index.html)
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EN frequent flyer <i>n.</i>	DE internationaler Pendler <i>n.</i>
<i>Def.:</i> (<i>gen.</i>) “Traveler who flies often, specially the one enrolled in one or more airlines' frequent flyer programs.” (<i>BD, frequent flyer</i>) (<i>i.s.</i>) “Frequent flyer is an employee who undertakes frequent international business trips but does not relocate.” (http://www.som.cranfield.ac.uk/som/research/centres/cbp/Creme.htm?source=Moveandstay.com)	<i>Def.:</i> „Während der Woche leben (internationale Pendler) alleine im Ausland und am Wochenende kehren sie zu ihrer Familie ins Stammland zurück.“ (<i>Haslberger, S. 694</i>)
<i>Syn.:</i> commuter expat , (in Europe) Eurocommuter	<i>Syn.:</i> Commuter Expatriate , (<i>innerhalb Europas</i>) Eurocommuter
<i>Con.:</i> “Globally active companies today use mobile employees ranging from permanent transferees, Glopats and Third Country Nationals, to Short- Term Transferees and frequent fliers. ” (<i>ASN 4E</i>) “These frequent fliers face some unique problems, including host-country tax problems, having to leave their families behind, unclear incentives and living allowances and difficulty in finding suitable accommodation.” (<i>VdB 13</i>)	<i>Con.:</i> “Globale Unternehmen setzen auf mobile Mitarbeiter. Dieser Oberbegriff bezeichnet sowohl permanent Entsandte, sehr mobile Mitarbeiter (Glopats) und «Third Country Nationals» (TCNs) als auch Mitarbeiter in kurzfristigen Einsätzen oder internationale Pendler. “ (<i>ASN 4D</i>)
<i>See:</i> <i>commuter expat, Eurocommuter</i>	

EN global nomad <i>n.</i>	DE Global Nomad <i>n.</i>
<i>Def.:</i> “Globe-trotting expatriates who complete one foreign assignment after another and move directly from country to country.” (<i>ASN, E</i>)	<i>Def.:</i> “Global mobile Expatriates, die eine Entsendung nach der anderen ausüben und sich direkt von einem Einsatzland zum nächsten bewegen.“ (<i>ASN D</i>)
<i>Syn.:</i> serial expatriate, global expatriate, highly mobile employee, international cadre, Glopats, career expatriate, globalist	<i>Syn.:</i> Glopats, International Cadre, Globally Mobile Employee, Highly Mobile Employee, Career Expatriate
<i>Con.:</i> “Advocates also point out that the IB program is especially well suited for global nomads and third culture kids, because it helps them create a shared identity with a worldwide community of other IB students.” (<i>Boyd</i>) “Globally active companies today use mobile employees ranging from permanent transferees, Glopats and Third Country	<i>Con.:</i> „Globale Unternehmen setzen auf mobile Mitarbeiter. Dieser Oberbegriff bezeichnet sowohl permanent Entsandte, sehr mobile Mitarbeiter (Glopats) und «Third Country Nationals» (TCNs) als auch Mitarbeiter in kurzfristigen Einsätzen oder internationale Pendler.“ (<i>ASN 4D</i>) „Bei Highly Mobile Employees , die –

<p>Nationals, to Short- Term Transferees and frequent fliers.” (ASN, 5E)</p> <p>“Some people are “global expatriates” who take on one overseas job after another, spending years overseas, while some people take just one overseas post then return to their home country.” (http://www.erc.org/PERC_INTERNATIONAL/globility.html#1)</p>	<p>hauptsächlich in globalen, grenzüberschreitenden Organisationen – als „Global Nomads“ oder „International Cadre“ in Top Management oder Spezialisten-Positionen den größten Teil ihres Berufslebens von Entsendung zu Entsendung oder Einsatz zu Einsatz gehen, greift die klassische Peergroup Betrachtung nicht, da ein entsprechender Heimat- oder Gastlandbezug nicht gegeben ist.“ (LKW, S. 29)</p>
<p>See: <i>international cadre, highly mobile employees</i></p>	

EN globalization (US) n. globalisation (UK)	DE Globalisierung n.
<p><i>Def.:</i> (gen.) “an umbrella term for a complex series of economic, social, technological, and political changes seen as increasing interdependence and interaction between people and companies in disparate locations.” (http://en.allexperts.com/e/g/gl/globalization.htm)</p> <p>(business) “1. the process enabling financial and investment markets to operate internationally, largely as a result of deregulation and improved communications 2. the process by which a company, etc. , expands to operate internationally.” (Collins, p. 481)</p>	<p><i>Def.:</i> „Unter Globalisierung wird die Veränderung der Weltwirtschaft verstanden, die zu mehr länderübergreifenden Transaktionen führt. Auch im kulturellen und gesellschaftlichen Bereich findet eine Globalisierung statt.“ (http://www.globalisierunginfos.de/definition.html; 27.09.08)</p>
<p><i>Syn.:</i> internationalization</p>	<p><i>Syn.:</i> Internationalisierung</p>
<p><i>Con.:</i> “Globalisation increases the need for representation following a cross-border merger, acquisition or joint venture and, perhaps still most importantly, expatriates play a strategic role in the transfer of corporate values and culture.” (VdB 7)</p>	<p><i>Con.:</i> “Mit der Globalisierung suchen immer mehr Unternehmen ihre Absatzmärkte im Ausland.“ (LKW, S. 5) „Besonders Unternehmen in den Frühstufen der Globalisierung erkennen vorerst nicht alle Einflussgrößen.“ (Haslberger, S.717, 5)</p>
<p><i>Related terms:</i></p>	
<p>degree of globalization</p>	<p>Globalisierungsgrad</p>
<p>(continued) process of globalization (IATE)</p>	<p>(kontinuierlicher) Prozess der Globalisierung</p>
<p>stage of globalization</p>	<p>Globalisierungsstufe</p>
<p><i>Note:</i> „Definitions of globalization are almost all highly subjective, depending on the positionality and experiences of the definer. ...All definitions appear to agree that globalization has economic, political, cultural, and technological aspects that may be closely intertwined.... Since the word has both technical and political meanings, different</p>	<p>“Some authors prefer the term internationalization rather than globalization. In internationalization, the role of the state and the importance of nations are greater, while globalization in its complete form eliminates nation states... Globalization...has become identified with a number of trends, most of which may have developed since World War II.</p>

groups will have differing histories of “globalization”. In general use within the field of economics and political economy, however, it is a history of increasing trade between nations based on stable institutions that allow firms in different nations to exchange goods and services with minimal friction....”	These include greater international movement of commodities, money, information, and people; and the development of technology, organizations, legal systems, and infrastructures to allow this movement.” <i>(http://en.allexperts.com/e/g/gl/globalization.htm September 12, 2008)</i>
<i>See: internationalization</i>	

EN gross up <i>n./v.</i>	DE Gross-up <i>n./v.</i>
<i>Def.: (gen.) “(To pay) the full amount, without any deductions. This phrase is most frequently used in terms of salary; an employee can receive their salary grossed up, which means that they would receive the full salary promised to them, without deductions for tax. However, since salary must be taxed by law, the company would gross up the employee's salary so that after taxes they receive the full salary promised.” (BD, gross up)</i>	<i>Def.: “Gross-up: Entscheidet sich das Unternehmen..., den Mitarbeiter in das Gehaltsgefüge im Gastland einzugliedern und dort das Bruttogehalt auszuzahlen, so wird das...Nettogehalt in das korrespondierende Bruttogehalt hochgerechnet, d.h. einschließlich der geschätzten Steuern und der zu zahlenden Sozialversicherungsbeiträge“ (LKW, S.83)</i>
<i>Syn.: net to gross</i>	<i>Syn.: Hochrechnung von Netto auf Brutto</i>
<i>Con.: “Possibly the allowances and payments will be ‘grossed up’ by the company to cover tax liabilities.” (http://www.heuser-collegen.de/fileadmin/presse/expatexchange.doc, pt. 4)</i>	<i>Con.: “Ein Nachteil ist jedoch, dass das Unternehmen die jeweiligen Änderungen bei Steuergesetzen, Steuerzahlungen, Lebenshaltungskosten und Einkommensveränderungen nachhalten muss, um sicherzustellen, dass das Bruttogehalt (Grossing-up) jeweils das garantierte Nettogehalt widerspiegelt.“ (LKW, S. 62)... “Allerdings ist anzumerken, dass es beim Gross-up nicht darum geht, genaue Steuerlasten festzustellen und die Einkommen genau zu vergleichen, sondern das Gross-up dient lediglich dem Entgelt-Findungsprozess.“ (LKW, S. 83)</i>

EN hardship allowance <i>n.</i>	DE Erschwerniszulage <i>n.</i>
<i>Def.: “an extra ongoing allowance paid to expatriates assigned to foreign locations with abnormally difficult or hazardous living or working conditions” (RRI, GRT, p. 8) “Hardship allowances: a percentage of base salary paid monthly to compensate for specific difficulties found in some host locations (factors that may prompt a hardship payment include, for example, crime; political</i>	<i>Def.: „Diese Zulage wird an Einsatzorten gezahlt, an denen die Lebens- und Arbeitsbedingungen besonders schwierig sind. Sie wird auf der Basis der Bewertung verschiedener Faktoren und Bedingungen entwickelt...(wie z.B.) die von ORC zugrunde gelegten Faktoren: Wohnungsqualität, klimatische Bedingungen, Umweltverschmutzung, Gesundheitsrisiken,</i>

unrest; absence of adequate facilities for medicine, education, housing, or goods and services; pollution or climate; isolation; etc.)” (<i>Wilson</i>)	medizinische Versorgung, Schul- und Ausbildungsmöglichkeiten, Infrastruktur, politische Verhältnisse, politisches und soziales Umfeld, Kriminalität, Kommunikationsmittel, Kultur- und Freizeitangebot, allgemeine Versorgung...“ (<i>LKW, S. 80</i>)
<i>Syn.:</i> hardship premium, (sometimes) danger pay	<i>Syn.:</i> Harship-Zulage, Dschungelzulage
<i>Con.:</i> “This is also exemplified by the increase in the number of companies providing hardship /remote location/foreign service premium allowances to employees.” (<i>CERC, p.6</i>)	<i>Con.:</i> „Pauschale Erschwerniszulagen , die früher bis zu 60 Prozent des Gehalts erreichen konnten, sind passé.“ (<i>Gillies</i>)
<i>See: allowances</i>	

EN headquarters (HQ) <i>n.</i>	DE Zentrale <i>n.</i>
<i>Def.:</i> “1. <i>n.</i> pl. but sing or pl in constr 1: a place from which a commander performs the functions of command 2. the administrative center of an enterprise” (<i>MW, p.535</i>) 2. <i>nom. adj.</i> : from or pertaining to the headquarters office or country; the antonym is non-headquarters	<i>Def.:</i> 1. <i>n.</i> „1.a) zentrale Stelle, von der aus etw. organisiert, verwaltet, geleitet, gesteuert wird (<i>Duden, S.1774</i>) (<i>Stammhaus</i>) Gebäude in dem eine Firma gegründet wurde [u. das oft Sitz der Zentrale ist]“ (<i>Duden, S. 1452</i>)
<i>Syn.:</i> head office, central office, main office, home office, central	<i>Syn.:</i> Hauptsitz, Stammhaus, Unternehmenszentrale
<i>Con.:</i> “49% of all respondents work for companies with headquarters located within EMEA. Another 48% were located in the Americas and 3% from Asia-Pacific.” (<i>GMAC 2007, p.4</i>) “Two years previously the company had implemented the first phase of a worldwide reorganization plan, beginning initially with its European head office and extending gradually to all subsidiary firms worldwide.”(<i>VdB 6</i>) “These informal mechanisms go some way toward explaining both the limited numbers of female expatriates and of third country nationals (given that the selectors are usually male HQ nationals).” (<i>BBC, p.9</i>)	<i>Con.:</i> „Die Führungskraft als Repräsentant des Hauptsitzes darf etwas kosten.“ (<i>Meinhold, S. 14</i>) „In dieser Entwicklungsphase wird Information hauptsächlich von der Zentrale ins Ausland transferiert.“ (<i>Haslberger, S. 692</i>) „Aus den Augen, aus dem Sinn“- das Sprichwort gilt leider auch für jeden Expat. Wer draußen ist, wird in der Zentrale schnell vergessen.“ (<i>Schwert, S.15</i>) „Somit ist die Bedeutung des Stammhauses immer noch hoch und ein längerer Aufenthalt im Stammhaus von Nicht-Stammhausmitarbeitern stellt eine gern gesehene Karrierevoraussetzung für lokale Führungspositionen dar (vgl. o. V., 2006, S.18).“ (<i>F&M, S.337</i>)
<i>Note:</i> <i>In industry specific texts, the term headquarters is used increasingly as a nominal adjective. Ex.:</i> “Since (and including) the 2002 GRTS report, 59% of assignments (on average) were to or from the headquarters country, and 41% involved transfers between	<i>Or as a verb (present participle adjective):</i> “9% were headquartered in Europe, the Middle East, and Africa (EMEA).” (<i>GMAC 2007, p.8</i>)

non-headquarters countries.” (GMAC 2008, p.11)	
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EN headquarters approach <i>n.</i>	DE Headquarter-Country-Ansatz <i>n.</i>
<i>Def.:</i> “The balance sheet approach requires a reference point for pay administration. Although often the employee's actual home country, this point can be another designated country (most commonly, company headquarters). The salary programme for all assignees—regardless of nationality or previous work site—would follow that of headquarters, orienting all equalisers to the headquarters base. Companies are most likely to use this approach when most of their expatriates come from the headquarters country, or when the concern to ensure pay equity among expatriates of different nationalities is a predominant consideration.” (ORC, http://www.orcworldwide.co.uk/compensation/expatriate/custom_hq.html , October 31, 2008)	<i>Def.:</i> “Headquarter-Country-Ansatz: Die Vorgehensweise bei diesem Ansatz entspricht weitgehend dem «Home-Country-Ansatz» mit dem Unterschied, dass so getan wird, als ob der entsandte Mitarbeiter des Headquarters (Stammhauses/Mutterhauses) wäre. Eine seltene angewendete Unterart dieses Ansatzes unterscheidet sich dadurch, dass bei dieser statt des tatsächlichen Sitzes des Stammhauses ein fiktiver Firmensitz zur Anwendung kommt.“ (Ruch 1, S. 9)
<i>See: balance sheet approach</i>	

EN health insurance <i>n.</i>	DE Krankenversicherung <i>n.</i>
<i>Def.:</i> “A term used for an insurance plan or policy that covers medical expenses and healthcare services. The cover provides protection against the financial consequences of sickness and injury, making it synonymous with insurance for accidents, sickness, hospitalization and medical care.” (ASN E)	<i>Def.:</i> „Versicherung, die Leistungen bei Krankheit, Unfall (soweit dafür keine spezielle Unfallversicherung aufkommt) sowie bei Mutterschaft gewährt.“ (ASN D)
<i>Con.:</i> “International health insurance offers you comprehensive insurance cover abroad.” (http://www.asn.ch/en/pdf/private/health_care.pdf ; September 17, 2008)	<i>Con.:</i> „Zusätzlich haben entsandte Mitarbeiter spezielle Anforderungen an eine Krankenversicherung , bedingt durch geografische Gegebenheiten oder eine andere Währung.“ (ASN, 4D)
<i>See: insurance, benefits</i>	

EN high context <i>adj.</i>	DE high-context <i>adj.</i>
<i>Def.:</i> “The general terms "high context" and "low context" (popularized by Edward Hall) are used to describe broad-brush cultural differences between societies...High context refers to societies or groups where people have close connections over a long period of	<i>Def.:</i> „Hall (1981, S.85 ff.) unterscheidet in seinem Konzept der Kontextorientierung zwischen „high-context“ und „low-context“-Kulturen. In High-Context-Kulturen ist nur ein sehr geringer Teil an Informationen in der explizit formulierten Botschaft enthalten,

<p>time. Many aspects of cultural behavior are not made explicit because most members know what to do and what to think from years of interaction with each other... While these terms are sometimes useful in describing some aspects of a culture, one can never say a culture is "high" or "low" because societies all contain both modes. "High" and "low" are therefore less relevant as a description of a whole people, and more useful to describe and understand particular situations and environments.”</p> <p><i>(communicating across cultures, high and low context: http://www.culture-at-work.com/highlow.html August 7, 2008)</i></p>	<p>sondern vor allem im Kontext der Kommunikation verborgen. In Low-Context-Kulturen enthalten Botschaften dagegen ein hohes Ausmaß an unmittelbaren Informationen, d.h. die Botschaft wird direkt und unmittelbar sprachlich geäußert.“ (GHS, S. 50)</p>
<p><i>Con.:</i> “High contexts can be difficult to enter if you are an outsider (because you don't carry the context information internally, and because you can't instantly create close relationships)... When you enter a high context situation, it doesn't immediately become a low context culture just because you came in the door! It is still a high context culture and you are just (alas), ignorant.”</p> <p><i>(http://www.culture-at-work.com/highlow.htm, August 7, 2008)</i></p>	<p><i>Con.:</i> „Da in High-Kontext-Kulturen ein großer Teil der Bedeutung einer Botschaft über para- und non-verbale Informationen übertragen wird, ist die medial vermittelte Kommunikation mit Angehörigen solcher Kulturen als besonders schwierig einzuschätzen (vgl. Holtbrügge/Schillo 2006, S. 324).“ (GHS, S. 54)</p>
<p><i>See: low context culture</i></p>	

<p>EN home country <i>n.</i></p>	<p>DE Heimatland <i>n.</i></p>
<p><i>Def.:</i> “The expatriate’s normal country of employment.” (<i>Relo.net.</i>)</p>	<p><i>Def.:</i> „Staat, von welchem der Entsandte aus entsandt wurde“ (<i>Ruch 2, S.6</i>)</p>
<p><i>Syn.:</i> (often but not always: headquarters country)</p>	<p><i>Syn.:</i> Heimatstaat, Stammland</p>
<p><i>Con.:</i> “For 73% of respondents, relocation assignment policy decisions were made globally at company headquarters, 11% regionally, 13% in the home country, and 3% in the host country.” (<i>GMAC 2007, 2.16</i>)</p>	<p><i>Con.:</i> “Es soll die gleiche Kaufkraft wie im Heimatland erzielt werden, sodass dem Mitarbeiter ein vergleichbarer Lebensstandard erhalten bleibt.“ (<i>LKW, S. 64</i>)</p>

<p>EN home country approach <i>n.</i></p>	<p>DE Home-Country-Ansatz <i>n.</i></p>
<p><i>Def.:</i> “An approach to expatriate compensation based on the premise that the expatriate will maintain his or her home country salary for the duration of the international assignment. The expatriate is “kept whole” (no better and no worse off) in relation to the salary in the home country.” (<i>ASN E</i>)</p>	<p><i>Def.:</i> „Home-Country-Ansatz: Bei der Berechnung des «Entsendungssalärs» wird das Grundgehalt im Heimatland als Basis genommen und mit zusätzlichen Entsendungszulagen/ Entsendungsfaktoren erweitert. Dieser Ansatz ist nach wie vor der am Häufigsten verwendete.“ (<i>Ruch 1, S.9</i>)</p>

Syn.: home country balance sheet approach, home market approach, home country calculation base	Syn.: Vergütung nach Heimatland-Prinzip, heimatlandorientierte Vergütung, Home-based Approach, Heimatland-Balance-Sheet
Con.: “This traditional home-country balance sheet approach faces the following challenges: Significant differences in salary levels exist between countries. This is coupled with the fact that cost of living allowances do not correct these salary differences...” (http://www.mercer.com/referencecontent.htm?idContent=1303865#Challenges_to_the_homecountry_balance_sheet_approach , October 10, 2008)	Con.: „ Home-Country-Ansatz: Bei der heimatlandorientierten Vergütung orientiert sich die Bestimmung der Vergütung an das Heimatland.“ (Ruch 1, S.9) „Der in der Praxis am weitesten verbreitete Vergütungsansatz ist der Home-Based Ansatz , der von der überwiegenden Mehrheit der Unternehmen, weltweit 73 Prozent, praktiziert wird...“ (LKW, S. 53)
<i>See: balance sheet approach</i>	

EN home leave n.	DE Heimreise n.
Def.: “Vacation time used by expatriates to visit the home location while still assigned to a foreign location. Unless otherwise indicated, transportation costs to point of origin are reimbursed. Travel time during home leave is charged as vacation time.” (RRI, GRT, p. 8)	Def.: „...der Mitarbeiter und seine mitreisende Familienangehörigen erhalten eine festgelegte Anzahl von Heimreisen pro Jahr.“ (LKW, S.52)
Syn.: home visit	Syn.: Heimflug, Heimurlaub
Con.: “Although sometimes viewed by local nationals as company paid junkets, the home leave benefit provides a meaningful chance to connect with the home country, thus minimizing the difficulty of reverse culture shock.” (RRI GBP, p. 9)	Con.: „Die überwältigende Mehrheit der befragten Unternehmen (95%) gestattet Expatriates Heimaturlaub. Etwa drei Viertel übernehmen die Kosten für die Heimreise . 14% stellen ein Budget oder einen Pauschalbetrag, den der Expatriate für Reisen zu jedem beliebigen Ort nutzen kann. 7% stellen lediglich ein Budget oder einen Pauschalbetrag für Reisen in das Heimatland.“ http://uk.mercer.com/summary.htm?siteLanguage=1008&idContent=; 11.10.08)

EN host country n.	DE Gastland n.
Def.: “The country to which the expatriate is assigned“ (Relo.net.)	Def.: Einsatzland einer Auslandstätigkeit
Syn.: host location, destination country, destination location	Syn.: Zielland, Einsatzland, Einsatzort, Tätigkeitsstaat
Con.: “For 73% of respondents, relocation assignment policy decisions were made globally at company headquarters, 11% regionally, 13% in the home country, and 3% in the host country .” (GMAC 2007, 2.16) “The emphasis on greater indirect spending on areas such as family support on arrival in the host location and the career or education	Con.: „Während Kulturunterschiede sowie Differenzen in der ökonomischen Entwicklung zwischen Heimat- und Gastland nach Aussagen der Entsandten keine Entsendungsbarriere bilden, wirken Beeinträchtigungen in den Lebensumständen oder instabile politische Situationen abschreckend.“ (Ruch/ Sauter, S. 189)

of the partner, is clearly considered by many to be a better investment of funds than simply heaping more generous allowances on the expatriate.” (VdB 9)	„Bei der Besteuerung des Arbeitsentgelts geht es um die Frage, welchem Staat das Besteuerungsrecht zusteht. Das können in Einzelfall der Tätigkeitsstaat , der Wohnsitzstaat oder beide Staaten sein.“ (Wegerich, S.498, 4.1.3)
<i>Related Terms:</i>	
host country approach	Host-Country-Ansatz
host country employee	Gastlandsmitarbeiter, lokale Mitarbeiter im Gastland
host country national/local national	Gastlandsangehöriger, Local National
<i>See: destination location, national, local national</i>	

EN host country approach n.	DE Host-Country-Ansatz n.
<i>Def.:</i> “The salary structure of the host country is used to define and calculate expatriate compensation. Some adjustments and allowances typical to expatriate compensation may be added to the pay structure. Also known as destination pay approach.” (ASN E)	<i>Def.:</i> „Entlohnungsprinzip, orientiert sich an den Vergütungsstrukturen im Gastland bzw. Einsatzland.“ (ASN D) „Host-Country-Ansatz: Die Vergütung orientiert sich dabei an dem Salärgefüge im Einsatzland (Gastland).“ (Ruchl, S.8)
<i>Syn.:</i> host market approach, destination pay approach, host country calculation base, host based approach	<i>Syn.:</i> Vergütung nach Gastland-Prinzip, Gastlandbezug (der Vergütung)
<i>Con.:</i> “The host country approach where the employee is treated as if he or she were a national in terms of salary and may contribute to the local social security system, pension plan and pay local taxes. Overall benefits may be increased to reflect the key position of the employee eg free housing, school fees paid, a 'settling in' allowance and a foreign service premium paid.” (CIPD)	<i>Con.:</i> „Der Host-Country-Ansatz ... führt in der Regel zu Akzeptanzschwierigkeiten bei den Entsandten, sobald das Salärgefüge erheblich vom heimatlichen Niveau abweicht.“ (Ruchl, S. 8) „Der Gastlandbezug vermeidet Probleme mit Ungerechtigkeitseindrücken, die aber dazu führen, dass Entsandte aus Hochlohnländern nur schwer zu gewinnen sind.“ (Haslberger, S.711)
<i>See: home country approach, balance sheet approach, headquarters approach, better of home or host approach</i>	

EN housing n.	DE Unterkunft n.
<i>Def.:</i> (gen.) “dwellings provided for people” (MW, p.563) (broader use: accommodations) “something supplied for convenience or to satisfy a need: as lodging, food, and services or traveling space and related services—usu. used in pl.” (MW, p.7)	<i>Def.:</i> „1. Wohnung, Raum o.Ä., wo jmd. als Gast o. Ä. vorübergehend wohnt.“ (Duden, S. 1615)

<i>Syn.:</i> accommodations <i>n.pl.</i> lodgings, residence, subcat.: house, apartment (US), flat (UK)	<i>Syn.:</i> Wohnung, Logis Unterbegriffe: Haus, Wohnung, Appartement
<i>Con.:</i> “The perceived safety of the neighborhood, accessibility by the intended mode of transport, and proximity to other necessary services, such as schools, are other factors that should be taken into account when selecting suitable corporate housing .” (<i>Jurjens, l.11–14</i>) “In the quest to provide the best possible employee accommodations in a transfer situation, the corporate relocation professional faces boundaries pegged by budget, location, availability, amenities and company policies.” (<i>Jurjens, line 84</i>)	<i>Con.:</i> „Zielsetzung ist es, den Expatriate - und ggf. seine Familie - effizient dabei zu unterstützen, eine adäquate Unterkunft zur Miete oder zum Kauf zu finden, die seine Bedürfnissen und Anforderungen entspricht... Zunächst wird in Absprache mit dem zukünftigen Auslandsmitarbeiter und seiner Familie ein Anforderungsprofil für die neue Unterkunft erstellt. Auf Basis dieser Vorgaben startet Management Mobility Consulting die Suche nach entsprechenden Immobilien, führt eine Vorauswahl durch und stellt dem Kunden interessante Objekte vor. Je nach den Bedürfnissen des Kunden können dies möblierte oder unmöblierte Studios, Apartments, Wohnungen und Häuser in Frankreich sein.“ (<i>MMC</i>)
<i>Related terms:</i>	
corporate accommodations/ housing	Firmenwohnung
home-country accommodations /housing departure country housing	Unterkunft/Wohnung im Heimatland
host-country accommodations/ housing destination country housing	Unterkunft/Wohnung im Gastland/Einsatzland/Einsatzort/Zielland
household goods and personal effects	Hausrat
transportation and storage of household goods and effects	Transport und Lagerung des Hausrats
housing allowance/assistance	Wohngeld, Wohnungszulage
housing search/ home search	Wohnungssuche, Unterkunftssuche
long-term accommodations/ housing	langfristige Unterkunft/Wohnung
temporary accommodations/ housing	Übergangswohnung
<i>See: housing allowance, housing search</i>	

EN human resources (HR) n.	DE Personal n.
<i>Def.:</i> 1. “ personnel : a body of persons usu. employed” (<i>MW, p 876</i>) 2. The division of a company that is focused on activities relating to employees. These activities normally including recruiting and hiring of new employees, orientation and training of current employees, employee benefits, and retention.” (<i>BD, human resources</i>)	<i>Def.:</i> 1. „Gesamtheit von Personen, die bei einem Arbeitgeber bzw. Dienstherrn in einem Dienstverhältnis stehen u. Bes. Auf auf dem Gebiet der Dienstleistungen tätig sind“ 2. „ Personalabteilung , die: für Angelegenheiten, die das Personal(a) betreffen, zuständige Abteilung (2)“ (<i>Duden, S.1137</i>)
<i>Syn.:</i> 1. personnel, staff, employees 2. personnel, human resource(s) (HR) department	<i>Syn.:</i> 1. Betriebsangehörige, Arbeitnehmer, Angestellte, Beschäftigte, Mitarbeiter 2. Personalwesen, HR
<i>Con.:</i> “Since a multinational gains its	<i>Con.:</i> „Der erste Schritt ist die Ausstattung mit

<p>competitive edge by allocating resources (goods, capital, information and personnel) across national boundaries, it usually transfers its competent employees from one operation to another to effectively utilize human resources.” (Tzeng, p.139)</p> <p>“Certainly there is an element of international human resources arrogance, but more commonly the assignment fulfils a strategic objective.” (VdB6)</p> <p>“Decisions on expatriate selection are usually made in a less than organized and coherent manner, and often taken by line managers who simply ignore the laid-down criteria espoused by the HR department (Harris & Brewster, 1999).” (BBS, p.9)</p>	<p>Personal.“ (LKW, S.25)</p> <p>„Personalfachleute stehen vor der Aufgabe, administrative und organisatorische Aufgaben so zu gestalten, dass ihre Ausführung effizient vonstatten geht. Mit der richtigen Unterstützung seitens der Personalabteilung sind Erfolg und Kosteneffizienz von Entsendungen sichergestellt.“ (ASN, ID)</p> <p>„Früher gingen Mitarbeiter für ein paar Jahre ins Ausland und machten danach im Unternehmen eine steile Karriere“, erzählt Ansgar Kinkel, Projektleiter High Potentials bei der Personalberatung Kienbaum Executive Consultants GmbH in Gummersbach.“ (Schwert. S. 11)</p>
<i>Related Terms:</i>	
human resource(s) consultant	Personalberater
HR/personnel consulting	Personalberatung
human resource(s) department	Personalabteilung
human resource(s) development	Personalentwicklung
human resource(s) manager	Personalmanager
human resource(s) management (HRM)	Personalverwaltung, Personalmanagement
human resource(s) professional	Personalfachleute
International Human Resources (IHR)	internationales Personalwesen
<i>See: human resource management</i>	

EN human resource management (HRM)n.	DE Personalmanagement n.
<i>Def.:</i> “The responsibility and activities of managing Human Resources within an organization, including HR processes from recruitment to termination; technical HR functions such as compensation, benefits or information system, and strategic HR 2. collectively all the professionals involved in HR management “ (ASN-E)	<i>Def.:</i> „(Personalführung) planmäßiges Leiten von Personen oder Personengruppen. Zum Gegenstand der betrieblichen Personalführung gehören neben der Zuordnung von Arbeitsplätzen und arbeitenden Menschen, Auswahl, Einarbeitung, Betreuung, Förderung und Entwicklung des Personals v.a. die Gestaltung der zwischenmenschlichen Beziehungen.“ (HWL, S. 294)
<i>Syn. (and umbrella term):</i> human resources, personnel management	<i>Syn. u. Oberbegriff:</i> Personalwesen
<i>Con.:</i> “The literature on IHRM has not ignored these international assignments...” (BBS p.3) “Strategic human resource management , as opposed to traditional personnel management , is defined as a theoretical approach that...links human	<i>Con.:</i> „Allgemeine Wegbereiter der Globalisierung und Internationalisierung wie der globale Wettbewerb, die Zunahme von Mergers und Acquisitions....haben Auswirkungen auf das Internationale Personalmanagement .“ (LKW, S. 17, Z.4)

resource policies with the strategic objectives of the organization...”(BBS p.4)	
<i>Related terms:</i>	
international human resource management (IHRM)	internationales Personalmanagement
human resource management instrument	Instrument für das Personalmanagement
strategic human resource management	strategisches Personalmanagement

EN income tax <i>n.</i>	DE Einkommensteuer <i>n.</i>
<i>Def.:</i> “Annual charge levied on both earned income (wages, salaries, commission) and unearned income (dividends, interest, rents). In addition to financing a government's operations, progressive income taxation is designed to distribute wealth more evenly in a population, and to serve as automatic fiscal stabilizer to cushion the effects of economic cycles. Its two basic types are (1) Personal income tax, levied on incomes of individuals, households, partnerships, and sole-proprietorships; and (2) Corporation income tax, levied on profits (net earnings) of incorporated firms” (<i>BD, income-tax</i>)	<i>Def.:</i> „eine Steuer, die vom Staat auf das Einkommen von Einzelpersonen und Wirtschaftsunternehmen erhoben wird. Für die meisten Industrienationen ist die Besteuerung des persönlichen und unternehmerischen Gewinns eine Haupteinnahmequelle.“ (<i>Microsoft® Encarta® Online-Enzyklopädie 2002 http://encarta.msn.de © 1997-2002 Microsoft Corporation, 11.10.08</i>)
<i>Con.:</i> “The employer is obliged by law to retain and to pay the income tax .” (<i>Heuser, basis information, 5.6</i>)	<i>Con.:</i> „Der Arbeitgeber ist zur Einbehaltung und Abführung der Einkommensteuer gesetzlich verpflichtet.“ (<i>Heuser, Basisinformation, 5.6</i>)

EN indirect costs <i>n.</i>	DE indirekte Kosten <i>n.</i>
<i>Def.:</i> “Sunk/hidden costs...(of international assignments) these are “invisible” costs of failure: for the employee, (they) can include low self-esteem, loss of prestige amongst colleagues, family problems, depression, embarrassment, career-path damage and loss of promotion prospects;” (<i>McNulty</i>) “Indirect costs of failure can be huge (for the company) and include damage done to relations with customers, suppliers, and the local community.” (<i>CIBD</i>)	<i>Def.:</i> „die nicht direkt messbare Kosten bei Minderleistung...und vorzeitiger Rückkehr... (wie) negative Auswirkungen auf Motivation und Betriebsklima... Ansehensverlust des entsendenden Unternehmens, eine verminderte Koordination und Isolationstendenzen von Landesorganisationen, entgangene Nutzen einer besseren Entsendung, permanente Karriereschäden für Entsandten...“ (<i>Haslberger, S. 716</i>)
<i>Syn.:</i> invisible costs, hidden costs, sunk costs, soft costs	<i>Syn.:</i> nicht direkt messbare Kosten, weiche Kosten
<i>See: direct costs, assignment failure</i>	

EN inpatriate <i>n.</i>	DE Inpatriate <i>n.</i>
<i>Def.:</i> “Expatriates originating from a foreign country who are received in a specific host	<i>Def.:</i> „Ein Expatriate aus der „Inland-Perspektive“; der entsendete Mitarbeiter wird in

country. Whereas a country receives expatriates from other countries, this same country may also send expatriates abroad. To differentiate the expatriates sent abroad from those hosted, the latter group are identified as inpatriates (expatriates entering a country).” (ASN E)	einem Gastland empfangen. Ggs. Zu Expatriate, welcher ins Ausland entsendet wird“ (ASN D) (im engeren Sinn) „Mitarbeiter, die in das Headquarter entsandt werden. Sie werden auch als...Impatriates oder...Stammhaus-Assignees bezeichnet.“ (LKW, S. 25)
Syn.: inbound transferee, incoming transferee	Syn.: Impatriate, Stammhaus-Assignees
Con.: “Among the advantages that such inpatriates may bring to headquarters are the understanding of local contexts and cultures on foreign operations, easier communication with host units and local public authorities, and new ideas and perspectives (Harvey, Speier, & Novicevic, 1999).” (BBS, p.5) “...most training was done in preparation for single-culture, outbound expatriation, and little consideration was made for inpatriate or repatriate training...” (VdB 1)	Con.: „Darüber hinaus sind Sie für die Betreuung der Schnittstellen zum Vertragsmanagement, zur Lohn- und Gehaltsabrechnung, zum Bewerbermanagement und zum Assignment Service Center (Expatriate- und Impatriate -Geschäft) zuständig.“ (http://berufsstart.stepstone.de/praktikum-jobs.cfm?click=yes&id=1061501 ; 11.10.08)
Related Terms:	
inpatriation	Inpatriierung

EN Insurance n.	DE Versicherung n.
Def.: “1 a: the business of insuring persons or property b: coverage by contract whereby one party undertakes to indemnify or guarantee another against loss by a specified contingency or peril c: the sum for which something is insured 2: a means of guaranteeing protection or safety” (MW, p.607)	Def.: „Gesamtheit aller für das Alter (Erreichen eines bestimmten Alters), für Hinterlassene und für den Invaliditätsfall getroffenen Vorkehrungen“ (ASN D)
Con.: “But, also important, it provided a local point of contact for each family at a time when they had new questions arising almost every day – about life in Canada for instance, schooling, the detail of the relocation benefits, health insurance ; you name it, they asked it!” (Coe)	Con.: „Versicherungskosten beinhalten einerseits personenbezogene Versicherungen wie etwaige doppelte Sozialversicherungs- und Pensionsbeiträge, Zusatzpensionen für mitreisende Familienangehörige und Privatkrankenversicherung inklusive Krankentransportversicherung in Gebieten mit schlechtem Gesundheitssystem.“ (Haslberger, S. 714)
Related Terms: (all from DCC: October 10, 2008)	http://www.dict.cc/?s=insurance&pagenum=7
accident insurance	Unfallversicherung, Unfallschutz
additional insurance	Zusatzversicherung
air insurance	Luftfrachtversicherung
baggage insurance	Gepäckversicherung
cargo/ carriage insurance	Frachtversicherung

comprehensive insurance	Vollkaskoversicherung
disability insurance	Invalidenversicherung
double insurance	Doppelversicherung
health insurance	Krankenversicherung, Krankenkasse
home(owner's) insurance	Hausversicherung
household insurance	Hausratsversicherung
indemnity insurance	Haftpflichtversicherung
insurance benefit	Versicherungsleistung
insurance contract	Versicherungsvertrag
insurance coverage	Versicherungsdeckung
insurance expenses	Versicherungskosten
insurance fee	Versicherungsgebühr
insurance payments	Versicherungsleistungen
insurance payout	Versicherungsauszahlung
insurance policy	Versicherungspolice,-polizze
insurance premium	Versicherungsprämie, -beitrag
insurance value	Versicherungswert
liability insurance (US)	Haftpflichtversicherung
life insurance	Lebensversicherung
national insurance	staatliche Sozialversicherung
obligatory insurance	Pflichtversicherung
optional insurance	freiwillige Versicherung
pension insurance	Rentenversicherung
personal liability insurance	Privathaftpflichtversicherung
private insurance	Privatversicherung
property insurance	Sachversicherung
social security insurance	Sozialversicherung
(international) travel insurance	(internationale) Reiseversicherung
unemployment insurance	Arbeitslosenversicherung

EN Insurance Benefit <i>n.</i>	DE Vorsorgeleistung <i>n.</i>
<p><i>Def.:</i> 1. "The amount payable by an insurance company or other institution to a beneficiary when the insured person (policyholder/plan member) suffers an insured event such as loss of life, disability, sickness, accident, or when he/she reaches retirement age." (ASN E)</p> <p>2. part of the relocation benefits package</p>	<p><i>Def.:</i> 1. „Die Summe, die von einer Versicherung oder einer Vorsorgeinstitution an einen Begünstigten ausbezahlt wird, wenn bei der versicherten Person (Versicherungsnehmer/Mitglied eines Vorsorgeplans) ein versicherter Fall wie Tod, Erwerbsunfähigkeit, Krankheit, Unfall oder Pensionierung eintritt.“ (ASN D)</p> <p>2. Teil des Entsendungspaketes</p>
<p><i>Con.:</i> "Our Global and Expatriate Benefit plans provide essential insurance benefits for all nationalities working and living anywhere in the world." (http://travelinsurancecenter.com/eng/information/cm_category_products.cfm?sCategory=global; August 27, 2008)</p>	<p><i>Con.</i> „Im stetigen Wettbewerb um hoch qualifizierte internationale Mitarbeiter bildet eine umfassende Alters-, Risiko- und Krankheitsvorsorge einen wichtigen Bestandteil der Personalrekrutierung, -bindung und -motivation. Angemessene, bedarfs- gerechte Vorsorgeleistungen stärken das Vertrauen der Mitarbeiter, sollten aber auch wirtschaftlichen</p>

	Gesichtspunkten und Unternehmenszielen Rechnung tragen.“ (ASN 3D)
See: <i>benefits</i>	

EN integration <i>n.</i>	DE Integration <i>n.</i>
<i>Def.:</i> “the act or process or an instance of integrating as a : incorporation as equals into society or an organization of individuals of different groups... b .: coordination of ...processes...” (MW, p.608)	<i>Def.:</i> “1. [Wieder]herstellung einer Einheit [aus Differenziertem]; Vervollständigung 2. Einbeziehung, Eingliederung in ein größeres Ganzes...3. (Soziol.) a) Verbindung einer Vielheit von einzelnen Personen od. Gruppen zu einer gesellschaftlichen u. kulturellen Einheit; b) Zustand, in dem sich etwas befindet, nachdem es integriert worden ist...” (Duden, S. 772)
<i>Con.:</i> “The second objective is global integration of the MNE’s operations so as to take advantage of different national factors of production, to leverage economies of scale in all activities, and to share costs and investments across different markets and business units.” (BBS, p. 4)	<i>Con.:</i> „Doch wie eine aktuelle Studie zeigt, läuft trotz umfangreicher und kostenaufwendiger Maßnahmenpakete die Integration nicht immer reibungslos.“ (Meinhold, S. 14)
<i>Related Terms:</i>	
reintegration	Reintegration, Wiedereingliederung

EN intercultural <i>adj.</i>	DE interkulturell <i>adj.</i>
<i>Def.:</i> “Of, relating to, involving, or representing different cultures: an intercultural marriage; intercultural exchange in the arts.” (The American Heritage® Dictionary of the English Language, Fourth Edition copyright ©2000 by Houghton Mifflin Company. http://www.thefreedictionary.com/intercultural ; October 7, 2008)	<i>Def.:</i> „in (oder von) unterschiedlichen Ländern oder Kulturkreisen“ (Wirt.lex.24, <i>interkulturell</i> 07.10.08)
<i>Syn.:</i> cross-cultural, cultural	<i>Syn.:</i> transkulturell, cross-cultural
<i>Con.:</i> “Cross cultural training tends to focus on particular behaviours or attributes of specific cultures, often resulting in some sort of comparison... Intercultural training tends to focus on social interaction between people from different cultures. However, the distinction between both is often blurred in practice.” (http://www.iccglobaltraining.com.au/html/faqs.htm , October 7, 2008)	<i>Con.:</i> „Von den Unternehmen werde das jedoch nicht berücksichtigt, obwohl interkulturelle Probleme der zweithäufigste Grund für das Scheitern eines Auslandseinsatzes sind.“ (Schwert. S. 14-15) „Daher verwundert es nicht, dass interkulturelle Aspekte, Integrationsschwierigkeiten und Management-Unterschiede die Spitzenposition auf der Liste der Problembereiche einnehmen.“ (Meinhold, S. 16)
See: <i>culture, cultural, cultural training</i>	

EN intercultural competence <i>n.</i>	DE interkulturelle Kompetenz <i>n.</i>
<p><i>Def.:</i> “Intercultural competence is the ability of successful communication with people of other cultures... The basis for successful intercultural communication are emotional competence, together with intercultural sensitivity.” http://www.cicb.net/English/english.html, September 27, 2008)</p>	<p><i>Def.:</i> „Interkulturelle Kompetenz ist die Fähigkeit, mit anderen Menschen erfolgreich zu kommunizieren. Die Basis für erfolgreiche interkulturelle Kommunikation ist emotionale Kompetenz und interkulturelle Sensibilität.“ http://www.cicb.net/Deutsch/deutsch.html, 27.09.08)</p>
<p><i>Syn.:</i> cross-cultural competence, cultural competence</p>	<p><i>Syn.:</i> kulturelle Kompetenz</p>
<p><i>Con.:</i> “Although its importance is more and more recognized, only few companies and organisations assess intercultural competence in a specific and structured way. Social skills are part of every assessment, but intercultural competence is mostly judged by an assessor concerning his or her subjective impression.” http://www.cicb.net/English/english.html, September 27, 2008)</p>	<p><i>Con.:</i> „Interkulturelle Kompetenz wird in den wenigsten Unternehmen (auch weltweit operierenden Konzernen) bei Bewerbungen, Auslandsentsätzen oder bevorstehenden Verhandlungen gezielt und strukturiert geprüft. In Kaderselektionsverfahren wie beispielsweise Assessments kommen die sozialen Fähigkeiten im allgemeinen ausführlich zur Sprache; interkulturelle Kompetenz wird jedoch meist nur am Rande oder nach subjektiver Beurteilung der Assessoren beurteilt.“ http://www.cicb.net/Deutsch/deutsch.html, 12.10.08)</p>
<p><i>Note:</i> “Cross-cultural competence has traditionally focused on personality traits considered highly desirable. These include: empathy: this includes emotional intelligence respect: the ability to value difference interest in local culture background language skills, having lived abroad before tolerance (or perhaps “tolerance for ambiguity”) flexibility: does the assignee see the big picture or lives by the rules of her/his letter of assignment initiative: achievement-oriented and independent attitude: open mindedness to be exposed to other cultures, race and religion sociability positive self-image team spirit: perhaps the most important, being able to work with and fit in the culture of the local team” (VdB 1)</p>	<p><i>Anm.:</i> „Interkulturelle Kompetenz: Mitarbeiter, die erfolgreich im Ausland arbeiten wollen, benötigen die Bereitschaft, offen interkulturellen Kontakten zu begegnen (Bröckermann 2003, S. 168). Wichtig ist die Fähigkeit des Perspektivenwechsels, um mögliche Wirkungen des eigenen Verhaltens auf Gesprächspartner, Kollegen und Kunden mit anderem kulturellen Hintergrundeinschätzen zu können (Hofstede 2003) und sich zu vergegenwärtigen, dass das eigene Verhalten unter Umständen in einem fremden Kulturkreis missverstanden werden kann. Mitarbeiter benötigen daher ein Grundwissen über Gepflogenheiten im Zielland. Hierzu zählen: Führungsstile, Kommunikationsformen, Tabuthemen – die ganz erheblich abweichen können von denen in der Heimatgesellschaft – oder Verhandlungsstile (Hentze/Kammel 2001, S. 502 f.). Vor diesem Anforderungshintergrund können entweder interne oder externe Personalentwicklungsmaßnahmen in Form von Trainings oder Seminaren genutzt werden.“ (Wegerich, S.504, 5.3.2)</p>
<p><i>See:</i> <i>competence, culture, cultural, cross-cultural, intercultural</i></p>	

EN international baccalaureate (IB) n.	DE International Baccalaureate (IB) n.
<p><i>Def.:</i> “a standardized, internationally-recognized diploma. The IB degree, which is awarded in addition to a regular high school diploma, is based on a curriculum developed by the International Baccalaureate Organization, an educational foundation with headquarters in Geneva, Switzerland.” (Boyd)</p>	<p><i>Def.:</i> “Schulabschlussexamen..., das unter exakt gleichen Bedingungen in allen Ländern abgelegt und weltweit als Hochschulgang anerkannt wird“ (http://www.salemcollege.de/akademisches/ib-11th12th.html; 07.10.08)</p>
<p><i>Con.:</i> “Since the mid-1970s, however, students in secondary schools both abroad and in the United States have had the option of completing high school with a standardized, internationally-recognized diploma, the International Baccalaureate. To qualify for an IB degree, students must complete at least one class from each of six subject areas...” (Boyd)</p> <p>“Advocates also point out that the IB program is especially well suited for global nomads and third culture kids, because it helps them create a shared identity with a worldwide community of other IB students.” (Boyd)</p>	<p><i>Con.:</i> „In enger Zusammenarbeit internationaler Schulen mit der UNESCO wurde 1962 das International Baccalaureate (IB) als Schulabschlussexamen entwickelt...“ (http://www.salemcollege.de/akademisches/ib-11th12th.html; 07.10.08)</p>

EN international cadre n.	DE International Cadre n.
<p><i>Def.:</i> “The term given to expatriates who will complete several consecutive international assignments as part of their career with the company.” (Relo.net.) (Globalist): “A globalist is a truly international employee, usually very senior in grade, who is expected to work in any country. The remuneration package is driven more by the seniority of the position rather than the home and host country conditions of employment.” (Relo.net.)</p>	<p><i>Def.:</i> ““Mitarbeiter, die in aufeinander folgenden Entsendungen weltweit oder auch in einer Region mit internationalen und/oder lokalen Verträgen jeweils über eine unterschiedliche Dauer eingesetzt werden. Sie werden auch Global Nomads genannt...Globally Mobile Employees, die zumeist aufgrund ihrer spezifischen Qualifikationen in mehreren Assignments eingesetzt werden.“ (LKW, S. 25)</p>
<p><i>Syn.:</i> global cadre, career expatriates, highly mobile employees, global expatriates, global nomads, glopats</p>	<p><i>Syn.:</i> Highly Mobile Employees, Global Expatriates, Global Nomads, Glopats</p>
<p><i>Con.:</i> “In particular, it focuses on the reward and recognition considerations applicable to a global cadre of senior employees.” (BBS, p.25)</p> <p>“This demand frequently leads to the emergence of an international cadre for temporary and permanent expatriate assignments and the subsequent localization</p>	<p><i>Con.:</i> „Bei Highly Mobile Employees, die – hauptsächlich in globalen, grenzüberschreitenden Organisationen – als „Global Nomads“ oder „International Cadre“ in Top Management oder Spezialisten-Positionen den größten Teil ihres Berufslebens von Entsendung zu Entsendung oder Einsatz zu Einsatz gehen, greift die klassische Peergroup Betrachtung nicht, da ein entsprechender</p>

of expatriates, thus adding to the ranks of local-national employees.” (Coleman)	Heimat- oder Gastlandbezug nicht gegeben ist.“ (LKW, S. 29) „Multinationale Unternehmen, die sich weiter globalisieren, entwickeln sogenannte International Cadre .“ (LKW, S.101)
<i>See: highly mobile employees, global nomad</i>	

EN international commuting <i>n.</i>	DE internationales Pendlertum <i>n.</i>
<i>Def.:</i> “employee commutes from their home country to a place of work in another country on a weekly or bi-weekly basis, the family remaining in the home country” (VdB 8)	<i>Def.:</i> „Die Heimatlandbindung des Mitarbeiters bleiben vollständig bestehen, d.h. er gibt seine Wohnung nicht auf, seine Familien bleibt zu Hause. Der Mitarbeiter ist entweder die gesamte Arbeitswoche an seinem Einsatzort oder in einem Rhythmus von Montag bis Donnerstag oder Dienstag bis Freitag, sodass er in diesen Fällen mindestens einen, wenn nicht sogar zwei Tage, zu Hause oder an seinem Arbeitsplatz im Heimatunternehmen tätig ist.“ (LKW, S. 33)
<i>Syn.:</i> commuter assignment, (in Europe) Eurocommuting	<i>Syn.:</i> Pendlereinsatz, (innerhalb Europas) Eurocommuting, Pendlerarrangement
<i>Con.:</i> “Short-term assignments and international commuting are increasingly being used to overcome mobility barriers caused by dual career problems, children’s education and repatriation issues.” (Weston)	<i>Con.:</i> „Dieser Abschnitt beschreibt kurz drei Arten der Entsendung ins Ausland, nämlich, gereiht nach der Intensität des Erlebnisses, internationales Pendlertum – auch „Euro-Commuting“ genannt –sowie kurz- und langfristige Aufenthalte.“ (Haslberger, S. 694) „Ein Pendlerarrangement lässt sich schnell und flexibel einrichten.“ (Haslberger, S. 695)
<i>See: commuter assignment, commuter expat</i>	

EN international compensation <i>n.</i>	DE Internationale Vergütung <i>n.</i>
<i>Def.:</i> “Compensation, cash benefits and perquisites received by international personnel on assignment that differ from domestic standards.” (ASN E)	<i>Def.:</i> „Vergütungen, Zusatzleistungen, Entschädigungen, Prämien usw., die an international tätiges Personal im Entsendungsland oder generell im Ausland ausgerichtet werden; diese Zahlungen und die Strukturen internationaler Vergütung unterscheiden sich vom Vergütungsstandard im Heimatland“ (ASN D)
<i>Syn.:</i> international pay, expatriate compensation, expat compensation, international pay structure	<i>Syn.:</i> internationale Vergütungsstruktur
<i>Con.:</i> “The design and construction of compensation systems has always been a key HR responsibility, but in today’s increasingly globalized business environment, managers handling international compensation face a	<i>Con.:</i> „Kern jeder Betrachtung der Anpassung der Methoden internationaler Vergütung ist die Anwendung von Gastlandvergütung und/oder mehrstufiger Vergütungssysteme innerhalb eines Unternehmens, die Thematik

<p>particularly complex challenge.” (ASN 2E)</p> <p>“For many international organizations, international human resource management means expatriate management, and that, in turn, means managing expatriate compensation (Reynolds, 1997).” (BBS, p.10)</p>	<p>der Vergütungsvergleichbarkeit, die Möglichkeit im Global Talent Management und die wachsende Komplexität von Entsendungsparametern.“ (ORC 38)</p> <p>„Gehalt im Heimatland + Zulagen = internationale Vergütung? Die gesamte Vergütung besteht in der Regel aus:</p> <ul style="list-style-type: none"> • Grundgehalt • (variablen) Leistungszulagen • finanziellen Anreizen • Sachleistungen • Vorsorge- und Versicherungsbeiträgen • anderen Sonderzahlungen, wie Einstellungsboni usw.” (ASN 2D)
<i>Related terms:</i>	
international compensation structures	internationale Vergütungsstrukturen
international compensation systems	international Vergütungssysteme
international pay structures	internationale Gehaltsstrukturen

EN international human resource management (IHRM) n.	DE Internationales Personalmanagement (IPM) n.
<i>Def.:</i> “It is not easy to provide a precise definition of international human resource management (IHRM). What an HR manager does in a multinational corporation varies from firm to firm. It also depends on whether the manager is located in a global corporation’s headquarters or onsite in a foreign subsidiary. Broadly defined, international human resource management (IHRM) is the process of procuring, allocating, and effectively utilising human resources in a multinational corporation.” (FSS, 1.1-7)	<i>Def.:</i> „Internationales Personalmanagement (IPM) umfasst alle Tätigkeiten im Bereich der Personalbeschaffung, Personalerhaltung, Personalentwicklung und Vergütung in international tätigen, multinationalen und globalen Unternehmen (vgl. Kumar, in Kumar & Wagner, 1998, S.2) und beinhaltet die Entwicklung und Umsetzung sowohl der Personalpolitik als auch der Personalstrategie.“ (LKW, S. 15)
<i>Con.:</i> “For many international organizations, international human resource management means expatriate management, and that, in turn, means managing expatriate compensation (Reynolds, 1997).” (BBS, p.10)	<i>Con.:</i> “ Das internationale Personalmanagement setzt sich mit diesen Herausforderungen auseinander, und dabei vor allem mit den Gegensätzen Integration und Differenzierung.“ (LKW, S. 15)
<i>See: human resources</i>	

EN international mobility n.	DE internationale Mobilität n.
<i>Def.:</i> (i.s.) “The framework and processes for international employment, transfers and assignments used by an international	<i>Def.:</i> (i.s.) „Internationale Personalbewegungen und Prozesse, die durch Rekrutierung, Entsendung, Transfer, Einsatz usw, bei

organization.” (ASN E)	multinationalen Unernehmen entstehen.“ (ASN, D)
Syn.: global mobility, international workforce mobility, global employee mobility	Syn.: Arbeitnehmermobilität, die internationale Mobilität von Arbeitskräften
<i>Con.:</i> “Barriers to employment for non-citizens are one of the chief obstacles to international mobility , and as long as national authorities pursue this policy (in effect, placing a protectionist tariff on the importation of workers), companies will have to come up with strategies to enhance the attractiveness of international assignments...” (GMAC 2007, p. 7)	<i>Con.:</i> „Häufig ist den Unternehmen nicht bekannt, dass in einigen Gastländern Subventionen beantragt werden können für die internationale Mobilität von Mitarbeitern.“ (Meinhold, S. 17)

EN Internationalization (US) n. Internationalisation (GB)	DE Internationalisierung n.
<i>Def.:</i> nominal form of: to “internationalize: to make international” (MW p.611)	<i>Def.:</i> „das Internationalisieren: international machen“ (Duden, S. 774)
Syn.: globalization (US), globalisation (GB)	Syn.: Globalisierung
<i>Con.:</i> “The increasing internationalization of business through the establishment of international subsidiaries, joint ventures, and strategic alliances, has resulted in increasing numbers of people working part of their working career abroad (Gregersen, Morrison, & Black, 1998).” (BBS, p.3)	<i>Con.:</i> „Allgemeine Wegbereiter der Globalisierung und Internationalisierung wie der globale Wettbewerb, die Zunahme von Mergers und Acquisitions....haben Auswirkungen auf das Internationale Personalmanagement.“ (LKW, S. 17, Z.4) „Internationalisierung ist jedoch oft von einer ethnozentrischen Perspektive geprägt.“ (Haslberger, S. 693)
<i>Note:</i> “Some authors prefer the term internationalization rather than globalization. In internationalization, the role of the state and the importance of nations are greater, while globalization in its complete form eliminates nation states.... Globalization/internationalization has become identified with a number of trends, most of which may have developed since World War II...”	<i>“These include greater international movement of commodities, money, information, and people; and the development of technology, organizations, legal systems, and infrastructures to allow this movement”.</i> (http://en.allexperts.com/e/g/gl/globalization ; Retrieved on September 27, 2008)

EN joint venture (JV) n.	DE Joint Venture n.
<i>Def.:</i> “New firm formed to achieve specific objectives of a partnership like temporary arrangement between two or more firms. JVs are advantageous as a risk reducing mechanism in new-market penetration, and in pooling of resource for large projects. They, however, present unique problems in equity	<i>Def.:</i> „...Zusammenschluss von selbstständigen Unternehmen zum Zweck der gemeinsamen Durchführung von Projekten, z.B. weil sie von einem Unternehmen allein nicht realisiert werden könnten.“ (HWL, S. 197) „grenzüberschreitende, auf Kapitalbeteiligung

ownership, operational control, and distribution of profits (or losses). Research indicates that two out of five JV arrangements last less than four years, and are dissolved in acrimony.” (BD, joint venture)	beruhende, vertraglich festgelegte dauerhafte Zusammenarbeit zwischen zwei oder mehr Partnern, von denen mindestens einer seinen Sitz im Gründungsland des Joint Ventures hat,, (IATE, 23.08.08, Def. Ref. : Vahlen, Großes Wirtschaftslexikon)
<p>Con.: “The increasing internationalization of business through the establishment of international subsidiaries, joint ventures, and strategic alliances, has resulted in increasing numbers of people working part of their working career abroad (Gregersen, Morrison, & Black, 1998).” (BBS, p.3)</p> <p>“There is growing evidence that the effective management of expatriate managers is a critical factor determining the success or failure of some of the newer arrangements [international joint ventures (IJVs) etc.] in internationalization (Shenkar & Zeira, 1987; Pucik, 1988; Cyr & Schneider, 1996).” (BBS, p.6)</p>	<p>Con.: „Auch mit geringer internationaler Erfahrung gründen KMU Tochtergesellschaften in ihnen unbekanntem Märkten oder gehen Joint Venture ein... Unternehmen nutzen diese Assignments, um auf neuen und alten Märkten Fuß zu fassen, in weltweite Informationsnetzwerke einzusteigen, Know-how zu transferieren, internationale Alliances und Joint Venture zu managen und Führungsfähigkeiten für den internationalen Kontext zu entwickeln.“ (LKW, S. 19)</p>
<i>Related Term:</i>	
international joint venture (IJV)	internationales Joint Venture
<i>See: strategic alliance</i>	

EN local national n.	DE lokaler Mitarbeiter n.
<p>Def.: “An employee working for a company under domestic employment terms and conditions.”(ASN/E)</p> <p>“an employee hired in his own country to work in same country” (RRI, GTIA, p.10)</p>	<p>Def.: „Ein Mitarbeiter, der in einem Land ein lokales, inländisches Arbeitsverhältnis mit einer dort domizilierten Gesellschaft hat bzw. den Arbeitsbedingungen in diesem Land untersteht“ (ASN/D)</p> <p>(Mitarbeiter) „...die aus dem Land kommen, in dem das Unternehmen seine Niederlassung gründet...“ (LKW, S. 25)</p>
<i>Syn.: local employee, host-country national (HCN), national, host-country employee</i>	<i>Syn.: Host Country National (HCN) Lokalbeschäftigter, lokal Beschäftigter, Gastlandsangehöriger, Local National</i>
<p>Con.: “An expatriate is almost without exception more expensive than a local national,” says Alan Graf, executive vice president and CFO of parent company FDX Corp. “For both cost and management reasons, we want our expatriates to develop local nationals and eliminate expat assignments wherever possible.” (VdB 7)</p> <p>“Interestingly, the failure to have expatriates replaced by a host country national was rated as the least important factor.” (VdB 13)</p>	<p>Con.: „Auch werden Formen der Entsendung lokaler Mitarbeiter von Auslandsgesellschaften in das Stammhaus in der Unternehmenspraxis häufiger umgesetzt.“ (Wegerich, S.495)</p> <p>„Allmählich tauchen jedoch Fragen der Fairness der Regelungen für Entsandte gegenüber denen für die Lokalbeschäftigten auf.“ (Haslberger, S. 693)</p> <p>„Eine entscheidende Rolle kommt dabei dem Key Local National Employee zu. Dies ist ein</p>

	lokaler Mitarbeiter mit Schlüsselqualifikationen für das Unternehmen.“ (LKW, S. 26) „So haben alle Mitarbeitergruppen (PCNs, HCNs, und TCNs) die Chance, Schlüsselpositionen im Stammhaus einzunehmen.“ (F&M, S.332)
See: <i>host country</i>	

EN localization (US) n.	DE Lokalisierung n.
Def.: (i.s.) “Switching an expatriate on to host country local terms and conditions after he/she has been on expatriate terms and conditions for a period of time.” (Relo.net.) (sometimes also) “replacing expatriates with local national employees” (RRI, GTIA, p. 10) (2. The linguistic and cultural adaptation of digital content to the requirements of a foreign market and the provision of services and technologies for the management of multilingualism across the digital global information flow; http://www.localisation.ie/resources/Glossary.htm ; October 3, 2008)	Def.: (i.s.) “Permanenter Transfer/Lokalisierung: Beim permanenten Transfer oder Übertritt wird der Mitarbeiter auf Dauer in ein anderes Land transferiert. Er beendet sein Arbeitsverhältnis mit dem Heimatunternehmen und begründet ein Vertragsverhältnis mit der Auslandsgesellschaft.“ (LKW, S. 33) (2. in der Wirtschaft die Anpassung eines international vertriebenen Produktes, seines Designs oder seiner Dokumentation an lokale Gegebenheiten einzelner Absatzgebiete, siehe Regionalisierung (Wirtschaft) (http://de.wikipedia.org/wiki/Lokalisierung ; 27.09.08)
Syn.: localisation (GB)	Syn.: permanenter Transfer, Übertritt
Con.: “Since the 2003/4 GRTS report, there has been an increase in reliance on localization as a way to reduce expense, and the practice of localization has risen (in rank) from fifth position to second position.” (GMAC, 2008)	Con.: „Wenn eine solche Lokalisierung durchgeführt wird, ist dieses in der Regel nach einer Entsendungsperiode von fünf bis sechs Jahren der Fall... Von Lokalisierung wird aber auch dann gesprochen, wenn der Mitarbeiter in einer ausländischen Tochtergesellschaft seines Heimatland-Unternehmens von Beginn an zu lokalen Bedingungen beschäftigt wird und diese Tätigkeit zeitlich begrenzt ist.“ (LKW, S. 33)
See: <i>permanent transfer</i>	

EN to localize v.	DE lokalisieren v.
Def.: “Switching an expatriate on to host country local terms and conditions” (relo.net, October 10, 2008)	Def.: „Auslandsmitarbeiter zu lokalen Bedingungen einzustellen“ (Schwert., S 12)
Con.: “Among companies that relied upon localization, 20% localized immediately, and 31% localized over a period of 5 years or more.” (GMAC 2007, p.12)	Con.: „Bei der Lokalisierung als Folge einer Auslandsentsendung ist der Mitarbeiter seit einigen Jahren im Einsatzland und das Unternehmen will ihn dort lokalisieren , d.h. nach Beendigung des Entsendungsvertrages lokal anstellen.“ (LKW, S. 97)

<i>See: localization, permanent transfer, local national</i>	
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EN long-term assignment <i>n.</i>	DE langfristiger Einsatz <i>n.</i>
<i>Def.:</i> „an employment assignment outside of the home country for a duration of more than one year but less than five years“ (<i>RRI, GTIA, p.10</i>); (traditional and still most common form of international assignment)	<i>Def.:</i> „in der Regel bis zu fünf Jahren... sind nach wie vor die am häufigsten durchgeführten Entsendungen...die Familie begleitet den Mitarbeiter, wenn es ihrer eigenen Planung entspricht...“, (<i>LKW, S. 32</i>)
<i>Syn.:</i>	<i>Syn.:</i> Long-Term Einsatz, Versetzung, langfristige (Auslands-)Entsendung, Langzeitentsendung, Langzeitaufenthalt, langfristiger Auslandsaufenthalt
<i>Con.:</i> “55% of companies were seeking alternatives to long-term assignments – close to the historical average of 57%. The chief reason was cost, cited by 70% of respondents.” (<i>GMAC 2007, p.12</i>)	<i>Con.:</i> „Diese langfristigen Einsätze , die in der Regel bis zu fünf Jahren dauern, sind nach wie vor die am häufigsten durchgeführten Entsendungen.“ (<i>LKW, S. 32</i>) „In der Vergangenheit waren Langzeitentsendungen die Norm...“ (<i>Haslberger, S. 696</i>)
<i>See: assignment</i>	

EN low context	DE low context
<i>Def.:</i> “The general terms "high context" and "low context" (popularized by Edward Hall) are used to describe broad-brush cultural differences between societies... Low context refers to societies where people tend to have many connections but of shorter duration or for some specific reason. In these societies, cultural behavior and beliefs may need to be spelled out explicitly so that those coming into the cultural environment know how to behave... While these terms are sometimes useful in describing some aspects of a culture, one can never say a culture is "high" or "low" because societies all contain both modes. "High" and "low" are therefore less relevant as a description of a whole people, and more useful to describe and understand particular situations and environments.” (http://www.culture-at-work.com/highlow.html ; <i>September 30, 2008</i>)	<i>Def.:</i> „Hall (1981, S.85 ff.) unterscheidet in seinem Konzept der Kontextorientierung zwischen „high-context“ und „low-context“-Kulturen. In High-Context-Kulturen ist nur ein sehr geringer Teil an Informationen in der explizit formulierten Botschaft enthalten, sondern vor allem im Kontext der Kommunikation verborgen. In Low-Context-Kulturen enthalten Botschaften dagegen ein hohes Ausmaß an unmittelbaren Informationen, d.h. die Botschaft wird direkt und unmittelbar sprachlich geäußert.“ (<i>GHS, S. 50</i>)
<i>Con.:</i> “Also, even low context cultures can be difficult to learn: religious dietary laws, medical training, written language all take years to understand. The point is that that information has been made conscious,	<i>Con.:</i> „Für einen einer Low-Kontext-Kultur wie Deutschland entstammenden virtuellen Auslandsentsandten bedeutet dies, dass das zu erwartende Potenzial für Missverständnisse und Konflikte umso größer ist, je größer die

systematic, and available to those who have the resources to learn it.” (http://www.culture-at-work.com/highlow.html ; September 30, 2008)	Kontextorientierung der Zielkultur seiner Entsendung ist.“ (GHS, S. 54)
<i>See: high context, contextual loss, contextual noise, explicit knowledge, implicit knowledge</i>	

EN lump sum <i>n./adj.</i>	DE Pauschale <i>n.</i> , pauschal <i>adj.</i>
<i>Def.: (i.s.)</i> “Payment to an expatriate of a flat amount designed to provide for all costs such as housing, school fees, etc.” (ASN E)	<i>Def.:</i> „Geldbetrag, durch den eine Leistung, die sich aus verschiedenen einzelnen Posten zusammensetzt, ohne Spezifizierung (nach ihrem Durchschnittswert) abgegolten wird“ (Duden, S. 1129)
<i>Syn.:</i> lump sum payment, one-time payment	<i>Syn.:</i> Pauschalzahlung, Pauschalbetrag einmalige Zusatzzahlung
<i>Con.:</i> “Increasingly, companies are exploring the use of lump sums to cover some of these costs. Provided the lump sum includes an adequate estimate of anticipated expenses, employees will benefit from increased flexibility.” (RRI, GBP, p.6)	<i>Con.:</i> „Wie sind Zulagen auszurichten? Als Gehalt, als Sachleistung oder als Pauschale ?“ (ASN, ASN 2D)
<i>See: allowances</i>	

EN manager <i>n.</i>	DE Manager <i>n.</i>
<i>Def.:</i> “An individual who is in charge of a certain group of tasks, or a certain subset of a company. A manager often has a staff of people who report to him or her.” (BD, <i>manager</i>)	<i>Def.:</i> „mit weitgehender Verfügungsgewalt u. Entscheidungsbefugnis ausgestattete, leitende Persönlichkeit eines Großunternehmens“ (Duden, S. 983)
<i>Syn.:</i> (high level manager) executive, head	<i>Syn.:</i> Führungskraft. Leiter, leitender Angestellter
<i>Con.:</i> “Many companies have a shortage of such international managers , and it has been estimated that there will be even intensified competition for competent top management talent to foreign operations” (BBS, p. 14)	<i>Con.:</i> „Statt sich dauerhaft im Ausland niederzulassen, erledigen immer mehr Manager ihre internationalen Aufgaben vom Heimatland aus, sei es per Internet oder mit regelmäßigen, längeren Dienstreisen.“ (Schwert., S.11)
<i>Related terms:</i>	
departmental manager	Abteilungsleiter
immediate manager/supervisor	unmittelbarer Vorgesetzter
line manager	Linienmanager
<i>See: executive</i>	

EN mentor <i>n.</i>	DE Mentor <i>n.</i>
<i>Def.:</i> “... a senior or more experienced individual... assigned to act as an advisor,	<i>Def.:</i> „Manager aus dem Unternehmen, der mit der Erfahrung langjähriger

counselor, or guide... The mentor is responsible for providing support to, and feedback on, the individual in his or her charge.” (BD, mentoring)	Unternehmenszugehörigkeit den Entsandten als Expert beratend zur Seite steht und insbesondere auch in der Wiedereingliederungsphase im Stammhaus Kontakte knüpfen kann. Eine entscheidende Rolle können hier auch Personalleiter des Stammhauses als Berater für die Potenzialträger im Unternehmen übernehmen, die somit einen Auslandseinsatz aktiv begleiten.“ (Wegerich, S. 499, 4.3)
Syn.: buddy	Syn.: Ansprechpartner, Kontaktperson
Con.: “Once the selection process has been completed, ensuring that the expatriate assignment fits in with the employee's overall career plan, providing mentors and opportunities for employees to develop new skills all contribute greatly to expatriate satisfaction.” (VdB 4)	Con.: „Bei der Planung seiner Rückkehr half ihm nicht nur ein hausinterner Mentor, den das Unternehmen jedem Expat zur Seite stellt. Zusätzlich gibt es bei Bosch Seminare, die Rückkehrern samt Partnern den Wiedereinstieg in Deutschland erleichtern sollen – damit der Kulturschock im Ländle nicht allzu groß ist.“ (http://www.karriere.de/beruf/expats-der-schwierige-weg-zurueck-6999/); 29.09.08)

EN mentoring n.	DE Mentoring n.
Def.: „Employee training system under which a senior or more experienced individual (the mentor) is assigned to act as an advisor, counselor, or guide to a junior or trainee. The mentor is responsible for providing support to, and feedback on, the individual in his or her charge.” (BD, mentoring)	Def.: „...Personalentwicklungskonzept... Darunter versteht man den Einsatz von Managern aus dem Unternehmen, die mit der Erfahrung ihrer langjährigen Unternehmenszugehörigkeit den Entsandten als Experten beratend zur Seite stehen und insbesondere auch in der Wiedereingliederungsphase im Stammhaus Kontakte knüpfen können. Eine entscheidende Rolle können hier auch Personalleiter des Stammhauses als Berater für die Potenzialträger im Unternehmen übernehmen, die somit einen Auslandseinsatz aktiv begleiten.“ (Wegerich, S. 499, 4.3)
Syn.: mentoring system, mentoring program, buddy-mentor program, buddy system	Syn.: Mentorenschaft, Mentorsystem
Con.: “Unofficial estimates of overseas assignment failure rates are 30–40%, with frequently-cited reasons being insufficient preparation of the assigned executive and family members, lack of family support, little or no support for the career-oriented spouse, and expat career anxieties such as lack of return guarantees and active mentoring systems.” (VdB 9)	Con.: „Ein letztes von den Befragten genanntes Problem der Führung auf Distanz ist das Mentoring von geografisch entfernten Mitarbeitern. Auf der Organisationsebene können durch Mentoring von Mitarbeitern beispielsweise eine bessere Einschätzung und Beurteilung individueller Leistungen erreicht und neue, viel versprechende Talente besser entdeckt und gefördert werden. Dem Mentor

<p>“This buddy-mentor system provides them with an informal support network so they don’t have to bring potentially embarrassing situations to the attention of HR and can solve them unofficially, instead.” (VdB 6)</p>	<p>wird unter anderem die Möglichkeit gegeben, seine Führungs- und Kommunikationsfähigkeiten auszubauen, während der Protégé wiederum vom Wissen, den Fähigkeiten und den Netzwerken seines Mentors profitiert...“ (GHS, S. 60) „Um dem entgegen zu wirken, lässt sich das Personalentwicklungsinstrument einer organisierten Mentorenschaft erfolgreich einsetzen.“ (Wegerich, S. 505, 5.3.3)</p>
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EN merger n.	DE Fusion n.
<p>Def.: “Voluntary amalgamation of two firms on roughly equal terms into one new legal entity. Mergers are effected by exchange of the pre-merger stock (shares) for the stock of the new firm. Owners of each pre-merger firm continue as owners, and the resources of the merging entities are pooled for the benefit of the new entity. If the merged entities were competitors, the merger is called horizontal integration, if they were supplier or customer of one another, it is called vertical integration.” (BD, merger)</p>	<p>Def.: „"Verschmelzung": Vereinigung v. zwei od. mehreren selbständigen Unternehmen zu einer rechtl. u. wirtschaftl. Einheit; erfolgt als "V. durch Aufnahme" oder "V. durch Gründung e. neuen Gesellschaft“ (IATE-- VO 2157/2001, Abschn.2 (Gründung einer SE durch Verschmelzung; s.a. Gabler Wirtschaftslexikon, Stichw. "Verschmelzung" ---23.09.08)</p>
<p>Syn.: amalgamation</p>	<p>Syn.: Zusammenschluss, Merger</p>
<p>Con.: “"Far too few companies even begin to consider the effects on staff or the human implications of a merger", adds Dr. Marx....The failure rate of many international mergers may be the direct result of a culture shock that is similar to the shock executives experience when they are posted abroad for the first time - a feeling of foreignness, otherness or the unfamiliar...” (VdB 3)</p>	<p>Con.: „Karstadt und Kaufhof planen Fusion von...-Kaufhof und Karstadt sollen unter dem Dach des Essener Einzelhandels- und Touristikkonzerns Arcandor vereinigt werden. Der Zusammenschluss brächte Einsparungen von bis zu 400 Millionen Euro...“ http://www.handelsblatt.com/unternehmen/handel-dienstleister/karstadt-und-kaufhof-planen-fusion;1345689; 27.09.08 „Allgemeine Wegbereiter der Globalisierung und Internationalisierung wie der globale Wettbewerb, die Zunahme von Mergers und Acquisitions...haben Auswirkungen auf das Internationale Personalmanagement.“ (LKW, S. 17, Z.4)</p>
<p>Related terms:</p>	
<p>M&A (abbr., mergers and acquisitions)</p>	<p>Fusionen und Übernahmen</p>
<p>See: <i>acquisition</i></p>	

EN mobility n.	DE Mobilität n.
<p>Def.: (gen. bus.) “Extent to which the workers are able or willing to move between different jobs, occupations, and geographical areas. It</p>	<p>Def.: „Beweglichkeit (in Bezug auf den Beruf, die soziale Stellung, den Wohnsitz)“ (Duden, S. 1028)</p>

<p>is called horizontal mobility if it does not result in a change in the worker's grading or status, and vertical mobility if it does. Skilled workers have low occupational mobility but high geographical mobility; low-skilled or unskilled workers have high degrees of both types of mobility. Low labor-mobility causes structural unemployment, and governments try to avoid it by worker retraining schemes and by encouraging establishment of new industries in the affected areas.” (BD, <i>mobility-of-labor</i>)</p>	
<p>Syn.: employee mobility, global mobility, international mobility, mobility of labor, workforce mobility</p>	<p>Syn.: internationale Mobilität, Arbeitnehmermobilität, Arbeitsmobilität Arbeitskraftmobilität, Mitarbeitermobilität</p>
<p><i>Con.:</i> “If anyone were to state that the practice of expatriation is on a downward trend, they would be ignoring the significant statistics reminding us that international mobility is anything but an outdated programme.” (McNulty) “In these organizations, employee mobility and global experience play an important role in workforce planning and career development.” (Cryne, p.15)</p>	<p><i>Con.:</i> „Häufig ist den Unternehmen nicht bekannt, dass in einigen Gastländern Subventionen beantragt werden können für die internationale Mobilität von Mitarbeitern.“ (Meinhold, S.17) „Im Zuge der Internationalisierung und Globalisierung fordern immer mehr Unternehmen von ihren Mitarbeitern weltweite Mobilität.“ (LKW, S. 52)</p>
<p><i>See: mobile workforce, mobility premium, mobility industry</i></p>	

<p>EN monochronic adj.</p>	<p>DE monochron adj.</p>
<p><i>Def.:</i> “According to sociologist Edward Hall, the world is divided into monochronic and polychronic cultures. (In) monochronic (cultures) time (is seen) as a measurable, quantifiable entity, something with real weight and value... The strongest characteristic of monochronic people is that they do one thing at a time, and hate to be interrupted. Monochronic people are not so interested in relationships, but rather in goals, tasks and results.” (VdB 12)</p>	<p><i>Def.:</i> „Eines der meist zitierten Zeitkonzepte ist das Konzept der monochronen (M-time) und polychronen (P-time) Zeitorientierung von Hall. Er unterscheidet die beiden Zeitauffassungen wie folgt: „M-time emphasizes schedules, segmentation, and promptness. P-time systems are characterized by several things happening at once.” (GHS, S. 55)</p>
<p><i>Con.:</i> “For the Dutchman, who is both task-oriented and monochronic, time is money and appointments are strictly scheduled and enforced. Directness is also highly valued in Dutch business, and it is not appropriate to show too much personal interest in one’s business acquaintances.” (VdB 10)</p>	<p><i>Con.:</i> „Für einen Angehörigen einer monochronen Kultur bedeutet ein Termin einen festen Zeitpunkt für eine Tätigkeit, wie etwa eine Besprechung oder eine Konferenz, den es einzuhalten gilt...Für einen in einer monochron orientierten Umwelt lokalisierten virtuellen Auslandsentsandten besteht überdies die Notwendigkeit, seine Terminplanung in gewissem Umfang auch mit seinem Umfeld</p>

	abzustimmen.“ (GHS, S. 55)
<i>See: polychronic, chronemics</i>	

EN multicultural adj.	DE multikulturell adj.
<i>Def.: “of, relating to, selecting, or adapted to diverse cultures” (MW, p.764)</i>	<i>Def.: “mehrere Kulturen, Angehörige mehrerer Kulturkreise umfassend, aufweisend“ (Duden, S.1041)</i>
<i>Con.: “An increasingly young, multicultural and diverse workforce brings an important new phase to expatriate assignments, termed the pre-decision phase.” (VdB 13)</i>	<i>Con.: „In den so genannten westlichen Staaten in und außerhalb Europas sind Einwanderung und mehr und mehr multikulturelle Bevölkerungsstrukturen mittlerweile die Norm.“ (http://www.ikk.lmu.de/tagung/abstracts.pdf, 12.10.08)</i>
<i>See: diversity</i>	

EN multinational company (MNC) n.	DE multinationales Unternehmen n.
<i>Def.: “Enterprise operating in several countries but managed from one (home) country. Generally, any firm or group that derives a quarter of its revenue from operations outside of its home country is considered a MNC, and may fall into one of the four categories: (1) multinational, decentralized firm with strong home country presence, (2) global, centralized firm that acquires cost advantage through centralized production wherever cheaper resources are available, (3) international, firm that builds on the parent firm's technology or R&D, or (4) transnational, firm that combines the previous three approaches. According to UN data, some 35,000 firms have direct investment in foreign countries, and the largest 100 of them control about 40 percent of world trade.” (BD, <i>multinational-corporation</i>)</i>	<i>Def.: „im weiteren Sinn (ein) Unternehmen, (das) in mehr als zwei Staaten wirtschaftlich tätig (ist); im engeren Sinn (meist weltweit operierender) Konzern, der Entscheidungen über die Standortwahl seiner Konzernunternehmen sowie geschäftspolitische Entscheidungen unter Berücksichtigung nationaler Rechts- und Wirtschaftsordnungen und der Stabilität der politischen und wirtschaftlichen Verhältnisse in einem Staat jeweils so treffen, dass die Konzernziele möglichst optimal verwirklicht werden. Die möglichen Vorteile multinationaler Unternehmenstätigkeit sind u.a.: Kostensenkung; Ausnutzung von Investitionsanreizen; Umgehung von Handelshemmnissen; Schaffung von Wachstumsmöglichkeiten und damit Ausnutzung der üblichen Vorteile der steigenden Größenordnung der wirtschaftlichen Aktivitäten...“ (HWL, S. 275)</i>
<i>Syn.: multinational corporation, multinational, multinational enterprise (MNE), global companies, international business</i>	<i>Syn.: multinationaler Konzern, Multi, globales Unternehmen, multinationaler Betrieb</i>
<i>Con.: “Joint ventures, mergers and alliances mean that global markets are no longer dominated by gargantuan multinationals, but that smaller companies are emerging as key players in global trade.” (VdB 7) “In fact, there is a large number of studies that analyze the role they play in multinational</i>	<i>Con.: „Multinationale Unternehmen haben zunehmend Bedarf an weltweit tätigen Spezialisten und Führungskräften mit spezialisiertem Fachwissen, da lokale Mitarbeiter nicht in jedem Fall zur Verfügung stehen... Globale Unternehmen setzen auf mobile Mitarbeiter.Multinationale</i>

<p>companies and how these firms select, train, compensate, and design the professional careers of these employees” (BBS, p.3, l.4)... “However, in MNEs with a high level of global integration of their activities (e.g., when the output of one of the units is the input of another), a high degree of coordination is required.” (BBS, p.6) “Yet a lot of knowledge transferred between units of a MNC is not explicit but tacit (e.g., the capacities of employees to launch new products).” (BBS, p. 7)</p>	<p>Unternehmen stützen sich auf ihre Personalverantwortlichen, um Spezialisten und zukünftige Führungskräfte aufzubauen.“ (ASN D5)</p>
<i>Related terms:</i>	
multinational (adj.)	multinational (adj.)
multinational company (MNC)	multinationales Unternehmen
multinational corporation (MNC)	multinationaler Konzern, Weltkonzern , Multi
multinational enterprise (MNE)	multinationaler Konzern

EN orientation (tour) n.	DE Orientierung(-stour) n.
<p><i>Def.:</i> “Practical visit throughout the new community (often) accompanied by a trained counselor...designed to introduce (transferees) and their families to the community in which they will be living. It will familiarize them with their new community and provide an effective method for gaining an understanding of the physical and cultural environment of their host city. This (often) includes an introduction into local activities, social, cultural and business organizations...provide(s)...essential information necessary to fulfill daily living and working needs. Area orientation programs take place (before accepting the assignment or) as soon as possible after the family arrives in the host location to establish residence.” (Tira)</p>	<p><i>Def.:</i> „...ein Besuch des zukünftigen Expatriates und seiner Familie vor Ort... Eine... „Look & See“-Tour... kann z.B. folgende Komponenten beinhalten:</p> <ul style="list-style-type: none"> • Praktische Informationen über Mieten in der Region, Transport, Schulwesen, Banken, Gesundheitswesen, Shopping etc. • Besuch verschiedener Wohngebiete mit 2-3 Musterobjekten“(MMC, preparatory) „Zur Vorbereitung des Mitarbeiters haben sich in der Praxis Kurzreisen, so genannte »Look-and-see-Trips«, mit dem Partner an den geplanten ausländischen Arbeitsortals nützlich erwiesen. Dieser Informationsaufenthalt vor Ort kann die Gefahr eines vorzeitigen Abbruchs aus familiären Gründen zumindest teilweise reduzieren.“ (Wegerich, S. 499, 4.3)
<p><i>Syn.:</i> look and see visit, orientation visit, area orientation, look-see visit, preview visit, orientation tour</p>	<p><i>Syn.:</i> Look-and-see-Trip, Orientierung(-sbesuch) (-stour), Informationsbesuch, Informationsreise, Informationsaufenthalt</p>
<p><i>Con.:</i> “To quickly adapt to the new country, the expatriate and his/her family will need a specific practical orientation in the new region. Management Mobility Consulting offers you an individual orientation tour for the expatriate and his/her family. The main objective of this tour is to get a better knowledge of the infrastructure necessary for</p>	<p><i>Con.:</i> „Die Ziele der Orientierungstour sind</p> <ul style="list-style-type: none"> • Bessere Kenntnis der Infrastruktur für den Lebensbereich der Familie • Rasche Orientierung der Familie im neuen Umfeld • Schnelles Einleben im privaten Bereich“ (http://www.managementmobility.com/de/services/moving.html, 11.10.08)

the daily life of the family, e.g. schooling, transport, housing, banking, shopping and the health system.” (http://www.management-mobility.com/en/services/moving.html , October 10, 2008)	„Eine steigende Tendenz verzeichnet die Bewilligung sogenannter "Look and see Trips" . Solche mehrtägigen Orientierungsreisen von Expatriate und Partner in das Gastland sollen ebenfalls auf die lokalen Besonderheiten aufmerksam machen und die Entscheidung für oder gegen einen Auslandseinsatz erleichtern.“ (Höfer. S. 75)
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EN outsourcing <i>n.</i>	DE Outsourcing <i>n.</i>
<i>Def.:</i> “Contracting, sub-contracting, or 'externalizing' non-core activities to free up cash, personnel, time, and facilities for activities where the firm holds competitive advantage. Firms having strengths in other areas may contract-out data processing, legal,... marketing, payroll accounting, or other aspects of their businesses to concentrate on what they do best and thus reduce...cost(s). Outsourcing is often an integral part of downsizing or reengineering. Also called contracting out.” (BD, <i>outsourcing</i>)	<i>Def.:</i> „Gezielte Auslagerung von Leistungsbestandteilen, um Fertigtiefe und Koordinationsaufwand zu reduzieren, den im Unternehmen verbleibenden Leistungsprozess auf die eigenen Kernkompetenzen zu konzentrieren und dadurch Wettbewerbsvorteile aufgrund einer rationellen Betriebsführung zu erzielen.“ (http://www.marketingverein.de/index.php?option=com_glossary&catid=109&func=display&search=Outsourcing , 12.10.08)
<i>Syn.:</i> contracting out	<i>Syn.:</i> Auslagerung
<i>Con.:</i> “Respondents believed that the benefits of outsourcing mobility programs were specialized expertise (46%), identifying assignment costs (41%), consistent policy application (38%), better service quality (38%), and better reporting (29%). ... Respondents identified HR directors as the primary decision makers for outsourcing , followed by senior management and the CEO/chair/president.” (GMAC 2008, p. 15) “ Outsourcing of the full administration of the relocation function occurs in about 18 per cent of the corporations that responded to the CERC survey.” (Cryne, p. 13)	<i>Con.:</i> „Das Outsourcing gewinnt nicht nur zunehmend an Bedeutung, sondern ist für einige Wirtschaftsbereiche, speziell im tertiären Sektor, mittlerweile fast unerlässlich geworden. Spezialisierung und Globalisierung sind die zwei Hauptgründe für Outsourcing, das letztendlich ganz einfach als Rationalisierungsmaßnahme betrachtet werden kann.“ (http://www.infoquelle.de/Job_Karriere/Outsourcing_Arbeitgeber.cfm , 12.10.08) „Sie entscheiden, ob eine Auslagerung aller Aktivitäten oder punktuelle Entlastung Ihrer Personalfachleute angebracht ist.“ (ASN 4D)
<i>Note:</i> “Due to the high degree of specialization required and the complexities of assignment services and administrative functions associated with international assignments, many organizations outsource some of the administrative and operative management functions.” (ASN E)	„Die Entscheidung, welche Leistungen fremdvergeben werden sollen, orientiert sich dabei an der grundsätzlichen strategischen Ausrichtung des Unternehmens bzw. den von der Unternehmensleitung formulierten Zielen. Typischerweise werden solche Leistungen ausgegliedert, die nicht zu den Kernkompetenzen des Unternehmens gehören.“ (ASN D)
<i>Related Terms:</i>	
to outsource <i>v.</i>	outsourcen, auslagern <i>v.</i>

EN parent company <i>n.</i>	DE Muttergesellschaft <i>n.</i>
<i>Def.:</i> “Firm that owns or controls other firms (called subsidiaries) which are legal entities in their own right. Also called parent corporation... also holding company.” (<i>BD, parent company</i>)	<i>Def.:</i> „Kapital- oder Personengesellschaft, die aufgrund einer Kapital- oder Stimmenmehrheit oder anderer Umstände einen beherrschenden Einfluss auf ein oder mehrere abhängige Unternehmen (Tochtergesellschaften) ausübt.— auch Konzern, Holdinggesellschaft.“ (<i>HWL, S. 276</i>)
<i>Syn.:</i> parent corporation, holding company, controlling company	<i>Syn.:</i> Mutterhaus, Grundunternehmen, herrschende Gesellschaft, Holdinggesellschaft (<i>IATE</i>)
<i>Con.:</i> “One of the central questions in the literature on MNCs is the extent to which their practices resemble those of the parent company (standardization) versus the extent to which their subsidiaries act and behave as local firms (localization).” (<i>Pud. & Harz., p.5</i>)	<i>Con.:</i> „Häufig sind es nur eine Hand voll Führungskräfte oder Spezialisten, die von der Muttergesellschaft in die Fremde geschickt werden.“ (<i>Meinhold, S. 14</i>)
<i>Related terms:</i>	
foreign parent company	ausländische Muttergesellschaft
affiliated to the mother society	an die Muttergesellschaft angeschlossen
to upstream profits to the parent company	Gewinne an die Muttergesellschaft abführen
<i>Source:</i> <i>DCC=Muttergesellschaft</i>	

EN parent country national (PCN) <i>n.</i>	DE Expatriate <i>n.</i>
<i>Def.:</i> expatriate employee who is a citizen or employee of the parent company country often relocated abroad to fulfill corporative objectives of control, coordination and knowledge transfer (<i>adapted from BBS</i>)	<i>Def.:</i> “Expatriates, die vom Headquarter in die Tochtergesellschaft entsandt werden, um Know-how-Transfer zu leisten, Fach- und Führungspositionen zu besetzen, für die lokale Kräfte fehlen, und Schlüsselpositionen einzunehmen, die das Headquarter nicht mit lokalen Mitarbeitern besetzen möchte.“ (<i>LKW, S. 24</i>)
<i>Syn.:</i> home country national, headquarters national (HQ national), home country employee, (traditional) expatriate	<i>Syn.:</i> Expatriate (im traditionellen Sinn), Entsandter aus der Muttergesellschaft/Zentrale, Parent Country National (PCN), Entsandter aus dem Stammhaus/Heimatstaat
<i>Con.:</i> “Although the research has focused on the transfer of PCNs into foreign locations, it has been suggested that in future globalization, regionalization and decentralization will reduce the propensity to assign parent country nationals for operative tasks involving transfer of knowledge, thus favoring more extensive use of host country nationals (Torbiorn, 1997).”	<i>Con.:</i> „Wenn Unternehmen sich erstmals entscheiden, grenzüberschreitend tätig zu werden und in einem oder auch mehreren Ländern eine Niederlassung zu gründen, haben sie zunächst zwei Mitarbeitergruppen in ihren Tochtergesellschaften: Local Nationals, die aus dem Land kommen, in dem das Unternehmen seine Niederlassung gründet, und Expatriates , die vom Headquarters in die

<p>(BBS, p.5) “These informal mechanisms go some way toward explaining both the limited numbers of female expatriates and of third country nationals (given that the selectors are usually male HQ nationals).” (BBS, p.9)</p>	<p>Tochtergesellschaft entsandt werden...“ (LKW, S. 24) „In Verfolgung dieser Zielsetzung werden insbesondere Positionen in der Geschäftsleitung der ausländischen Unternehmenseinheiten mit Entsandten aus der Unternehmenszentrale besetzt.“ (Ruch/Sauter, S. 188) „So haben alle Mitarbeitergruppen (PCNs, HCNs, und TCNs) die Chance, Schlüsselpositionen im Stammhaus einzunehmen.“ (F&M, S.332)</p>
<p><i>Note: PCN are the traditional expatriate type. The term expatriate is now used more broadly as a general term for transferees. Hence, though all PCNs are expatriates, not all expatriates are PCNs.</i></p>	<p><i>Anm.: Im deutschsprachigem Raum wird das Leihwort “Expatriates” oft synonym mit Entsandte aus der Zentrale verwendet, also eine eher ethnozentrische Gebrauchsweise.</i></p>
<p><i>See: expatriate, inpatriate, home country, parent company, host country, local national, third-country national.</i></p>	

<p>EN perk n.</p>	<p>DE Zusatzleistung n.</p>
<p><i>Def.:</i> “A benefit typically in kind...provided in relation to a status, a management level, or position, etc. in addition to pay (ex. company car, use of company facilities, club membership, financial advice, etc)” (ASN E) “privileges granted to employees in addition to their salaries and benefits (such as medial and pension plans). 'True' perks have little or no cash value or tax implications and may include company car, vacations, reserved parking space, spacious office, private dining and washroom facilities, etc.” (BD, perk)</p>	<p><i>Def.:</i> „Neben der Entlohnung erbrachte Zusatzleistungen und Vergünstigungen bezogen auf einen Status, eine Funktion, eine Position (z.B. Firmenwagen, Vereinsmitgliedschaft, finanzielle Beratung usw). Werden auch Fringe Benefits genannt.“ (ASN D)</p>
<p><i>Syn.:</i> perquisite, fringe benefits, (executive) fringe benefit</p>	<p><i>Syn.:</i> zusätzliche Leistungen (für leitende Angestellte)</p>
<p><i>Con.:</i> “While on international assignment for so long, Dulieu certainly got a taste of the added perks that come with working abroad: a housing allowance, money to send his daughters to private school and paid trips back to England.” (Shelly)</p>	<p><i>Con.:</i> „...Checkliste zur Vorbereitung: Zusatzleistungen (Mietfreies Wohnen, Erhaltungskosten für den Inlandswohnsitz, Umzugs- und Transportkosten, Erstattung der Hin- und Rückreisekosten);“ (perso-net: http://www.personet.de/Texte/Instrumente/MA-Entsendung_Ausland/index.html;21.09.08)</p>
<p><i>See: allowances, relocation package</i></p>	

<p>EN permanent transfer n.</p>	<p>DE permanenter Transfer n.</p>
<p><i>Def.:</i> “International employment moves where employees terminate their contract of</p>	<p><i>Def.:</i> „Beim permanenten Transfer oder Übertritt wird der Mitarbeiter auf Dauer in ein</p>

employment with their home company, and transfer to the host company's terms and conditions on a permanent basis." (<i>Relo.net.</i>)	anderes Land transferiert. Er beendet sein Arbeitsverhältnis mit dem Heimatunternehmen und begründet ein Vertragsverhältnis mit der Auslandsgesellschaft." (<i>LKW, S. 33</i>)
<i>Syn.: permanent assignment</i>	<i>Syn.: Übertritt, Lokalisierung</i>
<i>Con.:</i> „We are looking at permanent transfers between less-developed countries... (<i>GMAC 2007, p.17</i>) immediate localization would be used for permanent transfers ..." (<i>GMAC 2007, 2. 15</i>)	<i>Con.:</i> „Die beiden Ersteren bedürfen keinerlei Veränderung im Status der Beschäftigten, während ein permanenter Transfer zur vollständigen Eingliederung im Ausland führt.“ (<i>Haslberger, S. 694</i>)
<i>See: localization</i>	

EN polychronic <i>adj.</i>	DE polychron <i>adj.</i>
<i>Def.:</i> "According to sociologist Edward Hall, the world is divided into monochronic and polychronic cultures. (In) polychronic (cultures) time is seen as a general guideline, something without substance or structure... Polychronic cultures love to do many things at once, and live for interruptions. Relationships and people are central to every polychronic activity." (<i>VdB 12</i>)	<i>Def.:</i> „Eines der meist zitierten Zeitkonzepte ist das Konzept der monochronen (M-time) und polychronen (P-time) Zeitorientierung von Hall. Er unterscheidet die beiden Zeitauffassungen wie folgt: „M-time emphasizes schedules, segmentation, and promptness. P-time systems are characterized by several things happening at once.“ (<i>GHS, S. 55</i>)
<i>Con.:</i> "In this case, both parties behaved correctly according to their own cultural programming – for the relationship-oriented, polychronic Frenchman, it is perfectly acceptable, indeed desirable, to do many things at once. In addition, since relationships are central in every situation, it is important to get to know your business associates on a personal basis before you start discussing formal matters." (<i>VdB 10</i>)	<i>Con.:</i> „Ein polychroner Interaktionspartner hat dagegen mit hoher Wahrscheinlichkeit keine vergleichbar strikte Zeitplanung... Eine Verspätung oder eine kurzfristige Änderung eines Termins sieht ein Angehöriger einer polychronen Kultur deshalb als Normalität an. Für seinen monochronen Interaktionspartner bedeutet das jedoch eine Störung seines festen Zeitplanes.“ (<i>GHS, S. 55</i>)
<i>See: chronemics, monochronic</i>	

EN purchasing power <i>n.</i>	DE Kaufkraft <i>n.</i>
<i>Def.:</i> "(1) Money and credit available for spending and consumption of goods and services. Demand and prices cannot rise beyond the available purchasing power. Also called buying power. (2) Exchange rates: Value of money (currency) measured by the quantity and quality of goods and services it can buy." (<i>BD, purchasing-power</i>)	<i>Def.:</i> „Wert des Geldes, einer Währung in Bezug auf die Menge der Waren, die man dafür kaufen kann.“ (<i>Duden, S.823</i>)
<i>Con.:</i> "The purpose of this approach is to maintain the expatriate's purchasing power in different locations, and to offer monetary incentives to make assignments appealing."	<i>Con.:</i> "Es soll die gleiche Kaufkraft wie im Heimatland erzielt werden, sodass dem Mitarbeiter ein vergleichbarer Lebensstandard erhalten bleibt." (<i>LKW, S. 64</i>)

(BBS, p. 11)	
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EN recruitment <i>n.</i>	DE Rekrutierung <i>n.</i>
<i>Def.:</i> “Process of identifying and hiring best-qualified candidate (from within or outside of an organization) for a job vacancy, in a most timely and cost effective manner.” (BD, <i>recruitment</i>)	<i>Def.:</i> „das Rekrutieren...zu einem bestimmten Zweck beschaffen...” (Duden, S. 1241), (<i>hier:</i> Beschaffung von qualifizierten Personal)
<i>Syn.:</i> recruiting , (for top-level management) headhunting	<i>Syn.:</i> Personalbeschaffung , Arbeitskräfteanwerbung
<i>Con.:</i> “Today’s recruitment and headhunting practices will no doubt pale in comparison to the ruthless, no-holds-barred tactics of tomorrow as employees write their own ticket and companies scramble for ever-diminishing resources.” (VdB 14)	<i>Con.:</i> „Was sind die anfallenden Kosten für Rekrutierung im Vergleich zur internen Entwicklung?“ (Haslberger, S.700, 3.1)...“Gestaltet sich die Rekrutierung von qualifizierten EntsendungskandidatInnen schwierig, kann der „balance sheet approach“ zwar abhelfen, bewirkt aber einen höheren Aufwand für das Unternehmen.“ (Haslberger, S. 712,4.1)
<i>Related Terms:</i>	
executive search firm	Personalberater
headhunter	Headhunter, Personalabwerber
recruitment agency	Personalagentur
to recruit	rekrutieren

EN reintegration clause <i>n.</i>	DE Wiedereinstellungsklausel <i>n.</i>
<i>Def.:</i> “part of the assignment agreement, governing the return of the expatriate employees and their reintegration into the home-country company upon assignment completion.” (Heuser, <i>basic information</i>)	<i>Def.:</i> (Dieses Instrument) „erhöht die Entsendungsbereitschaft von Mitarbeitern, da die damit verbundene verbindliche Zusage einer angemessenen Wiedereingliederung des 'expatriate' und die Bereitstellung einer Wiedereingliederungsposition das Sicherheitsbedürfnis wie das Karrierestreben der Mitarbeiter befriedigen“ (http://www.marketingverein.de/index.php?option=com_glossary&func=display&letter=R&Itemid=26&catid=109&page=1 , 01.11.08)
<i>Syn.:</i> return clause, re-entry clause, re-entry guarantee	<i>Syn.:</i> Wiedereinstellungszusage
<i>Con.:</i> “As already mentioned, a re-integration clause is especially important in the event of a dismissal or a cancellation of the original contract of employment.” (Heuser, <i>basic information</i>)	<i>Con.:</i> „Als Nebenabrede zum Arbeitsvertrag kann eine Wiedereinstellungszusage vereinbart werden...Andererseits hat bei einer allgemein gehaltenen Wiedereinstellungszusage der rückkehrende Mitarbeiter häufig so hohe Erwartungen an seine zukünftige Position im Stammhaus, dass diese von Seiten des

	Unternehmens häufig nicht erfüllt werden können.“ (Wegerich, S. 498, 4.1.1)
<p><i>Note:</i> „Three different (re-entry methods) are common:</p> <ul style="list-style-type: none"> • Return of the expatriate to the domestic company under the terms and conditions of the former employment contract, • reintegration with respect to the experiences and qualifications gained during the assignment and • the implied warranty to be re-employed for a certain position.” (Heuse, basic information) 	<p><i>Note:</i> „Möglich sind folgende Formen:</p> <ul style="list-style-type: none"> * Rückkehr zu den Bedingungen der bisherigen Position, * Rückkehrklausel unter Berücksichtigung der Erfahrungen des Auslandseinsatzes und * Rückkehrklausel mit konkreter Positionszusage.“ (Wegerich, S. 498, 4.1.1)

EN relocate (abroad) v.	DE entsenden (ins Ausland) v.
<p><i>Def.:</i> “vt to locate again: establish or lay out in a new place (in English, also intransitive) vi to move to a new location” (MW, p. 988)</p>	<p><i>Def.:</i> „von einem Ort zur Erfüllung eines Auftrags an einen anderen Ort schicken“ (Duden, S.439)</p>
<p><i>Syn.:</i> to expatriate, to send abroad, to transfer abroad</p>	<p><i>Syn.:</i> expatriieren, ins Ausland schicken</p>
<p><i>Con.:</i> “58% of expatriates were relocated to or from the headquarters country, which was below the historical average of 66%.” (GMAC 2007, p.11) “Senior managers in any company relocating or recruiting personnel across national borders, even if only occasionally, must provide special international solutions for individual employees or for very small groups of internationally mobile personnel.” (ASN, 4E)</p>	<p><i>Con.:</i> „Ob Sie hunderte oder einen einzelnen Mitarbeiter ins Ausland entsenden, immer ist die sorgfältige Planung und Begleitung des Auslandeinsatzes von höchster Wichtigkeit.“ (ASN, 4D) „Drei von vier deutschen Großunternehmen schicken Mitarbeiter für ein oder mehrere Jahre ins Ausland.“ (Meinhold, S. 14)</p>
<p><i>Note:</i> <i>The focus of this work is the international relocation of corporate employees, though corporate relocation within a country is also very common.</i></p>	

EN (employee) relocation	DE (Mitarbeiter-) Entsendung
<p><i>Def.:</i> “The movement of an employee of a corporation to a new city (or other location) as part of the normal business of the corporation. The employees’ moving expenses (including the costs of selling and buying a home) may be paid by the corporation and (may be) tax deductible.” (http://www.longviewtxareahomes.com/index).</p>	<p><i>Def.:</i> „Man versteht darunter das Versetzen bzw. den Transfer eines Arbeitnehmers für einen Arbeitgeber von einem Staat (Heimatstaat) in einen anderen Staat (Gaststaat) zu Arbeitszwecken für einen begrenzten Zeitraum.“ (Ruch 2, S. 4) „Entsendung“ ist ein Synonym für "Auslandeinsatz". Ein Mitarbeiter wird von</p>

<i>cfm/fuseaction/terms.list/letter/C/contentid/9898458D-C53B-4738-B96178291904C8A8, October 11, 2008)</i>	seiner Firma zur Erbringung von Arbeitsleistung ins Ausland entsandt.“ (Source: http://www.asn.ch/asn/siteGermany/html/info_glossary.php)
Syn.: expatriation, employee relocation, international relocation, global relocation, relocation abroad, overseas relocation	Syn.: Auslandsentsendung, Transfer Arbeitnehmerentsendung, Auslandstätigkeit, Auslandseinsatz, Versetzung
Con.: “The global marketplace, and Canada’s presence in it, is having a profound impact on the type and nature of employee relocations and assignments.” (Cryne, p. 13) “The program provides a thorough course of study covering all areas of relocation and workforce mobility, from human resource policy and financial evaluation through to immigration and tax issues, with emphasis on the all important human dynamic issues surrounding relocation .” (Cryne, p. 15)	Con.: „Für die Entsendung eines Arbeitnehmers in einen anderen Staat können eine Vielzahl von Gründe sowohl aus Arbeitgebersicht als auch aus Sicht des Arbeitnehmers sprechen. Die wohl häufigsten Gründe für eine Entscheidung aus Sicht eines Arbeitgebers sind unter anderem: – Fehlende qualifizierte Arbeitnehmer auf dem lokalen ausländischen Arbeitsmarkt – Know-how-Transfer – Förderung von Kaderpotenzial“ (Ruch 2, S. 4)
<i>Note: There are many different types of relocation, differentiated mainly by their duration. See assignment entry. The English terms “relocation” and (expatriate) “assignment” are generally used interchangeably. However, “assignment” is the umbrella term covering any type of work assignment, in this case, carried out abroad. This general definition would include work that does not involve the actual physical relocation of personnel, such as virtual assignments as well as work that does not entail an actual change of usual residence such as commuter assignments. Relocation, on the other hand, denotes an actual change of physical location that involves a change of residence for a longer period of time.</i>	<i>Anm.:</i> „Im allgemeinen Sprachgebrauch werden Auslandseinsätze von Mitarbeitern und Mitarbeiterinnen meistens als Entsendung bezeichnet.“ (Schiff., Z.2) „Eine (wahre) Arbeitnehmerentsendung liegt vor, wenn ein Arbeitnehmer mit Wohnsitz oder gewöhnlichen Aufenthalt im Inland auf Weisung seines inländischen Arbeitgebers (dem entsendenden Unternehmen) im Ausland eine Beschäftigung für diesen ausübt. Auch wenn der Arbeitnehmer im Inland eigens für eine Arbeit im Ausland eingestellt wird, ist eine Entsendung gegeben. Wenn der Arbeitnehmer jedoch bereits im Ausland seinen Wohnsitz hat bzw. dort beschäftigt ist und von dort aus eine Beschäftigung für einen inländischen Arbeitgeber aufnimmt, ist dies kein Fall einer Entsendung.“ (HKH, S.2, 1.0)
<i>Related Terms:</i>	
international relocation	Auslandsentsendung, internationale Entsendung
relocation agent/consultant/counselor/specialist mobility consultant/counselor/specialist	Entsendungsberater, Entsendungsspezialist, Relocation Berater, Mobility Specialist
relocation allowance	Entsendungszulage
relocation assistance	Entsendungsunterstützung
relocation briefing	Entsendungsgespräch
relocation contract	Entsendungsvertrag
relocation cycle	Entsendungszyklus
relocation department	Entsendungsabteilung

relocation management	Relocation Management, Entsendungsmanagement
relocation management company	Relocation Management Firma
relocation package	Entsendungspaket
relocation policy	Entsendungsrichtlinien
relocation premium	Entsendungsprämie
relocation preparation	Entsendungsvorbereitung
relocation service	Relocation Dienst(leistung)
relocation service provider (RSP)	Relocation Dienstleister, Relocation Anbieter, Relocation Service Provider
relocation support	Entsendungsunterstützung, Unterstützungsmaßnahmen
<i>See: expatriation, assignment</i>	

EN relocation (of operations) n.	DE (Standort-)Verlagerung n.
<i>Def.:</i> “A change in the physical location of a business. A business might relocate because of rising costs at the current facility, better tax breaks in a different location, changes in its target market, or for other reasons.” (<i>BD, relocation</i>)	<i>Def.:</i> „wenn ein bisheriger Standort den Anforderungen des Unternehmens nicht mehr genügt“...(kommt es zu einer)... “Standortverlagerung“. Bei der Wahl des Standorts muss darauf geachtet werden, dass die Standortanforderungen, die sich aus der spezifischen Unternehmenstätigkeit ergeben (z.B. Rohstoff-, Arbeitskräfteverfügbarkeit), mit den Bedingungen, die am jeweils betrachteten Standort herrschen, übereinstimmen.“ (<i>Wirt.lex. 24, standortwahl10.11.08</i>)
<i>Syn.:</i> (business) relocation	<i>Syn.:</i> (Stand-)Ortswechsel, Geschäftsverlegung
<i>Con.:</i> “Chief among current reasons for business relocation is the need for a suitable work force. The shortage of workers in some occupations, especially those requiring technical expertise, is acute. For firms that need specialized employees, it may be well worth it to relocate to an area where they can easily find these kinds of employees.” (http://www.entrepreneur.com/encyclopedia/term/82554.html , September 17, 2008)	<i>Con.:</i> „ Standortverlagerungen , internationale Allianzen oder die Suche nach neuen Absatzmärkten konfrontieren Unternehmen mit internationalen Themenstellungen.“ (<i>Wegerich, S. 495</i>) „Des Weiteren kann bei der Verlagerung von Produktionsanlagen oder bei Mangel an qualifizierten Führungskräfte im Ausland durch Entsende das notwendige Wissen vermittelt werden.“ (<i>Ruch/Sauter, S. 188</i>)
<i>Note:</i> <i>Though the relocation of operations and/or the expansion of operations through the establishment of subsidiaries abroad can often result in the relocation of employees, the relocation of whole operations is not the main focus of this work.</i>	

EN relocation management company	DE Relocation Services (Management) n.
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<i>n.</i>	
<i>Def.:</i> “Adminstrating and managing the activities of all relocation related vendors for a client. The relocation manager serves as a single point of contact servicing all of the client's relocation needs. Includes things like home sale purchase/assistance (where applicable), expense tracking, expense management, mortgage assistance, household goods move management etc.” (<i>Tira</i>)	<i>Def.:</i> „Zusammen mit nationalen und internationalen Partnern bieten...(solche Firmen)...komplette...Dienstleistungsangebote ...in allen Fragen des Mobilitätsmanagements.“ (http://www.cs-relocation.de/ 11.11.08)
<i>Syn.:</i> mobility management company, global mobility company	<i>Syn.:</i> Mobility Management Firma Expatriate Management
<i>Con.:</i> “In addition, relocation management companies rely heavily on the residential real estate community to help discharge their contractual obligations to their clients.” (<i>ERC, 2003</i>) “The specialists and relocation counselors within the relocation management companies who provide a wide range of services that support the whole process of an employee’s transfer are also juggling many changing demands ... And according to a recent global survey conducted by U.S.-based relocation management company Cendant Mobility, a failed relocation can result in costs in excess of three times annual salary.” (<i>Cryne, p. 13</i>)	<i>Con.:</i> „In Deutschland kümmern sich vor allem in großen Städten und Wirtschaftszentren Relocation Services verschiedener Größe um die Mitarbeiter dieser Firmen. Während kleine, individuelle Relocation-Service-Dienstleister sich dabei auf besonders anspruchsvolle Top-Führungskräfte spezialisiert haben und für diese ganz individuelle Dienstleistungspakete anbieten, haben große, mittlerweile auch national tätige Relocation Services oftmals Rahmenverträge mit internationalen Konzernen geschlossen, und betreuen jährlich eine große Anzahl internationaler Mitarbeiter...“ (http://de.wikipedia.org/wiki/Relocation_Service , 11.11.08)
<i>Note:</i> “(A) <i>Relocation Management Company</i> can cover many international markets due to a network of established offices and independent <i>Relocation Service Providers</i> . These organizations may or may not provide relocation services themselves, depending on the volume of business.	<i>In low volume markets, the Relocation Management Company need not have a presence but will subcontract the services of a Regional Relocation Service Provider (RSP). These organizations strive to ensure uniformity in price, quality and practice standards across all markets.” (reloglobal, Choosing a Relocation Company)</i>
<i>See: relocation service provider</i>	

EN relocation service provider (RSP) <i>n.</i>	DE Relocation (Service) Dienstleister <i>n.</i>
<i>Def.:</i> “the organization which carries out the relocation services for the client i.e. have the face-to-face interaction with the transferees and final location service providers. The RSP might have international affiliations giving them worldwide capabilities, but retain their own independence within their respective markets.” (<i>reloglobal, Choosing a Relocation Company</i>)	<i>Def.:</i> „Mit Relocation Service oder Relocator (engl.: to relocate = umziehen) wird ein Dienstleistungsangebot bezeichnet, das sich hauptsächlich an Personen richtet, die aus beruflichen oder privaten Gründen ihr Heimatland für bestimmte oder unbestimmte Dauer verlassen und ins Ausland umziehen. Dabei unterstützen Relocation-Dienstleister diese Personen und ihre Familien, aber auch

	deren Arbeitgeber im gesamten Prozess des Umzuges.“ (http://de.wikipedia.org/wiki/Relocation_Service , 11.11.08)
Syn.: relocation provider, relocation vendor	Syn.: Relocation-Anbieter, Relocation Service, Relocator
<i>Con.:</i> “When asked to identify the primary decision makers for selecting an outsourced global relocation service provider by ranking the six choices provided, respondents indicated that the human resource director/manager was the key decision maker (61%)...(GMAC 2008, p.63) “ service providers must also adapt to the same changes and demands being managed by corporate relocation managers.” (Cryne, p. 13)	<i>Con.:</i> „ Relocation-Service-Dienstleister dürfen jedoch aufgrund des Rechtsdienstleistungsgesetzes keine Rechtsberatung wie z.B. die Beantragung von Aufenthaltstiteln (AG Mönchengladbach 5 C 229/02) oder Verhandlung von Mietverträgen leisten.“ (http://de.wikipedia.org/wiki/Relocation_Service , 11.11.08)
<i>Related Terms:</i>	
external service provider	externer Dienstleister/Anbieter
third-party service provider	externer Dienstleister/Anbieter
<i>See: relocation management company</i>	

EN relocation services <i>n.</i>	DE Relocation Services <i>n.</i>
<i>Def.:</i> “Various service offerings aimed at facilitating the transfer of employees from their home countries to their destination countries and vice versa as well as the relocation of whole operations. In general, these services include housing search, move organization as well as the management of formalities and help with integration into the foreign environment” (ASN E) (<i>May be provided by corporate employees or external service providers</i>)	<i>Def.:</i> „Umfasst verschiedene Dienstleistungen, die beim Transfer eines Mitarbeiters vom Entsendungsland (Heimatland) ins Ausland und umgekehrt oder bei der Verlegung von Betriebsteilen unterstützend wirken. Hierbei handelt es sich im Wesentlichen um die Wohnungssuche, Umzugsplanung aber auch verschiedene Behördengänge und Integrationshilfen ins "fremde Umfeld““ (ASN D) „Inzwischen findet der Begriff auch Anwendung bei inländischen Umzügen.“ (http://de.wikipedia.org/wiki/Relocation_Service , 11.11.08)
Syn.: mobility services, assignment support, expatriate assistance, transfer support,	Syn.: Relocation Dienste, Mobility Services, Entsendungsunterstützung,
<i>Con.:</i> “One-half of relocation services are handled by in-house staff, with the remainder handled entirely or partially by third-party outsourcers, a survey by the Canadian Employee Relocation Council shows.” (Cryne, p. 15) “ASN’s single solutions are tailored to... international assignment support including advice on visa and immigration	<i>Con.:</i> „Der Relocation Service ist eine in Europa relativ junge Dienstleistung...Im Zuge der Globalisierung der Wirtschaft steigt jedoch weltweit die Anzahl der zwischen verschiedenen Ländern von Firmen entsandten Mitarbeitern, so dass auch die Branche der Relocation Services auch in Deutschland ein bedeutendes Wachstum zu verzeichnen hat.“ (http://de.wikipedia.org/wiki/Relocation_Service , 11.11.08)

regulations, as well as tax and social security compliance.” (ASN, 4E)	„Unsere Relocation-Unterstützung in Frankreich ist modular aufgebaut und beinhaltet Hilfestellung während aller Phasen der Mobilität: Evaluierung der interkulturellen Anpassungsfähigkeit bei der Auswahl, Vorbereitung durch interkulturelles Training für Frankreich und praktische Orientierung vor Ort in Paris und in anderen Städten Frankreichs, diverse Relocation-Unterstützung bis hin zur Reintegration und Rückkehr-Coaching der Auslandsmanager. Einzelleistungen können selbstverständlich separat gebucht werden.“ (mmc: about us)
<i>Related Terms: (or individual services)</i>	
departure services	Relocation-Dienstleistungen im Heimatland
destination services	Relocation-Dienstleistungen im Einsatzland
disconnect services	Abreisedienste
home search/ housing search	Wohnungs- und Haussuche, Unterkunftssuche
intercultural training	interkulturelles Training
language training	Sprachunterricht
move management	Umzugsplanung
orientation services	Orientierungshilfe / Einlebenshilfe
registration	Anmeldung/ Ummeldung
removal service	Umzugsmanagement
school search	Schulsuche, Unterstützung bei der Kindergarten-und Schulauswahl
settling-in services	Integrationshilfe, Einlebensunterstützung
spousal career assistance/counseling	Karriereunterstützung (-beratung) für mitreisende Partner

EN repatriation n.	DE Repatriierung n.
<i>Def.:</i> “The process of returning the employee to the home country and re-integrating him or her into the home country organization.” (ASNE)	<i>Def.:</i> „Der Prozess der Rückkehr des Mitarbeiters in das Heimatland und der Reintegration in die Gesellschaft im Heimatland.“ (ASN D)
<i>Syn.:</i> return, (to the home country/company) reintegration, re-entry	<i>Syn.:</i> Rückkehr, Rückführung
<i>Con.:</i> “Among respondents who discussed repatriation with employees, 48% discussed it before relocation, 45% did so at least six months before return, and 55% discussed it less than six months before assignment completion.” (GMAC 2008, p.50) “The last step in the expatriate circle, repatriation , remains one of the more underresearched dimensions of	<i>Con.:</i> „Zwischen den beiden grundsätzlichen Alternativen Heimat- oder Gastlandansatz spielt die Repatriierung eine signifikante Rolle.“ (ORC 41) „Die Ungewissheit der Karriereentwicklung nach der Rückkehr in das Stammhaus ist aus Mitarbeitersicht einer der besonders kritischen Punkte.“ (Wegerich, S.499, 4.3)

expatriation...” (BBS, p. 13)	
<i>Related Terms:</i>	
repatriate n.	Rückkehrer, rückkehrender Mitarbeiter

EN residence n.	DE Wohnsitz n.
<i>Def.:</i> “the act or fact of dwelling in a place for some time b: the act or fact of living or regularly staying at or in some place for the discharge of a duty or the enjoyment of a benefit” (MW, p.996)	<i>Def.:</i> „der Ort, an dem jmd. Wohnt., (Knaur, S. 1083)
<i>Syn.:</i> domicile	<i>Syn.:</i> Wohnort, Sitz
<i>Con.:</i> “If the employee also retains a residence in his or her home country, it may be necessary for an election to be made nominating the UK residence as their main residence for UK capital gains tax purposes.” (OuryClark p.8)	<i>Con.:</i> „Diese Regelung besagt, dass ein Arbeitnehmer in einem Staat seinen Wohnsitz hat, jedoch in einem anderen Staat einer Erwerbstätigkeit nachgeht.“ (Ruch 2, S.5) „Wesentlich ist, dass der Wohnsitz als Mittelpunkt der Lebensinteressen anzusehen ist.“ (HKH, S.5, 2.1)
<i>Related terms:</i>	
to change one’s place of residence (DCC)	den Wohnsitz wechseln
country of residence (DCC)	Land des ständigen Wohnorts
foreign resident (KE)	ausländischer Gebietsansässiger
habitual residence (DCC)	Wohnsitz oder gewöhnlicher Aufenthaltsort
home country residence	Wohnsitz im Heimatland
host country residence	Wohnsitz im Gastland//Einsatzland/Tätigkeitsland
lawful residence (KE)	ordnungsgemäßer Aufenthalt
legal resident (IATE)	Person mit rechtmäßigem Wohnsitz
main residence (DCC)	Hauptwohnsitz
ordinarily resident (KE)	wohnhaf
permanent residence/principal residence (DCC)	ständiger Wohnsitz
permanent residence and abode (DCC)	Wohnsitz und ständiger Aufenthaltsort
residence abroad (time of...) (KE)	Auslandsaufenthalt
residence for tax purposes (IATE)	steuerlicher Wohnsitz
residence of a company (corporation) (KE)	(Gesellschafts-) Sitz, Hauptsitz
residence permit (DCC)	Aufenthaltsbewilligung, Aufenthaltserlaubnis
residence status for tax purposes (KE)	Steuerwohnsitz
resident (n.) (KE)	Ortsansässiger
right of residence (DCC)	Aufenthaltsrecht
tax domicile abroad (IATE)	steuerlicher Wohnsitz im Ausland
temporary residence (KE)	vorübergehender Aufenthalt
temporary residence abroad for business (KE)	vorübergehender geschäftsbedingter Auslandsaufenthalt
to be resident (adj.) (KE)	ansässig sein

<p>Note: “Ordinary residence is a concept that indicates more permanence than simple residence. It is broadly equivalent to habitually resident... The concept of domicile is one of general law. 'Domicile ... is an idea of law. It is the relation which the law creates between an individual and a particular locality or country.’”</p>	<p>“Generally, a person is domiciled in that country in which he makes his permanent home... It is an established principle that every individual must have a domicile and that no person may be without one. Each individual at birth acquires a domicile of origin.” (Oury Clark, p.32)</p>
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<p>EN retention n.</p>	<p>DE Mitarbeiterbindung n.</p>
<p>Def.: “The act of retaining or state of being retained.” (Collins, p.986)</p>	<p>Def.: Arbeitnehmerloyalität</p>
<p>Syn.: staff retention, personnel retention, employee retention, expatriate retention, transferee retention, assignee retention</p>	<p>Syn.: Bindung</p>
<p>Con.: “Recruitment, development, compensation and personnel retention across multiple countries is highly demanding.” (ASN, E5)</p> <p>“They described results such as... "Employee perceptions of overseas assignments more positive and lower costs to organizations if training provided," "High levels of trainee retention," "Pre-departure training has a significant, positive impact on organizational commitment,...” (Wederspahn, p.6)</p>	<p>Con.: „Rekrutierung, Personalentwicklung, Lohngestaltung und Mitarbeiterbindung sind äusserst anspruchsvolle Aufgaben... Diese Förderung wirkt sich langfristig positiv auf die Mitarbeiterbindung aus.“ (ASN, D5)</p> <p>„Sind Ihre Beurteilungs- und Auswahlverfahren auf die Identifikation und Bindung der Mitarbeiter mit dem grössten Erfolgspotenzial angelegt? Eignen sich die Mitarbeiter für internationale Einsätze“ (ASN, D5)</p>
<p>See: attrition</p>	

<p>EN return on investment (ROI) n.</p>	<p>DE Return on Investment (ROI) n.</p>
<p>Def.: (gen.) “Earning power of assets measured as the ratio of the net income (profit less depreciation) to the average capital employed (or equity capital) in a firm or project. Expressed usually as a percentage, it is a measure of the profitability which (while not taking the time value of money into account) indicates whether or not a firm is using its resources in an efficient manner. For example, if the ROI of a firm (in the long run) is lower than its cost-of-capital then the firm will be better off by liquidating its assets and depositing the proceeds in a bank. Also called rate of return, or yield.” (BD, return-on-investment)</p> <p>(i.s.): most common industry-specific definition: “accomplishing assignment objectives at the expected cost.” (GMAC</p>	<p>Def.: (gen.): “Der Return on Investment (ROI) ist eine Kennzahl, die das Verhältnis zwischen Gewinn und investiertem Kapital angibt... Der Return on Investment ist das, was aus dem Investment "zurückkehren" soll. Er drückt somit das Gewinnziel aus. Der Gewinn wird auf das investierte, betriebsnotwendige Vermögen bezogen, weil die Führungskräfte den Gewinn mit der Investition - mit den vorhandenen Gütern - erarbeiten müssen. Der deutsche Begriff für den ROI ist Gesamtkapitalrentabilität. Dabei ist jedoch als Basis das betriebsnotwendige Vermögen zu verwenden - die "total assets" . Der Return on Investment(ROI) ist eine der am häufigsten verwendeten Kennzahlen. Mit dem ROI lässt sich das Verhältnis zwischen Gewinn und Investition ermitteln. Allerdings muss seine</p>

2007, 2.33)	kurzfristige Betrachtungsweise bei der Interpretation beachtet werden.“ (Wirt.lex.,Return on Investment, 11.10.08)
Syn.: expatriate ROI	Syn.: (Investitions-) Rendite, Investitionserträge
Con.: “11% of respondents measured return on investment (ROI) in a formal way, compared to a historical average of 10%....59% of respondents defined ROI as “accomplishing assignment objectives at the expected cost.”...The top initiatives to improve expatriate ROI included better candidate selection and assessment, effective communication of assignment objectives, and mandatory cross-cultural training.” (GMAC 2008, p.15)	Con.: „Als weitere Themen sind u.a. im Programm vorgesehen: “Mitarbeiterentsendungen nach China – die wichtigsten Besonderheiten”, “Assignment & Karriere”, “Weniger Kosten durch optimale Vergütungsmodelle”, “Erfolgsfaktoren bei der Reintegration von Expatriates” und “ Return on Investment bei Entsendungen? ”“ (ORC 36) „Letztendlich macht eine gelungene Wiedereingliederung einen beträchtlichen Teil der potenziellen Rendite von Entsendungen aus.“ (Haslberger, S. 709, 3.8)

EN reverse culture shock <i>n.</i>	DE umgekehrter Kulturschock <i>n.</i>
Def.: “the readjustment which an employee (and accompanying family) goes through after returning to his or her home country” (RRI, GTIA, p.13)	Def.: “...die Entfremdung der Rückkehrenden nach einem mehrjährigen Auslandsaufenthalt...” (Haslberger, S. 707)
Syn.: re-entry shock	Syn.: zweiter Kulturschock, Reverse Culture Shock
Con.: “Although sometimes viewed by local nationals as company paid junkets, the home leave benefit provides a meaningful chance to connect with the home country, thus minimizing the difficulty of reverse culture shock. ” (RRI GBP, p.9) “Because of such difficulties, returning expatriates often face a so-called “ reverse culture shock ” (Black, 1992; Forster, 1994).” (BBS, p. 13)	Con.: “Darüber hinaus ist es wichtig, insbesondere nach einem mehrjährigen Auslandsaufenthalt und der damit möglicherweise einhergehenden „Entfremdung“, die Rückkehrenden auf die Wiederkehr vorzubereiten. Umgekehrter „Kulturschock“ wird öfters zwar kürzer, aber dafür umso intensiver empfunden” (Haslberger, S. 707) „Reverse Culture Shock nennen Experten den Zustand, der viele Menschen überfällt, wenn sie nach einem längeren Auslandsaufenthalt in die Heimat zurückkehren. Reverse Culture Shock beschreibt ein unerwartetes Gefühl von Fremdheit und ist ein Problem, das Auslandsrückkehrern die Reintegration schwer fallen lässt.“ (http://www.coachacademy.de/de/magazin/karriere;d:1616.htm ; 01.01.09)
See: <i>culture shock</i>	

EN selection <i>n.</i>	DE Auswahl <i>n.</i>
<p><i>Def.: (gen.)</i> “Personnel selection is the process used to hire (or, less commonly, promote) individuals. Although the term can apply to all aspects of the process (recruitment, selection, hiring, acculturation, etc.) the most common meaning focuses on the selection of workers... The goal of personnel selection, as all business processes, is to ensure an adequate return on investment. In the case of selection, this entails assurances that the productivity of the new hires produce more value than the costs of recruiting, selecting, and training them... Several screening methods exist that may be used in personnel selection. Examples include the use of minimum or desired qualifications, resume/application review, scored biodata instruments, oral interviews, work performance measures (e.g., writing samples), and tests (cognitive ability, personality, job knowledge).” <i>(http://en.wikipedia.org/wiki/Personnel_selection, September 30, 2008)</i></p> <p><i>(i.s.) expatriate selection</i> “...selection of individual employees or employee pools for international assignments. This (often) involves the proper use of highly developed selection tools designed specifically for this function. The tools will evaluate how well potential international transferees and their family members will adjust to living and working abroad.” <i>(Tira)</i></p>	<p><i>Def.: (gen.)</i> „Die wichtigsten Personalauswahlverfahren sind: 1. Vorauswahl, die anhand von Anschreiben, Lebenslauf, Zeugnissen, Referenzen etc. getroffen wird, um die nachfolgenden Entscheidungskosten zu reduzieren. 2. Vorstellungsgespräche: Einzeloder Gruppengespräche mit dem Ziel, die - asymmetrische Informationsverteilung abzubauen: 3. Diverse Testverfahren: Intelligenz-, Konzentrations-, Geschicklichkeitstest. 4. Assessment Center” (<i>Wirt.lex. 24, personalauswahlverfahren, 11.10.08</i>) <i>(i.s.)</i>(Auswahl von Auslandsentsandten) „Entscheidend für den Erfolg einer Auslandsentsendung ist, dass die Auswahl des Mitarbeiters auf die zuvor definierte Planstelle im Ausland bestmöglich erfüllt wird oder die Inhalte der Auslandstätigkeit im Rahmen einer strategischen Mitarbeiterentwicklung die notwendigen Kompetenzen für eine bestimmte Zielposition unterstützen (»Kompetenz-Mapping« nach Simon/Gathen 2002, S. 50 ff.)...Drei Kompetenzbereiche sind dabei zu unterscheiden: Persönliche Voraussetzungen, Fachbezogene Kriterien und...Führungskompetenz“ <i>(Wegerich, S. 500—501 5.2.1)</i></p>
<p><i>Syn.: personnel selection (process), candidate selection, expatriate selection</i></p>	<p><i>Syn.: Selektion(-sverfahren)</i></p>
<p><i>Con.:</i> “...we realize these challenges can quickly cause the assignment to fail, so we take them very seriously and try to screen potential problems during the candidate selection process...” <i>(GMAC 2007, 2.22)</i> “The top initiatives to improve expatriate ROI included better candidate selection and assessment, effective communication of assignment objectives, and mandatory cross-cultural training.” <i>(GMAC 2008, p.15)</i></p>	<p><i>Con.:</i> „Der Auswahl geeigneter Personen für Entsendungen kommt überwiegende Bedeutung zu...Dabei schenken Manager dem Auswahlverfahren oft nur wenig Beachtung.“ <i>(Haslberger, S.700, 3.2)</i></p> <p>„Wie sieht das Selektionsverfahren aus und welche Kriterien sind für eine Entsendung massgebend?“ <i>(Ruchl, S. 8)</i></p>
<p><i>Related terms:</i></p>	
<p>assessment and selection</p>	<p>Beurteilung und Auswahl, Bewertung und Auswahl</p>
<p>selection instruments/tools</p>	<p>Auswahlinstrumente</p>

selection methods	Auswahlmethoden
selection process	Auswahlverfahren
<i>See: assessment, selection criteria</i>	

EN selection criteria <i>n.</i>	DE Auswahlkriterien <i>n.</i>																				
<i>Def.:</i> the necessary skill set for international assignment candidates, including both professional and technical (hard) skills as well as personal (soft) skill prerequisites	<i>Def.:</i> „die notwendigen Kompetenzen für eine bestimmte Zielposition... (d.h.) persönliche Voraussetzungen, fachbezogene Kriterien und Führungskompetenz“ (<i>Wegerich, S500-501, 5.2.1</i>)																				
<i>Syn.:</i> expatriate selection criteria, expatriate prerequisites, skill set, job requirements, job profile, candidate selection criteria	<i>Syn.:</i> Voraussetzungen, Kompetenzen, Anforderungsprofil																				
<i>Con.:</i> “Technical competency is most often used as the selection criteria for expatriates, but that is rarely the best selection technique. The technical skills of an expatriate are of course important, but other skills can be as important.” (http://www.referenceforbusiness.com/management/Em-Exp/Expatriates.html on October 10, 2008)	<i>Con.:</i> „Zu den wichtigen Auswahlkriterien gehören hierbei Aspekte wie interkulturelle Aufgeschlossenheit, Geduld, Flexibilität, Toleranz und der Umgang mit unerwarteten Situationen.“ (<i>Meinhold, S. 16</i>)																				
	<i>Anm.:</i> „Anforderungen: Personalentscheider richten sich bei der Auswahl von Expatriates nach folgenden Kriterien: <table style="width: 100%; border: none;"> <tr> <td>Fachliche Kompetenz</td> <td style="text-align: right;">96%</td> </tr> <tr> <td>Führungskompetenz</td> <td style="text-align: right;">74%</td> </tr> <tr> <td>Karriereentwicklung</td> <td style="text-align: right;">72%</td> </tr> <tr> <td>Sprachkenntnisse</td> <td style="text-align: right;">60%</td> </tr> <tr> <td>Motivation für Auslandseinsätze</td> <td style="text-align: right;">60%</td> </tr> <tr> <td>frühere erfolgreiche Auslandseinsätze</td> <td style="text-align: right;">57%</td> </tr> <tr> <td>Offenheit</td> <td style="text-align: right;">57%</td> </tr> <tr> <td>Geschäftsvision</td> <td style="text-align: right;">55%</td> </tr> <tr> <td>passendes familiäres Umfeld</td> <td style="text-align: right;">54%</td> </tr> <tr> <td>kulturelle Anpassungsfähigkeit</td> <td style="text-align: right;">54%“</td> </tr> </table> (<i>Price Water Cooper, 1999, zitiert in Schwertfeger, S.15</i>)	Fachliche Kompetenz	96%	Führungskompetenz	74%	Karriereentwicklung	72%	Sprachkenntnisse	60%	Motivation für Auslandseinsätze	60%	frühere erfolgreiche Auslandseinsätze	57%	Offenheit	57%	Geschäftsvision	55%	passendes familiäres Umfeld	54%	kulturelle Anpassungsfähigkeit	54%“
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<i>See: selection, competence, competency, candidate</i>																					

EN short-term assignment <i>n.</i>	DE kurzzeitige Entsendung <i>n.</i>
<i>Def.:</i> “Less costly than full expatriate assignments, short-term assignments clearly continue to grow in popularity among multinationals, according to a recently released survey. The majority (77 percent) of participants to the 2000 Global Survey of	<i>Def.:</i> „Als kurzzeitige Entsendung gilt ein Aufenthalt von mindestens drei und höchstens zwölf Monaten.“ (<i>Haslberger, S. 695</i>) „Short-Term Assignment: in der Regel sechs bis 18 Monate, bestimmt durch Projektdauer bzw. Auftragsdauer. In Deutschland werden

<p>Short-Term International Assignment Policies predict their organizations will increase the number of short-term assignments, defined as those lasting 3 to 12 months.” (VdB 8) <i>New development:</i> "Much of the difficulty lies in the definition of the short-term assignment. No longer are these assignments the traditional three to 12 months, included in this definition are 'commuter' and 'virtual' assignments."”(Weston)</p>	<p>auch die Begriffe Abordnung oder Delegation verwandt.“ (LKW, S. 30)... „Short-Term Einsatz/Abordnung: Hierunter wird ein kurzfristiger internationaler Personaleinsatz verstanden, der im Rahmen des bestehenden Vertrages mit der Muttergesellschaft absolviert wird und dessen Dauer in der Regel sechs bis 18 Monate beträgt. Dazu gehören zum Beispiel Projekteinsätze, Know-how Transfers und—jedoch in geringerer Anzahl—Entsendungen mit dem Ziel der Karriere-oder Personalentwicklung...Wenn von Delegation gesprochen wird, handelt es sich häufig um einen Zeitraum von bis zu drei Jahren. Jedoch wird dieser Begriff auch von einzelnen Unternehmen für Long-Term Einsätze verwendet.“ (LKW, S. 32)</p>
<p><i>Syn.:</i> short-term relocation, short-term transfer, deputation</p>	<p><i>Syn.:</i> kurzfristige Entsendung, kurzfristiger Einsatz, Kurzzeitensendung, Abordnung, Delegation, Short-Term Assignment</p>
<p><i>Con.:</i> “It discovered that nearly 60 per cent of the 550 companies surveyed anticipate that the number of short-term assignments will continue to rise, and half the companies surveyed said cutting costs was the main reason for this increase....” (Weston) ““At companies seeking alternatives to long-term assignments, 36% used short-term assignments, 14% localized expatriates, and 13% expanded their use of business travel.” (GMAC 2007, p.12)</p>	<p><i>Con.:</i> „Kurzzeitige Entsendungen haben mit internationalem Pendlertum einiges gemein. Oft bleibt die Familie im Stammland zurück. Kurzzeitige Entsendungen sindmanchmal an spezielle Projekte, die eine dauerhafte Anwesenheit erfordern, gebunden.“ (Haslberger, S. 698) „Sinnvoll ist es, auch bei kurzfristigen und langfristige Entsendungen mit einer Entsendungsrichtlinie ein Regelwerk zu erstellen, dass eine einheitliche Behandlung von Entsendungen sicherstellt.“ (HKH 1.2.3, S.5) „Bei einer verlängerten Dienstreise oder Delegation ist zu prüfen, ob es zu einer Steuerpflicht im Gastland kommt.“ (HKH, 1.2.2, S.4)</p>
<p><i>See: assignment, delegation and deputation</i></p>	

<p>EN small and medium enterprises (SME) n.</p>	<p>DE klein- und mittelständischen Unternehmen (KMU) n.</p>
<p><i>Def.:</i> “Business segment term used differently in different countries, sometimes differently in different industries in the same country. In the US, any firm from a small-office home-office (SOHO) to a large corporation may be called a SME. More specifically, firms included in Russel indices such as Russel</p>	<p><i>Def.:</i> „Seit dem 1. Januar 2005 genutzte KMU-Definition der EU Mittlere Unternehmen—Mitarbeiter bis 249 und Umsatz bis 50 Mio. Euro oder Bilanzsumme bis 43 Mio. Euro. Kleine Unternehmen—bis 49 Beschäftigte, Umsatz bis 10 Mio. Euro oder Bilanzsumme bis</p>

<p>2500 index and Russel Midcap index are classified as SMEs. In European Union, a firm with (1) 50 to 250 employees, (2) annual turnover of Euro 7 to 40 million, (3) total assets less than Euro 27 million, and (4) not more than 25 percent ownership by a large corporation, may be classified as a SME. The International Chamber Of Commerce (ICC) defines a SME as having 100 to 2000 employees.” (BD, <i>small-and-medium-enterprise</i>)</p>	<p>10 Mio. Euro Kleinstunternehmen—bis 9 Mitarbeiter, Umsatz oder Bilanzsumme bis 2 Mio. Euro (beide finanziellen Schwellenwerte waren hier bisher nicht definiert)... Das Institut für Mittelstandsforschung Bonn (www.ifm-bonn.de) klassifiziert im Unterschied zur Europäischen Union Unternehmen in nur zwei Gruppen. Die Unternehmen müssen dabei konzernunabhängig sein. Beschäftigte Umsatz: Klein 1-9 Max. 1 Mio. € Mittel 10-499 1-50 Mio. € Nach dieser Definition gehören in Deutschland mehr als 99% aller Unternehmen zur Gruppe der kleinen und mittelständischen Unternehmen.“ (http://www.ifm.uni-mannheim.de/unter/faq/kmu_definition.htm; 14.10.08)</p>
<p>Syn.: small and mid-sized companies, small and mid-sized businesses</p>	<p>Syn.: kleine und mittlere Unternehmen (teilweise) Mittelständler, Mittelstand</p>
<p>Con.: “Other relatively unexplored research sites include IJVs, small- and medium-sized enterprises (SMEs), and MNEs based outside Europe and the advanced English-speaking economies (Brewster & Scullion, 1997).” (BBS, p.8)</p>	<p>Con.: „Für die klein- und mittelständischen Unternehmen (KMU) bekommen die geplanten Auslandsinvestitionen zunehmende Bedeutung , zumal ein Großteil bisher nur national tätig war.“ (LKW, S.19)</p>

EN social security n.	DE Sozialversicherung n.
<p>Def.: “Government program aimed at providing basic needs to citizens who are retired, unemployed, or unemployable due to a disability or disadvantage. It is funded usually by mandatory payroll contributions... from both the employees and the employers, and from the government's tax revenue.” (BD, <i>social security-system</i>)</p>	<p>Def.: „ist eine gesetzliche Zwangsversicherung (für die nach Stand und Einkommen Versicherungspflichtigen). Sie dient der Leistungsgewährung im Falle von Krankheit, Arbeitsunfall, Berufsunfähigkeit, - Erwerbsunfähigkeit, Mutterschaft, Arbeitslosigkeit, Alter und Tod. Versicherungszweige sind - gesetzliche Krankenversicherung, gesetzliche Unfallversicherung, Rentenversicherung und Arbeitslosenversicherung.“ (Wirt.lex.24, <i>Sozialversicherung</i>; 11.10.08)</p>
<p>Con.: “Where an EU employee is sent to work in the UK (and is not simply replacing another employee whose tour of duty is ended) they remain covered by the Social Security scheme in their home state and are not liable to UK contributions provided they are in the UK for less than a year.” (Oury Clark, p.18, 7.2)</p>	<p>Con.: „Besteht dagegen das Arbeitsverhältnis zu einer ausländischen Tochtergesellschaft oder liegt eine dauerhafte Auslandstätigkeit vor, so ist der Arbeitnehmer ausschließlich bei der ausländischen Sozialversicherung beitragspflichtig und leistungsberechtigt.“ (HKH,S.11, 3.1.1)</p>

<i>Related Terms:</i>	
social security benefits	Sozialversicherungsleistungen
social security contributions	Sozialversicherungsbeiträge
social security number	Sozialversicherungsnummer
social security system	Sozialversicherungssystem

EN soft skills <i>n.</i>	DE weiche Fähigkeiten <i>n.</i>
<i>Def.:</i> “Communicating, conflict management, human relations, making presentations, negotiating, team building, and other such ability, defined in terms of expected outcomes and not as a specific method or technique such as statistical analysis.” (<i>BD, soft-skill</i>)	<i>Def.:</i> „soziale Kompetenzen (wie) Eigeninitiative, Selbstverantwortung, Teamfähigkeit, persönliche Leistungsfähigkeit, Flexibilität und Kreativität“ (http://www.amazon.de/exec/obidos/ASIN/3407364024/ref=nosim/schildnet ; 11.10.08)
<i>Syn.:</i> interpersonal skills, social competencies	<i>Syn.:</i> Soft Skills, soziale Kompetenzen
<i>Con.:</i> “Conducting business in a cross-cultural environment requires managers to be flexible, perceptive, open-minded and tolerant of ambiguity. Often called “ soft ” skills, these approaches to the processes of interpersonal communication enable managers to function in foreign situations, where they may not be sure what the priorities, values and needs of people around them are”(<i>Longatan, N., http://globalization.suite101.com/article.cfm/how_to_select_personel_for_overseas_assignments; October 31, 2008</i>).	<i>Con.:</i> „ Soft skills “, die weichen Fähigkeiten zum zwischenmenschlichen Brückenbau, sind gefragt. Interesse am Austausch, Einfühlungsvermögen, Umgang mit Emotionen, damit ist frau von Natur besser gesegnet als er, sagt mann.“ (http://www.mdr.de/hier-ab-vier/rat_und_tat/3569.html , 01.11.09) „Neueste empirische Studien zeigen, dass die weichen Faktoren, die Soft Skills , tatsächlich Kennzeichen erfolgreicher Führungskräfte sind...Trainer erhalten einen Werkzeugkasten an Methoden, die für das Erlernen von sozialen Kompetenzen hervorragend geeignet sind.“ (http://www.amazon.de/exec/obidos/ASIN/3407364024/ref=nosim/schildnet ; 11.10.08)
<i>See:</i> <i>competency, competence</i>	

EN specialist <i>n.</i>	DE Spezialist <i>n.</i>
<i>Def.:</i> “a person who specializes in a particular activity or field of research, etc.” (<i>Collins, p. 1109</i>)	<i>Def.:</i> „jmd., der auf einem bestimmten [Fach]gebiet über besondere Kenntnisse, Fähigkeiten verfügt“ (<i>Duden, S. 1431</i>)
<i>Syn.:</i> expert	<i>Syn.:</i> Fachkraft
<i>Con.:</i> “Although many of these requirements can be met through local employment, multinational companies face an increasing need to fill management and specialist positions using international personnel.“ (<i>ASN 4E</i>) “Given the complexity of issues and procedures involved, it’s no wonder that many major multinationals, as well as smaller	<i>Con.:</i> „Häufig sind es nur eine Hand voll Führungskräfte oder Spezialisten, die von der Muttergesellschaft in die Fremde geschickt werden.“ (<i>Meinhold, S. 14</i>) „Angesichts der vermehrten internationalen Verflechtung der Wirtschaft und der Tatsache, dass die Schweiz einen grossen Mangel an Fachkräften und Spezialisten hat, wird die Entsendung von Arbeitnehmern in die Schweiz

international companies seek specialist help for assignment management.” (ASN IE)	sowie die Entsendung von Arbeitnehmern von der Schweiz ins Ausland zukünftig an Bedeutung zunehmen., (Ruch 2, S. 4)
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EN standard of living (US) <i>n.</i> living standard (Canada, UK)	DE Lebensstandard <i>n.</i>
<i>Def.:</i> “Financial health of a population, as measured by per capita income and consumption of goods and services by individuals or households.” (BD, <i>standard-of-living</i>)	<i>Def.:</i> „Das Wohlstandsniveau einer Wirtschaftseinheit (Person, Haushalt, Land), das normalerweise durch die Gesamtzahl der Produkte (wie z.B. Lebensmittel, Kleidung, Möbel, Verkehrsmittel, medizinische Versorgung) gemessen wird, die durch diese Wirtschaftseinheit konsumiert werden.“ (Wirt.lex. 24, <i>Lebensstandard</i> , 02.11.08)
<i>Con.:</i> “However, there are many circumstances where companies prefer to integrate transferees into local compensation programmes, while still trying to help them maintain a standard of living that is comparable to what they experienced in the home country” (ORC 38) “At the same time, skill sets in foreign locations are increasing with improved technology, education and living standards .” (Cryne, p. 13)	<i>Con.:</i> „Die Hauptmotivation für den Entsendungswunsch besteht in der Aussicht auf höhere Einkommen und höheren Lebensstandard .“ (Haslberger, S. 691) „Auslandszulagen sind beispielsweise: ...Lebensunterhaltskostenpauschale zum Ausgleich einer geringeren Kaufkraft und zum Erhalt eines vergleichbaren Lebensstandards wie im Heimatland (Welge/ Holtbrügge 2003, S. 218 ff.)...“ (Wegerich, S.499, 4.2)

EN strategic alliance <i>n.</i>	DE strategische Allianz <i>n.</i>
<i>Def.:</i> “Agreement for cooperation among two or more independent firms to work together toward common objectives. Unlike in a joint venture, firms in a strategic alliance do not form a new entity to further their aims but collaborate while remaining apart and distinct.” (BD, <i>strategic alliance</i>)	<i>Def.:</i> „Strategische Allianzen bezeichnen eine mehr oder weniger enge Zusammenarbeit zwischen mehreren Unternehmen oder Unternehmen und festen freien Mitarbeitern. Im Rahmen von strategischen Allianzen werden Kundenaufträge dauerhaft gemeinschaftlich bearbeitet. Dabei hat jeder Beteiligte seinen zuvor genau definierten Part einzubringen. Hauptziel ist es dabei, möglichst flexibel auf die jeweiligen Kundenwünsche zu reagieren und außerdem Komplettlösungen zu bieten. Ein weiteres Ziel ist die durch die Flexibilität erleichterte Neukundenakquisition.“ (Wirt.lex.24, <i>strategische-allianz</i> , 07.10.08)
<i>Con.:</i> “The increasing internationalization of business through the establishment of international subsidiaries, joint ventures, and strategic alliances , has resulted in increasing numbers of people working part of their working career abroad (Gregersen, Morrison, & Black, 1998).” (BBS, p.3)	<i>Con.:</i> „Die globale Präsenz erreichen Unternehmen durch verschiedene Markteintrittsstrategien, wie die Beteiligung an internationalen strategischen Allianzen , Gründung von internationalen Joint Ventures oder den Aufbau eigener Tochtergesellschaften im Ausland.“

	(vgl. Dülfer, 2001; Macharzina/Oesterle, 2005; Kutschker/Schmid, 2006; Schmid, 2006). 23.09.2008 von: http://www.springerlink.com/content/jm477x7750g1u8um/?p=dc9e296c996a4b05a87a3215e9e82d69&pi=5
See: <i>alliance, joint venture</i>	

EN subsidiary <i>n.</i>	DE Tochtergesellschaft <i>n.</i>
<i>Def.:</i> "Firm controlled by another firm (called the parent) through the ownership of greater than 50 percent of its voting stock." (BD, <i>subsidiary</i>)	<i>Def.:</i> „eine von einer anderen Gesellschaft (Muttergesellschaft) durch Beteiligung abhängige Kapitalgesellschaft.“ (HWL, S.397)
<i>Syn.:</i> affiliate	<i>Syn.:</i> Tochterunternehmen, Zweigunternehmen
<i>Con.:</i> "Where previously expatriates were most frequently greeted with enthusiasm by overseas subsidiaries , increasingly they are viewed with resentment, and seen as appropriating valuable jobs and resources from the local operation." (VdB6)	<i>Con.:</i> „Das Problem der Integration zeigt sich hier am stärksten, da eine allgemeine Policy für den gesamten Konzern einschließlich seiner Tochtergesellschaften entwickelt und eingeführt ist...Durch die Unabhängigkeit der Tochterunternehmen bei der Gestaltung der Policy wird größtmögliche Anpassung an lokale Bedingungen gewährleistet.“ (LKW, S. 16)
<i>Related Term:</i>	
foreign subsidiary (KE, S.811)	ausländische Tochtergesellschaft, Auslandstochter,
fully operational subsidiary (IATE)	Tochtergesellschaft mit vollem Servicespektrum
wholly-owned subsidiary company (KE, S. 811)	hundertprozentige Tochtergesellschaft

EN succession planning <i>n.</i>	DE Nachfolgeplanung <i>n.</i>
<i>Def.:</i> "Identification and development of potential successors for key positions in an organization, through a systematic evaluation process and training. Unlike replacement planning (which grades an individual solely on the basis of his or her past performance) succession planning is largely predictive in judging an individual for a position he or she might never have been in." (BD, <i>succession-planning</i>)	<i>Def.:</i> „Nachfolgeplanung ist ein Instrument des Human Resource Management und hat zum Ziel, die Nachfolge von Führungspositionen meist auf höheren Managementebenen sicher zu stellen... Hierzu gehört zunächst die Identifikation von Schlüsselpositionen...Im Rahmen einer internen Talentidentifikation werden Mitarbeiter identifiziert, die langfristig das Potenzial besitzen, Schlüsselpositionen erfolgreich ausfüllen zu können. Die hierbei identifizierten Kandidaten werden sodann im Rahmen gezielter Personalentwicklungsmaßnahmen auf Schlüsselpositionen vorbereitet.“ (http://de.wikipedia.org/wiki/Nachfolgeplanung , 11.10.08)

<i>Con.:</i> “In a climate of growing skills shortages and lack of confidence in the leadership potential of the existing workforce, interest in succession planning has revived.” (CIPD, http://www.cipd.co.uk/subjects/hrpract/general/successplan.htm ; October 11, 2008)	<i>Con.:</i> „International durchgeführte Nachfolgeplanung und zielgerichtete Auslandseinsätze sind Instrumente, um die im Unternehmen vorhandenen Potenziale für die weiteren Karriereschritte und internationalen Positionen zu qualifizieren.“ (LKW, S.23)
<i>Related terms:</i>	
high potential	High Potential, Potenzialträger
key competence	Schlüsselkompetenz
key position	Schlüsselposition
key qualifications	Schlüsselqualifikationen
potential	Potenzial
talent management	Talent Management
talent pool	Talent Pool
<i>See: executive development, talent management</i>	

EN supplementary contract <i>n.</i>	DE Ergänzungsvertrag <i>n.</i>
<i>Def./Con.:</i> “As a rule, the expatriate is employed by the domestic sending employer. In order to adapt the contract of employment to the conditions of overseas assignment there are (several) options for drafting a contract... (for example the)... supplementary contract ...which is marked by the fact that the domestic employment is designed to fit the special requirements of the overseas assignment and is supplemented by the components, which are necessary and required. In this case, the need for adaptations has to be particularly carefully analysed and coordinated. Here too one can define that the, for example, special salary components are only valid for the period of overseas assignments, as the supplementary agreement comes to an end with the termination of the stay abroad, and therefore with the special expatriation conditions. The advantage is that the employer knows that after his stay abroad he will at least continue to be employed under the original terms of employment. Whether, after a successful overseas assignment, an employment on the basis of his original contract of employment is still suitable, must be considered carefully.” (Heuser, <i>Basic Information</i> , Pt. 4.2)	<i>Def./Con.:</i> „In der Regel hat der Expatriate ein Anstellungsverhältnis zum entsendenden inländischen Arbeitgeber. Um das Anstellungsverhältnis...(zum entsendenden inländischen Arbeitgeber)...den Bedingungen einer Entsendung anzupassen, bestehen...(mehrere) Gestaltungsmöglichkeiten,...(wie zum Beispiel)...den Ergänzungsvertrag ,... der dadurch gekennzeichnet ist, dass das inländische Beschäftigungsverhältnis auf die speziellen Anforderungen des Auslandseinsatzes zugeschnitten und um die notwendigen und auch erforderlichen Bestandteile ergänzt wird. In diesem Fall ist der Anpassungsbedarf besonders sorgfältig zu analysieren und abzustimmen. Auch hier kann verdeutlicht werden, dass beispielsweise die besonderen Vergütungsbestandteile nur für den Zeitraum der Entsendung gelten sollen, denn die Ergänzungsvereinbarung geht mit Abschluss des Auslandsaufenthaltes und damit zusammen mit den besonderen Entsendungsbedingungen unter. Der Vorteil besteht darin, dass der Mitarbeiter nach seinem Auslandsaufenthalt weiß, dass er zumindest zu den ursprünglichen Beschäftigungsbedingungen weiterhin arbeiten wird. Ob eine Beschäftigung des Mitarbeiters nach einem erfolgreichen Auslandsaufenthalt auf der Basis seines ursprünglichen Anstellungsvertrages noch sachgerecht ist, ist sorgfältig zu erwägen.“

	(Heuser, Basisinformation, Pt. 4.2)
See: assignment agreement	

EN talent management <i>n.</i>	DE Talent Management (oder Talentmanagement) <i>n.</i>
<i>Def.:</i> “the recruitment, selection, identification, retention, management, and development of personnel considered to have the potential for high performance. Talent management is a model of personnel management. It focuses on the skills and abilities of the individual and on his or her potential for promotion to senior management roles. It also assesses how much of a contribution the individual can make to the success of the organization.” (http://dictionary.bnet.com/definition/talent+management.html , October 11, 2008)	<i>Def.:</i> „Talentmanagement ist ein Segment des Human Resource Managements, das sich auf für den Unternehmenserfolg wichtige Zielgruppen richtet, für die es zugleich einen vergleichsweise hohen Personalbedarf im Unternehmen gibt. Entsprechend ist eine Priorisierung von Zielgruppen meist der erste Schritt bei der Entwicklung eines Talentmanagementsystems.“ (http://de.wikipedia.org/wiki/Talentmanagement , 11.10.08)
<i>Con.:</i> “ Talent management decisions are often driven by a set of organizational core competencies as well as position-specific competencies. The competency set may include knowledge, skills, experience, and personal traits (demonstrated through defined behaviors).” (http://en.wikipedia.org/wiki/Talent_Management , October 12, 2008)	<i>Con.:</i> „Mit effektiven Talent Management Systemen lassen sich folgende Ziele erreichen: Vorbereitung von Nachfolgern auf entscheidende Positionen, Erkennen und Entwickeln von Qualifikationen und Fähigkeiten, die in der Zukunft notwendig sind und Wettbewerbsvorteile bringen sowie Motivatin und Bindung von Schlüsseltalenten auf allen Ebenen.“ (LKW, S. 24)
<i>Related Terms:</i>	
global talent management	Global Talent Management
talent pool	Talent Pool
See: career development, succession planning	

EN tax equalization <i>n.</i>	DE Steuerausgleichsberechnung <i>n.</i>
<i>Def.:</i> “the process of reconciling (home country) and foreign taxes paid by or on behalf of the expatriate. Payment is made when necessary to offset deficit...” (RRI, GTIA, p. 15) “With tax equalisation a hypothetical home country tax is deducted from the employee's base salary and the organisation pays all home and host country tax obligations, either directly or by reimbursing them.” (CIPD)	<i>Def.:</i> „Hier wird der Mitarbeiter steuerlich so gestellt, als wenn er nicht entsandt worden ware. Er trägt also auch während des Auslandseinsatzes stets die Steuer, die er auch getragen hätte, wäre er zu Hause geblieben. Der Arbeitgeber schützt den Mitarbeiter also vor steuerlichen Mehrbelastungen, eventuelle Mindersteuern verbleiben beim Arbeitgeber.” (LKW, S.63)
<i>Syn.:</i> tax equalisation (UK)	<i>Syn.:</i> Tax Equalization (US), Tax Equalisation (UK)
<i>Con.:</i> “Given the high cost of international relocations, there have been other cost-cutting	<i>Con.:</i> „Die Steuerausgleichsberechnung («Tax Equalization»/«Tax Protection») hat

measures aside from housing restrictions: Greater tax savings by more companies asking employees to terminate residency upon departure from Canada. An increase in utilizing the tax equalization methodology to reimburse employees.” (CERC, p.6)	auf die Wahl des Vergütungssystems und die spätere Handhabung ebenfalls einen grossen Einfluss.“ (Ruchl, S.9) „Der Tax-Equalisation-Ansatz greift auf das Prinzip wieder auf, nach dem der Mitarbeiter bezogen auf das Gehalt, das er für seine Position bezieht, weder Gewinne noch Verluste erzielen soll.“ (LKW, S.63)
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EN tax liability <i>n.</i>	DE Steuerpflicht <i>n.</i>
<i>Def.:</i> “Debt to a government incurred by a tax payer as accrued or assessed taxes. Tax liability is shown as a short-term liability in financial statements, and takes precedence over all other liabilities.” (BD, tax-liability)	<i>Def.:</i> „Verpflichtung für ein Steuersubjekt zur Mitwirkung im Besteuerungsverfahren und zur Abführung der Steuern an die Finanzbehörde . Der Steuerpflichtige ist Beteiligter im Besteuerungsverfahren und hat bestimmte Pflichten (Mitwirkungspflicht), aber auch Rechte (Vertretungsrecht). Er muss aber nicht zugleich derjenige sein, der die Steuer letztlich auch trägt.“ (Wirt.lex.24, Steuerpflicht, 01.11.08)
<i>Con.:</i> “There is a UK tax liability in respect of the total remuneration as an employee of a UK employer.” (Oury Clark, p.6, 3.1.2)	<i>Con.:</i> „Eine weitere Frage ist, ob eine Steuerpflicht im ausländischen Staat besteht und wenn ja, in welchem Umfang.“ (Ruch 2, S. 4)

EN tax protection <i>n.</i>	DE Tax Protection <i>n.</i>
<i>Def.:</i> “Under this system, the expatriate pays no more in income tax than if they had remained at home, the company meeting the host tax bill in excess of the assumed home country liability. No hypothetical tax deductions are made, thereby allowing the expatriate to gain where the host country tax liability is lower than the home country assumed liability.” (relo.net)	<i>Def.:</i> „Tax Protection: Der Mitarbeiter wird vor steuerlicher Mehrbelastung geschützt. Es werden die zusätzlichen Steuern im Einsatzland im Verhältnis zur Steuerbelastung im Heimatland erstattet.“ (LKW, S.63)

EN telecommuting <i>n.</i>	DE Telearbeit <i>n.</i>
<i>Def.:</i> “Substitution of telecommunications for transportation in a decentralized and flexible work arrangement which allows part or full time employees to work at home via a computer attached to the employer's data network. Telecommuting is suitable for well defined and well structured routine jobs with clear and fixed goals, and not for complex jobs with fuzzy or fluid objectives requiring personal contact. The term was coined by the	<i>Def.:</i> „Unter dem Begriff Telearbeit werden verschiedene Arbeitsformen zusammengefasst, bei denen Mitarbeiter zumindest einen Teil der Arbeit außerhalb der Gebäude des Arbeitgebers verrichten (es muss kein Angestelltenverhältnis bestehen). Oftmals werden die Arbeitsergebnisse dabei dem Arbeitgeber über digitale Kanäle übermittelt. Dazu werden häufig Kommunikationsgeräte wie Computer, Fax und Telefon genutzt. Vereinbarungen über

<p>US aerospace engineer Jack Nilles in 1973 and popularized by the author Francis Kinsman in his 1987 book 'The Telecommuter.' Called telework in Europe.” (BD, telecommuting)</p>	<p>Arbeitsziele, Termine usw. werden mit dem Arbeitgeber, dem Arbeitsteam oder beiden getroffen. Das Unternehmen hat bei Telearbeit unter anderem den Vorteil, dass es weniger Büroflächen zur Verfügung stellen muss. Außerdem können die Kompetenzen von Mitarbeitern weiter genutzt werden, die nicht regelmäßig im Büro erscheinen können, zum Beispiel wegen der Kinderbetreuung.“ (http://de.wikipedia.org/wiki/Telearbeit am 10.10.08)</p>
<p><i>Syn.:</i> telework</p>	<p><i>Syn.:</i></p>
<p><i>Con.:</i> “Telecommuting, or telework is broadly defined as employer-paid work activity done at other than a corporate office and facilitated by telecommunications technologies.”... “Senior managers agreed overwhelmingly that the best candidates for telecommuting programs are staff-level employees. ...one of the drawbacks of telework is the possibility that employers may not be able to transfer company knowledge to teleworkers as easily as if they worked at the office... Telework also requires more trust between manager and employee than many managers are willing to develop and it's harder to manage a remote worker.” (VdB 8)</p>	<p><i>Con.</i> „Die Mobile Telearbeit wird hauptsächlich von Vertretern, Kundenbetreuern und ähnlichen Berufsgruppen praktiziert. Hierbei steht die Tätigkeit an wechselnden Arbeitsorten (z.B. in der Kundenwohnung) sowie u.U. der Fernzugriff auf die unternehmensinterne IT-Infrastruktur im Mittelpunkt.... Als On-Site Telearbeit wird die Arbeit innerhalb der Gebäude und der Infrastruktur eines Fremdunternehmens bezeichnet... Eine Schweizerische Großbank (die damalige SKA) beschäftigte 1989 rund 65 Mitarbeiter in sechs sogenannten „Workcenters“ (Telearbeitszentren) in Lausanne, Lugano, Basel, Luzern, Winterthur und Zug.“ (http://de.wikipedia.org/wiki/Telearbeit. 10.10.08)</p>

<p>EN teleconferencing n.</p>	<p>DE Telekonferenz n.</p>
<p><i>Def.:</i> “Audio or audio-visual meeting between geographically separated parties linked by telecommunications networks such as telephones or internet. See also conference call and videoconferencing.” (BD, teleconferencing)</p>	<p><i>Def.:</i> „Telekonferenzen ist ein Telefongespräch zwischen mehr als zwei Teilnehmer. Die einfachste Form einer Telekonferenz ist mit Three-Way Aufruf zur Einrichtung Ihres eigenen Telefonkonferenz zwischen Ihnen und zwei weiteren Teilnehmern.“ (http://www.tech-faq.com/lang/de/teleconferencing.shtml&usg=A LkJrhh5zynPuJGcwfAV-hp4295pwxo_EA ;11.10.08)</p>
<p><i>Syn.:</i> conference call, telephone conference (with video) videoconferencing</p>	<p><i>Syn.</i></p>
<p><i>Con.:</i> “As prevalent and revolutionary as email and web- and tele-conferencing have been in the 21st century workplace, face-to-face human contact remains one of the most effective and efficient means of communication for the transfer of "tacit" knowledge — knowledge that cannot be</p>	<p><i>Con.:</i> „Als äußerst weit verbreitet stellten sich dagegen die Nutzung von Telefon bzw. Telefonkonferenzen mit 85 Prozent und vor allem die Nutzung von E-Mails mit 95 Prozent zur Interaktion mit geografisch entfernten Kollegen heraus.“ (GHS, S. 53)</p>

formalised in manuals or written guidelines.” (<i>Mc Nulty</i>)	
<i>See: video-conferencing, virtual assignment</i>	

EN third country national (TCN) <i>n.</i>	DE Third Country National (TCN) <i>n.</i>
<i>Def.:</i> “An international assignee who is neither a national of the sending country nor of the country of assignment.” (<i>ASN E</i>)	<i>Def.:</i> „Ein international tätiger Mitarbeiter, der weder ein Staatsangehöriger des Entsendungslandes noch des Gastlandes/Einsatzlandes ist, sondern ein Staatsbürger eines dritten Landes.“ (<i>ASN D</i>)
<i>Syn.:</i> foreign national	<i>Syn.:</i> Drittlandsangehöriger
<i>Con.:</i> “Furthermore, since the Asia-Pacific region has grown substantially in terms of economic importance, we believe that a large portion of the non-headquarters transfers are taking place in that region—where third-country nationals are being transferred from one rapidly growing economy to another.” (<i>GMAC 2008, p.11</i>) “These informal mechanisms go some way toward explaining both the limited numbers of female expatriates and of third country nationals (given that the selectors are usually male HQ nationals).” (<i>BBS, p.9</i>) “...if the individual is a highly mobile Third Country National (TCN) , innovative solutions will be needed to meet his particular needs.” (<i>ASN, 4E</i>)	<i>Con.:</i> „ Drittlandsangehörige verfügen üblicherweise über ein hohes Maß an internationaler Erfahrung... Drittlandsangehörige sind kostengünstiger als Stammlandsführungskräfte...“ (<i>Festing, M. & Müller, B.</i>) <i>Open Sky S. 333</i> http://books.google.de/books?id=EBZEA3f6y1EC&pg=PA336&lpg=PA336&dq=Inpatriierung&source=web&ots=ee5zz2hxOv&sig=j5G37t6XDWAX4Jldddmrj2gqurI; 29.09.08 „Im Zuge der internationalen Entwicklung eines Unternehmens wird diese International Workforce um die folgenden Mitarbeitergruppen erweitert (vgl. Reynolds, 2001, S. 520f): Third Country Nationals (TCN) : Mitarbeiter, die in einem beliebigen Land lokal rekrutiert werden und für eine befristete Zeit zu einer Konzerngesellschaft in einem anderen Land außerhalb des Landes des Headquarters entsandt werden.“ (<i>LKW, S. 24</i>)
<i>See: parent country national, local national</i>	

EN third culture kid (TCK) <i>n.</i>	DE Third Culture Kid (TCK) <i>n.</i>
<i>Def.:</i> “As defined by international education expert David Pollock, a Third-Culture Kid (TCK, also known as Trans-Culture Kid) is an individual who, having spent a significant part of the developmental years in a culture other than the parents' culture, develops a sense of relationship to all of the cultures while not having full ownership in any. Elements from each culture are incorporated into the life experience, but the sense of belonging is in relationship to others of similar experience.” (<i>VdB 11</i>)	<i>Def.:</i> „Als Third Culture Kids (TCKs) oder Drittkultur-Kinder werden Kinder und Jugendliche bezeichnet, die in einer anderen Kultur aufgewachsen sind als ihre Eltern, oder die während ihrer Kindheit und Jugend oft umgezogen sind und dabei die Kultur gewechselt haben. Dadurch weisen sie besondere Charaktermerkmale und bestimmte Prägungen auf... TCKs sind meistens Kinder von Missionaren, Diplomaten, entsandten Mitarbeitern globaler Unternehmen, Entwicklungshelfern, Lehrern, Medienvertretern oder Militärbediensteten.“

	<i>(http://de.wikipedia.org/wiki/Third_Culture_Kid, 10.10.08)</i>
Syn.: trans-culture kid (TCK)	Syn.: Drittkultur-Kind, TCK
<p><i>Con.:</i> “Advocates also point out that the IB program is especially well suited for global nomads and third culture kids, because it helps them create a shared identity with a worldwide community of other IB students. Because the IB curriculum is the same from Dublin to Delhi, it also enables students to preserve their own language and culture and gives them something predictable to hang on to amid constant moves and disruptions.” (Boyd)</p> <p>“Even when external appearances are similar to either their host or home culture, TCKs often have a substantially different perspective on the world from their peers.” (VdB 11)</p>	<p><i>Con.:</i> „Drittkultur-Kinder sehen und interpretieren ihre Umgebung oft anders als Nicht-TCKs, weil sie oft mehrere verschiedene Kulturen, Religionen, Weltanschauungen und Überzeugungen kennengelernt haben... Third Culture Kids besitzen oft die Fähigkeit, sich in verschiedenen Kulturen leichter als andere Menschen zurecht zu finden, weil sie in ihrer Kindheit die Möglichkeit hatten, eine große Vielfalt kultureller Verhaltensweisen zu beobachten... Leben als Third Culture Kids und die damit verbundene hohe Mobilität hat spezielle Auswirkungen auf das Beziehungsmuster der Drittkultur-Kinder.“ (http://de.wikipedia.org/wiki/Third_Culture_Kid, 10.10.08)</p>

EN transfer n.	DE Transfer n.
<i>Def.:</i> “n.: an act, instance or process of transferring” (MW, p.1253)	<i>Def.:</i> „Übertragung, Überführung; Übersiedlung, Umsiedlung in ein anderes Land“ (Duden, S.1550)
Syn.: relocation, international assignment, international posting, shift, move	Syn.: Entsendung, Auslandseinsatz, Vsetzung, Übersiedlung, Übertragung
<p><i>Con.:</i> “Indeed, the practice of expatriation is growing in popularity if for no other reason than to expedite the transfer of knowledge between units of a global organisation in the most effective way – through human contact.” (McNulty)</p> <p>“Furthermore, since the Asia-Pacific region has grown substantially in terms of economic importance, we believe that a large portion of the non-headquarters transfers are taking place in that region—where third-country nationals are being transferred from one rapidly growing economy to another.” (GMAC 2008, p.11)</p> <p>“Ericsson Indonesia has a strong program designed to facilitate the transfer of technology so that Indonesians can fill those positions presently taken by expatriates in the future, a program that includes sending Indonesians overseas.” (VdB 6)</p>	<p><i>Con.:</i> „Das Hauptaugenmerk im Entsendungsmanagement liegt in vielen Unternehmen bei der Gestaltung des Transfers und der Unterstützung unmittelbar nach der Ankunft.“ (Haslberger, S.698, 3)</p> <p>„In dieser Entwicklungsphase wird Information hauptsächlich von der Zentrale ins Ausland transferiert. Das sind auf der einen Seite Handlungsanweisungen und auf der anderen der Transfer von Wissen, Prozessen und Unternehmenspolitik.“ (Haslberger, S. 692, 2.1)</p> <p>„Eine Kündigung seitens solcher Mitarbeiter bedeutet immer einen grossen Verlust für das Unternehmen. Dies betrifft nicht nur den Investitionsaufwand, sondern auch den Wissenstransfer und das Kontaktnetz.“ (ASN 1D)</p>
<i>Related Terms:</i> (DCC, October 11, 2008)	http://www.dict.cc/?s=transfer&pagenum=9

foreign transfer (money)	Auslandsüberweisung
information transfer	Informationstransfer, Informationsübertragung
knowledge transfer	Wissenstransfer, Wissensübertragung
technology transfer	Technologietransfer
transferee	Entsandter

EN transfer v.	DE transferieren v.
<i>Def.: to transfer: “ v.: vt. to convey from one person, place, or situation to another; vi: to move to a different place, region, or situation;” (MW, p.1253)</i>	<i>Def.: “einen Transfer durchführen..., versetzen” (Duden, S.1550)</i>
<i>Syn.: to relocate, to move, to send abroad, to shift, to hand over</i>	<i>Syn.: versetzen, entsenden, ins Ausland schicken, übertragen, übermitteln, weiterleiten</i>
<i>Con.: “Any of these three objectives might make it necessary to assign or move personnel among different units, thus creating expatriates, to make sure that local adaptation is not achieved at the expense of the center, to coordinate globally integrated interdependent units, or to transfer or acquire knowledge and experience...” (BBS, p. 4)</i>	<i>Con. „In dieser Entwicklungsphase wird Information hauptsächlich von der Zentrale ins Ausland transferiert. Das sind auf der einen Seite Handlungsanweisungen und auf der anderen der Transfer von Wissen, Prozessen und Unternehmenspolitik.“ (Haslberger, S. 692)</i>
<i>See: relocate</i>	

EN travel insurance n.	DE Reiseversicherung n.
<i>Def.: “Travel insurance for a specific period of time covers the costs of treatment abroad, ambulance transportation, evacuation for medical reasons, and the travel costs of close relatives in an emergency, throughout your entire stay.” (http://www.asn.ch/en/pdf/private/health_care.pdf, September 23, 2008)</i>	<i>Def.: „Eine befristete Reiseversicherung deckt Behandlungskosten im Ausland, Krankentransporte, Evakuierungen aus medizinischen Gründen und die Anreisekosten naher Verwandter im Ernstfall –während Ihres ganzen Aufenthalts.“ (http://www.asn.ch/de/pdf/privatkunden/gesundheitsvorsorge.pdf; 23.09.08)</i>
<i>Con.: “As a result, savvy travelers purchase travel insurance in order to protect against the potentially staggering financial costs resulting from crises such as the cancellation of a big trip due to death or illness of a family member or a required emergency medical evacuation.” (http://www.travelinsurancecenter.com/eng/helpdesk/travelinsurance_primer.cfm, September 24, 2008)</i>	<i>Con.: „Zu den notwendigen Reiseversicherungen muss man die Auslandskrankenversicherung zählen. Sie ist sowohl für gesetzlich Krankenversicherte als auch für privat Krankenversicherte zu empfehlen.“ (http://www.faq-versicherungen.de/html/versicherungsarten/reiseversicherung.html, 23.09.08)</i>
<i>See: health insurance</i>	

EN video conference <i>n.</i>	DE Videokonferenz <i>n.</i>
<i>Def.:</i> “Two-way, real-time transmission of audio and video signals between specialized devices or computers at two or more locations via satellite (wireless) over a network such as a LAN or internet. Full motion (30 frames per second), full color videoconferencing requires a bandwidth of 6 megahertz (MHz) for analog signals and 1.54 megabits per second (Mbps) of digital signals. Videoconferencing protocols are governed by the ITU-TSS standard H.261 and its successor. Also called video teleconferencing.” (<i>BD, video-conferencing</i>)	<i>Def.:</i> „Eine Videokonferenz ist ein audiovisuelles Telekommunikationsverfahren. Während dieser werden live (Bewegt-)Bilder und Tonsignale sowie optional Anwenderdaten (z. B. Dokumente/PC-Inhalte) zwischen zwei oder mehr Standorten übertragen. Die Signale werden in Mischeinrichtungen für die Endgeräte manuell oder automatisch aufbereitet. Die Anlagen verwenden Kamera und Mikrofon als Eingabegeräte sowie Bildschirm und Lautsprecher als Ausgabegeräte.“ (http://de.wikipedia.org/wiki/Videokonferenz 17.10.08)
<i>Con.:</i> “This requires frequent business trips to the host country and reliance on communications such as telephone, E-mail, video conferences etc.” (<i>Relo.net.</i>)	<i>Con.:</i> „In einer Befragung von 351 remote arbeitenden Personen aus 29 europäischen Ländern gaben lediglich 9 Prozent der Befragten an, das Medium Videokonferenz oft oder sehr oft zu nutzen.“ (<i>GHS, S. 52</i>)
<i>See: virtual assignment</i>	

EN virtual assignment <i>n.</i>	DE virtueller Einsatz <i>n.</i>
<i>Def.:</i> “A term used to describe an employment arrangement whereby an employee does not relocate to a host location, but has international responsibilities for a part of the organisation in another country. This requires frequent business trips to the host country and reliance on communications such as telephone, E-mail, video conferences etc.” (<i>Relo.net.</i>)	<i>Def.:</i> “ „Virtueller“ Einsatz ist die organisatorische „Zuordnung von Beschäftigten in einem Land zu einem Team in einem anderen Land. Dies entspricht grenzüberschreitender Telearbeit.“ (<i>Haslberger, S. 694, 2.1</i>) „Eine der wichtigsten Implikationen von Remote Services ist, dass Fach- und Führungskräfte der Muttergesellschaft nicht mehr ins Ausland entsandt werden, sondern im Heimatland verbleiben und von dort aus in Form einer virtuellen Auslandsentsendung mit Mitarbeitern, Kunden, Lieferanten und Kooperationspartnern im Gastland interagieren.“ (<i>GHS, S. 43</i>)
<i>Syn.:</i> international telework, international telecommuting	<i>Syn.:</i> virtuelle (Auslands-)entsendung, internationale Telearbeit
<i>Con.:</i> “You need help dealing with an increase in new forms of international mobility - such as virtual assignments , commuter assignments and rotational assignments.” (<i>Price Waterhouse Coopers, http://pwcias.com/home/eng/ias_regional.html; October 07, 2008</i>)	<i>Con.:</i> „Die Vorteile virtueller Auslandsentsendungen gegenüber traditionellen Formen der Stellenbesetzung im Ausland bestehen vor allem in der Reduzierung von Reisezeiten und -kosten sowie in der Flexibilisierung des Personaleinsatzes.“ (<i>GHS, S. 43</i>)

See: assignment	
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EN visa n.	DE Visum n.
<p><i>Def.:</i> “Certificate issued or a stamp marked (on the applicant's passport) by the immigration authorities of a country to indicate that the applicant's credentials have been verified and he or she has been granted permission to enter the country—for a temporary stay within a specified period. This permission, however, is provisional and subject to the approval of the immigration officer at the entry point. The common types of visas include: (1) Single entry visa: valid only for one visit. (2) Multiple entry visa: allows any number of visits within its validity period. (3) Business visa: for a short visit to conduct discussions, negotiations, and/or presentations, but not to take up employment. (4) Tourist visa: allows freedom to move around the country and briefly cross its frontiers to another country and return. (5) Residence visa: allows an extended stay but does not grant permission to take up employment. (6) Work visa: gives the permission to stay and take up employment, for a specific job and only for a limited period. Called also work permit. (7) Electronic visa: permission recorded in a computer instead of being issued as a certificate or stamp.” (<i>BD, visa</i>)</p>	<p><i>Def.:</i> „Urkunde (in Form eines Vermerks im Pass) über die Genehmigung des Grenzübertritts (pl.: Visa oder Visen)“ (<i>Duden, S. 1682</i>) „Dienstreisen für Meetings, Seminare und Konferenzen (sind) sehr häufig vom Visum befreit...Da im internationalen Rechtsverkehr anerkannt ist, dass eine Dienstreise maximal drei Monate andauern kann, erteilen ebenfalls viele Länder Dienstreisevisa über diesen Zeitraum meist zu erleichterten Bedingungen...Soll jedoch für die Gesellschaft vor Ort eine Tätigkeit – auch für einen Dienstreisezeitraum von bis zu 3 Monaten – ausgeübt werden, so ist in vielen Ländern ein Businessvisum zu beantragen.“ (<i>LKW, S. 246—7</i>)</p>
<i>Syn.:</i> entry permit	<i>Syn.:</i> Einreisegenehmigung
<i>Con.:</i> "The likely result will be that visas become more readily available to spouses of expatriates—because of both the greater value placed on talent and the large number of women in two-career families who are in the global work force....” (<i>VdB 2</i>)	<i>Con.:</i> “Viele Länder erlauben die Einreise für Dienstreisende ohne Visum oder mit einem Touristenvisum, wenn im Land nicht für eine lokale Gesellschaft gearbeitet wird.“ (<i>LKW, S.246</i>)
<i>Related Term:</i> (all related terms from DCC.	http://www.dict.cc/?s=visa September 17, 2008)
to apply for a visa	ein Visum beantragen
business visa	Geschäftsvisum
entry visa	Einreisevisum
exit visa	Ausreisebewilligung, Ausreisesehtvermerk, Ausreisevisum
extension of a visa	Visaverlängerung
issue of a visa	Erstellung eines Visums
multiple-entry visa	Visum für mehrere Einreisen
residence visa	Aufenthaltsvisum, Aufenthaltsbewilligung

tourist visa	Touristenvisum
transit visa	Durchreisevisum, Transitvisum, Durchreisesichtvermerk
valid visa	gültiges Visum
visa application	Visaantrag, Visumantrag, Visumsantrag
visa exemption	Visumfreiheit
visa fee	Visagebühr
visa requirement	Visumpflicht
work visa	Arbeitsvisum

EN work permit <i>n.</i>	DE Arbeitsbewilligung <i>n.</i>
<i>Def.:</i> “a form of official approval for a foreign national to perform work related activity for a specified period of time in-country. In some countries, a work permit is issued separately to a visa, whilst in other cases; the permission to work is part of the approved visa.” (<i>Relo.net.</i>)	<i>Def.:</i> „Arbeitserlaubnis, Arbeitsgenehmigung: Erlaubnis des Arbeitsamtes für ausländische Arbeitnehmer, im Inland ein Arbeitsverhältnis einzugehen“ (<i>IATE:Ref.: 1</i>) <i>FRANKL, Wb Sozialrech; 23.09.08</i>)
<i>Syn.:</i> work visa	<i>Syn.:</i> Arbeitserlaubnis, Arbeitsgenehmigung
<i>Con.:</i> “There are other obstacles to developing your career internationally: the vast majority of countries (including such key expatriate target destinations as the USA, Brazil, France and Germany) only issue work permits on the basis of quotas and skills requirements.” (<i>VdB 2</i>) “Another problem, this time on the Employer’s side, was that the candidates had to have work permits, which was a time-consuming and involved process requiring substantial input from each candidate.” (<i>Coe</i>)	<i>Con.:</i> „In fast jedem Staat ist es notwendig für ausländische Staatsangehörige eine Arbeitsbewilligung und gegebenenfalls auch noch eine Aufenthaltsbewilligung einzuholen.“ (<i>Ruch 2, S.5</i>) „Manche Unternehmen unterstützen interessierte PartnerInnen bei der Arbeits- bzw. Beschäftigungssuche. Letzteres insbesondere, wenn lokale Regelungen den Mitreisenden eine Arbeitserlaubnis verwehren.“ (<i>Haslberger, S.704</i>)

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Glossary Source Texts

Note: The abbreviated forms of the glossary source texts are listed below in alphabetical order. Full reference information for each of the texts is given below next to the abbreviation used in the glossary for brevity's sake.

- ASN E ASN English Glossary retrieved on April 11, 2003 from:
http://www.asn.ch/asn/siteEnglish/html/info_glossary.php
- ASN D ASN German Glossary retrieved on April 11, 2003 from:
http://www.asn.ch/asn/siteGermany/html/info_glossary.php
- ASN 1E ASN International Assignment Support. Retrieved on July 7, 2008
<http://www.asn.ch/en/corporate/assignment.php>
- ASN 1D ASN Ablauf Internationaler Entsendungen . Retrieved on July 7, 2008
<http://www.asn.ch/de/firmenkunden/entsendungsablauf.php>
- ASN 2E ASN International Compensation. Retrieved on July 7, 2008
<http://www.asn.ch/en/corporate/compensation.php>
- ASN 2D ASN Internationale Vergütungssysteme. Retrieved on July 7, 2008
<http://www.asn.ch/de/firmenkunden/verguetung.php>
- ASN 3E ASN International Employee Benefits. Retrieved on July 7, 2008
<http://www.asn.ch/en/corporate/benefits.php>
- ASN 3D ASN Internationale Vorsorge- und Versicherungslösungen.
Retrieved on July 7, 2008
http://www.asn.ch/de/firmenkunden/vorsorge_versicherung.php
- ASN 4E ASN International Human Resources Management. Retrieved on July 7, 2008 from:
<http://www.asn.ch/en/corporate/hr-management.php>
- ASN 4D ASN Internationales Personalmanagement. Retrieved on July 7, 2008
<http://www.asn.ch/de/firmenkunden/personalmanagement.php>
- ASN 5E ASN Services for Private Clients. Retrieved on July 7, 2008 from
http://www.asn.ch/en/pdf/private/ASN_broschure_private.pdf
- ASN 5D ASN Dienstleistungen für Privatkunden. Retrieved on July 7, 2008 from
http://www.asn.ch/de/pdf/privatkunden/ASN_broschuere_privatkunden.pdf
- BBS Bonache, J., Brewster, C., Suutari, V. Expatriation: A Developing Research Agenda, *Thunderbird International Business Review*, Vol. 43(1) 3–20 • January–February 2001
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- DCC Dict.cc English-German Dictionary <http://www.dict.cc/?s>
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<http://europa.eu.int/eurodicautom/>
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English Abstract:

As a result of the rapid globalization of the world's economy, more and more companies are conducting business on an international scale. Consequently, an increasing number of corporate employees are being sent abroad on global assignments designed to fulfill a variety of business objectives. This trend has, in turn, led to the rise of an elite group of global employees characterized by their international mobility and intercultural competencies as well as to the development of an international relocation industry providing an extensive range of services.

Designed as a terminological work, this thesis not only outlines the essential concepts of the subject area in the overview section but also provides an extensive glossary of English and German terms used in the field of international relocation. In the glossary section of this work, terms are presented in English and German with definitions and/or context entries. Main entries, related terms and synonyms are listed in the English and German indexes for easy reference to their appearance in the text of both the overview and glossary sections.

Deutsches Abstract:

Durch die zunehmende Globalisierung der Weltwirtschaft agieren immer mehr Unternehmen weltweit. Daraus ergibt sich, dass immer mehr Arbeitnehmer von ihren Arbeitgebern ins Ausland geschickt werden. Auslandsentsendungen dienen verschiedenen Geschäftszwecken und gehören jetzt zum beruflichen Alltag von internationalen Managern. In letzter Zeit bildet sich durch diesen Trend bedingt ein Kader von hoch qualifizierten, mobilen Arbeitskräften mit interkulturellen Kompetenzen sowie eine ganze Dienstleistungsbranche, die global agierende Unternehmen in punkto Mobilität unterstützt.

Diese Arbeit stellt sowohl eine fachliche als auch eine terminologische Einführung in das Gebiet der internationalen Mitarbeiterentsendung dar. Dazu ist die Arbeit in zwei Hauptteile gegliedert: einen Überblick, der sich mit der Entwicklung, Zielsetzung und Problematik der Mitarbeiterentsendung als Unternehmensstrategie beschäftigt, und einen terminologischen Teil (Glossar), der aus einer Auswahl der in der Fachliteratur auftretenden Begriffe besteht. Alle im Glossar erfassten Begriffe sowie die genannten Synonyme und verwandten Begriffe sind im englischen oder deutschen Index aufgelistet und mit Seitenangabe versehen.

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This work is dedicated to Ronald Insanally who lives on in the hearts of his family and friends.

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